

**NEW SCHOOL IN NEW HROMADAS**

DECENTRALISATION OF EDUCATION: ACTIVITIES ON LOCAL AND REGIONAL LEVEL

2014-2019

**SWEDISH-UKRAINIAN PROJECT**

**“SUPPORT TO DECENTRALISATION IN UKRAINE”**



# PROJECT'S STRATEGY FOR EDUCATION MANAGEMENT CAPACITY BUILDING IN HROMADAS



Over its lifetime, the Project developed and put into implementation a comprehensive capacity building strategy called New School in New Hromadas. The main aim of the strategy was to support capacity building of hromada education managers, to promote an emergence of a new administrative culture in hromadas and support collaboration between local, regional and national level education managers.

An important note is that, for consistent results and maximum effect, implementation of the key elements of the strategy needs to be continued, to include the continuously emerging new hromadas and to support the constant upgrade of expertise and capacities of the existing ones.

Changes that have been supported by the Project are only a beginning as the change of culture requires medium and long-term perspective, and consistency of leadership and activities over sustained period.

## COACHING INDIVIDUAL HROMADAS



AT ITS WAKE, THE PROJECT SUPPORTED FIVE VOLUNTEER HROMADAS IN KHMELNYTSKA OBLAST WITH ESTABLISHMENT OF EDUCATION MANAGEMENT FUNCTION, WITH INVENTORY OF EDUCATION INFRASTRUCTURE AND TASKS, WITH PREPARATION AND IMPLEMENTATION OF OPTIMISATION PLANS AND WITH SETTING UP COOPERATION BETWEEN THE DECISION MAKERS, EDUCATION MANAGERS, SCHOOL COMMUNITY, PUPILS AND PARENTS





## KHMELNYTSKA OBLAST

"With the support of the Swedish-Ukrainian project, we prepared a detailed school optimisation plan for the period 2016-2022. Project also supported the dialogue building and consultations between the council, teachers, parents and pupils. Until now we have set up a hub school with four branches, and our hub school ranked No 2 in the competition of hub schools"



**OLEKSANDR PUZYRUK**  
EDUCATION MANAGER, STAROSYNAVSKA ATC

Hub schools programme have been introduced into Ukrainian education in January 2016. The basic model of the hub schools involves the following elements: the central school and affiliated schools

"Our cooperation with the Swedish-Ukrainian project has helped to support education management bodies in 19 out of 22 hromadas of Khmelnytska oblast"



**OLEH FASOLIA**  
HEAD OF EDUCATION DEPARTMENT  
KHMELNYTSKA OBLAST STATE ADMINISTRATION

## REGIONAL SEMINARS FOR LOCAL EDUCATION MANAGERS

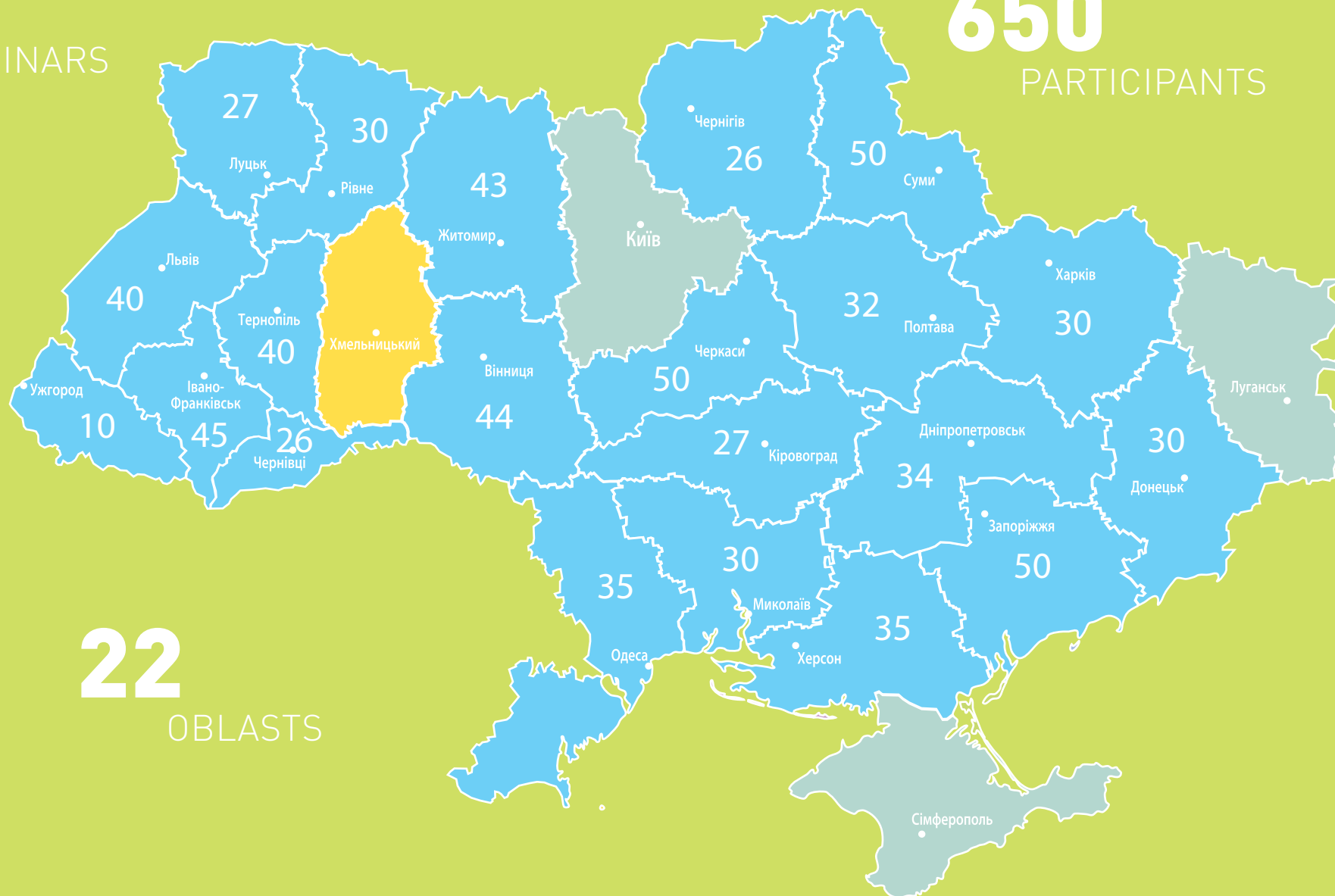
PICKING ON THE EXPERIENCES FROM THE WORK IN KHMELNITSKA OBLAST, A TRAINING WAS DEVELOPED AND DELIVERED TO EDUCATION MANAGERS FROM NEWLY CREATED HROMADAS THROUGHOUT THE COUNTRY. PARTICIPANTS OF THE SEMINARS WERE POLITICAL LEADERS AND EDUCATION MANAGERS FROM HROMADAS, HEADS OF OBLAST EDUCATION DEPARTMENTS, REPRESENTATIVES OF REGIONAL PEDAGOGICAL TRAINING CENTRES. THESE SEMINARS WERE THE FIRST STEPS TOWARDS CREATION OF REGIONAL NETWORKS OF HROMADA EDUCATION MANAGERS

# 32

SEMINARS

# 650

PARTICIPANTS



# 22

OBLASTS

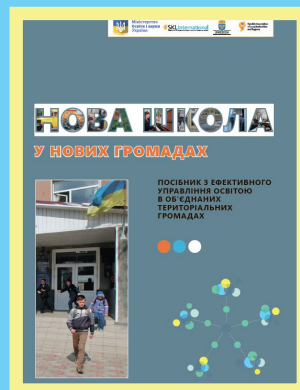
## METHODOLOGICAL GUIDES

THE EXPERIENCE FROM WORK IN KHMELNITSKA OBLAST WAS ALSO SUMMED UP IN RANGE OF METHODOLOGICAL GUIDES IN SUPPORT OF EDUCATION MANAGEMENT FUNCTION IN HROMADAS. ALTOGETHER SEVEN DIFFERENT GUIDES WERE PUBLISHED, MORE THAN 10.000 HARD COPIES DISSEMINATED, MORE THAN 15.000 DOWNLOADS MADE

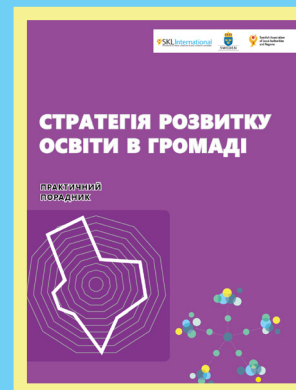




Methodological recommendations on setting education function in Hromadas



Manual on effective education management in amalgamated territorial communities



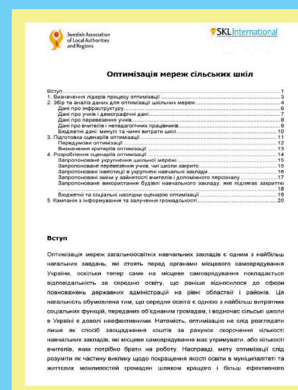
Practical guide "Education development strategy in hromada"



Profile education. Methodological recommendations



Myths and truth about the reform of education



Village school network optimization



Decentralization of education in Poland. Experience for Ukraine



## RESOURCE CENTRE ON EDUCATION MANAGEMENT IN HROMADAS

DUNAYEVETSKA HROMADA OF KHMELNITSKA OBLAST QUICKLY BECAME A FRONT RUNNER OF CHANGES IN SCHOOL NETWORK MANAGEMENT AND ORGANISATION. THE POLITICAL LEADERS AND EDUCATION MANAGERS OF HROMADA WERE WILLING TO OFFER THEIR SUPPORT TO WIDER COMMUNITY OF EDUCATION MANAGERS OF HROMADAS FROM ALL ACROSS UKRAINE. THUS, IN COOPERATION WITH THE PROJECT AN EDUCATION MANAGEMENT RESOURCE CENTRE WAS CREATED IN DUNAYEVTSI





NEAR **40**  
VISITS OF DELEGATIONS FROM  
NEWLY CREATED HROMADAS ALL  
OVER UKRAINE



UP TO **30**  
TRAININGS HELD IN  
DIFFERENT REGIONS OF  
UKRAINE



## ONLINE DATABASE OF EDUCATION MANAGEMENT PRACTICES

EACH GOOD PRACTICE RECORD CONTAINS A DESCRIPTION OF THE PRACTICE, ANALYSIS OF THE PROBLEM IT AIMS TO RESOLVE, APPROACH TAKEN AND RESULTS ACHIEVED, AS WELL AS DESCRIPTION OF RISKS, RELEVANT REGULATORY AND LEGAL ACTS DEVELOPED BY THE HROMADAS.





## Кращі практики Управління освітою в громадах

Головна

Практики

Міжнародний досвід ▾

Додати практику

Про проект ▾

73

UNIQUE PRACTICES

< 56.000

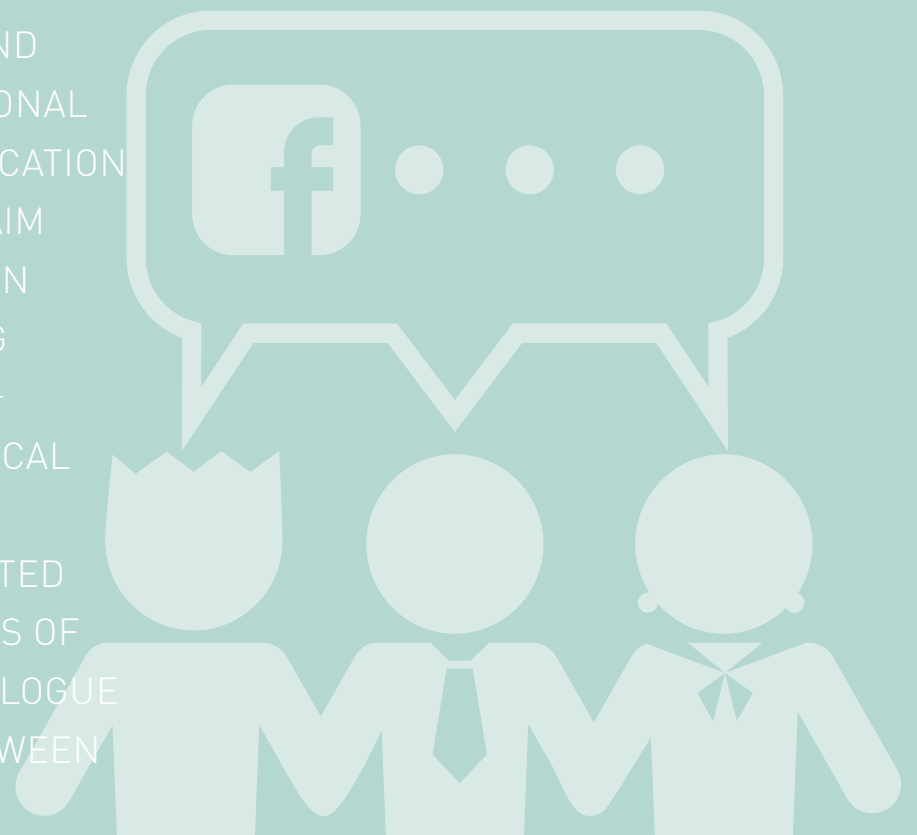
VISITORS

< 1 MLN

VISITS

## FACEBOOK EXPERT GROUPS, VIBER GROUPS, EDUCATION FORUMS

WITH THE INCREASE OF LOCAL SELF-GOVERNMENTS THAT ARE TAKING OVER THE RESPONSIBILITY FOR MANAGEMENT OF SCHOOL NETWORKS, THERE IS A NEED TO SEEK NEW WAYS OF COORDINATION AND COOPERATION BETWEEN THEM AND WITH REGIONAL AND NATIONAL BODIES RESPONSIBLE FOR EDUCATION POLICY DESIGN AND MANAGEMENT. WITH THE AIM TO SUPPORT EMERGENCE OF NEW COOPERATION CULTURE THE PROJECT HAS BEEN SUPPORTING RANGE OF NETWORKING INITIATIVES - SETTING-UP AND ACTIVATION OF REGIONAL TEAMS OF LOCAL EDUCATION MANAGERS, WORK OF EDUCATION PLATFORM OF THE ASSOCIATION OF AMALGAMATED TERRITORIAL COMMUNITIES, ONLINE NETWORKS OF LOCAL EDUCATION MANAGERS, AS WELL AS DIALOGUE PLATFORMS FOR INFORMATION EXCHANGE BETWEEN LOCAL, REGIONAL AND NATIONAL ACTORS





NEAR **500**  
EDUCATION MANAGERS IN  
FACEBOOK EXPERT GROUP

THESE GROUPS SERVE AS  
ONLINE SUPPORT COMMUNITIES.  
ONE COMMUNITY BRINGS  
TOGETHER MEMBERS FROM THE  
LOCAL EDUCATION MANAGEMENT  
RESOURCE CENTRE, HROMADA  
REPRESENTATIVES FROM ALL  
OVER UKRAINE, THE PROJECT,  
MINISTRY OF EDUCATION AND  
SCIENCE, KHMELNITSKY OBLAST  
EDUCATION DEPARTMENT AND  
MANY OTHERS

NEAR **20**  
PARTICIPANTS IN FACEBOOK  
GROUP FOR TRAINERS

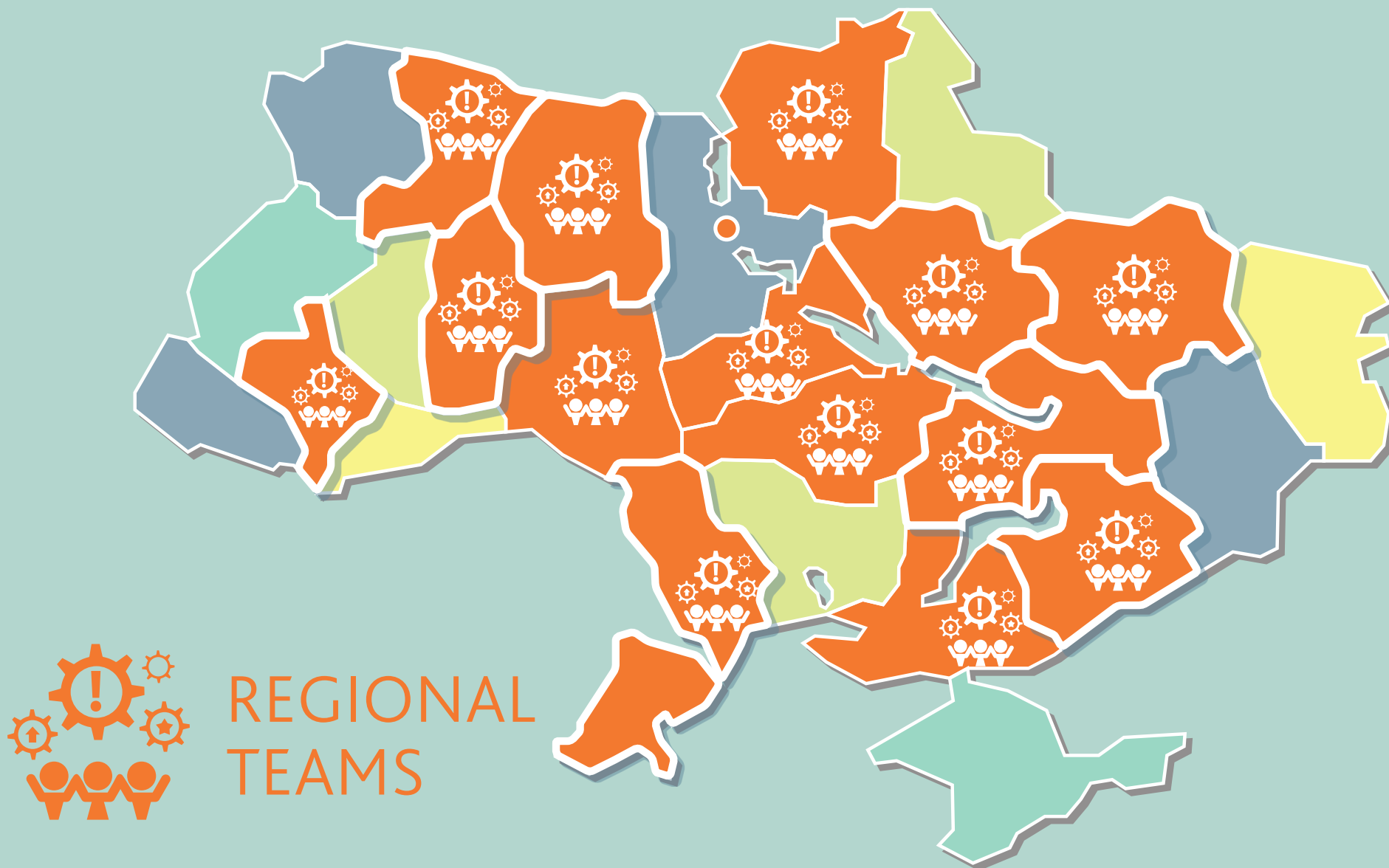
THE SECOND GROUP IS  
TARGETED NARROWLY AND ITS  
MEMBERS ARE THE EDUCATION  
MANAGERS WHO PARTICIPATED  
IN THE TRAINING-OF-TRAINERS  
ACTIVITIES AND IN TESTING OF  
THE OPTIMISATION GAME

MORE THAN **500**  
EDUCATION MANAGERS IN  
**5**  
VIBER GROUPS

**4**  
EDUCATION FORUMS  
**120** PARTICIPANTS



In Zhytomyrska, Vinnytska, Khmel'nytska, Dniprovsk, Odeska, Rivnenska, Khersonska, Chernihivska, Cherkaska, Zaporiz'ka, Kirovohradka, Donetsk, Ivano-Frankivska and Kharkivska oblasts of Ukraine such peer-to-peer support mechanism has been set up in a format of regional teams of education managers



## TRAINING OF TRAINERS

IMPLEMENTATION OF A STRATEGY COUNTRY-WIDE REQUIRES COMMITTED MULTIPLIERS AND HELPERS. TRAINING OF TRAINERS EVENTS GATHERED PRO-ACTIVE EDUCATION MANAGERS FROM HROMADAS, REPRESENTATIVES OF OBLAST EDUCATION DEPARTMENTS, POST-GRADUATE EDUCATION INSTITUTES, REGIONAL CENTRES OF CIVIL SERVICE TRAINING AND OFFERED TO THEM SKILLS AND KNOWLEDGE TRAININGS FOR WORKING WITH ADULT AUDIENCES



4

TRAINING EVENTS

NEAR  
120  
PARTICIPANTS



## STUDY VISITS TO POLAND

STUDY VISITS WOULD NOT BE POSSIBLE WITHOUT COOPERATION WITH PARTNERS - SOLIDARITY FUND PL, U-LEAD, AND ALL COMMITTED AND PASSIONATE EDUCATION MANAGERS FROM HROMADAS, OBLAST STATE ADMINISTRATIONS AND MINISTRY OF EDUCATION. STUDY VISITS WERE AN OPPORTUNITY FOR UKRAINIAN COLLEAGUES TO LEARN ABOUT REFORMS AND CHANGES IN POLAND, AND TO SEE THE RESULTS OF THOSE CHANGES. EVERY DAY OF THE STUDY VISIT ENDED WITH REFLECTION SESSIONS TO DISCUSS WHAT LESSONS COULD BE LEARNT AND WHAT IDEAS TAKEN OVER BY THE PARTICIPANTS





15

STUDY VISITS FOR REGIONAL  
TEAMS FROM 15 OBLASTS



NEAR 200

PARTICIPANTS FROM  
165 HROMADAS



10

VOIVODESHIPS OF POLAND  
WERE VISITED

## EDUCATION MANAGEMENT - SIMULATION GAME

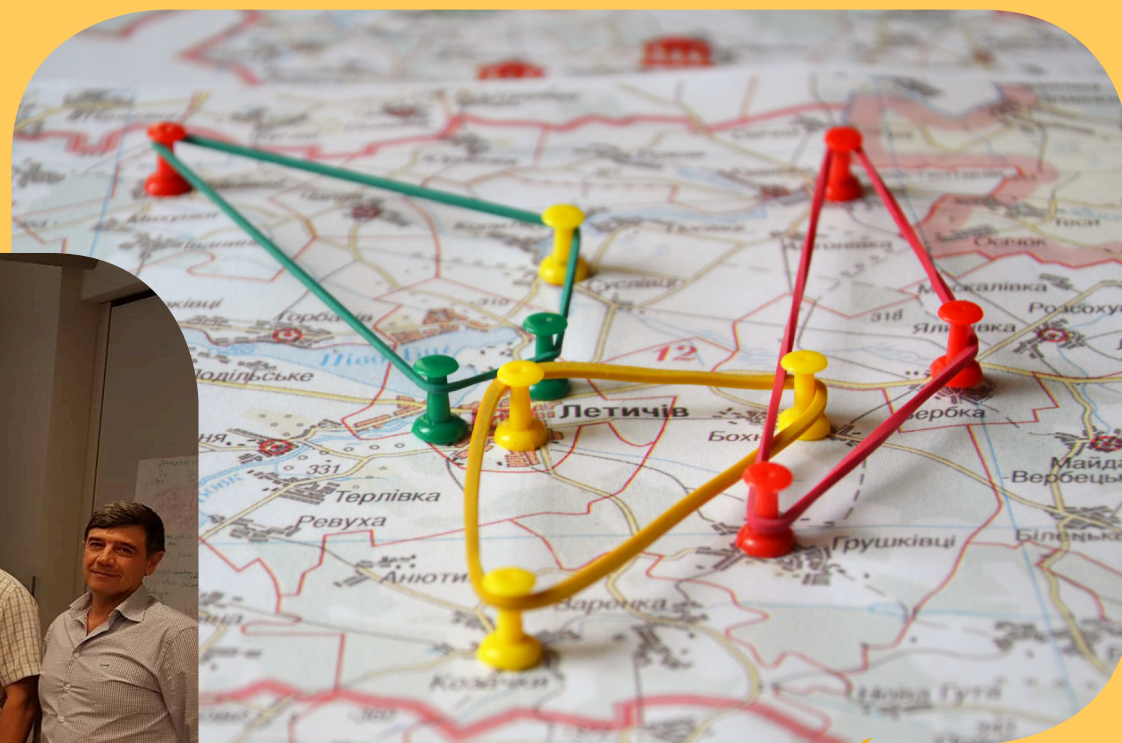
THE OPTIMISATION GAME WAS DEVELOPED BY PROJECT EXPERTS WITH AN AIM TO PREPARE FOR THE PROCESSES OF SCHOOL NETWORK INVENTORY, PLANNING, COMMUNITY ENGAGEMENT AND DECISION MAKING IN A SAFE ENVIRONMENT. TESTING THESE PROCESSES WITH THE HELP OF GAME GIVES THE OPPORTUNITY FOR THE PARTICIPANTS TO PRACTICE THE MORE STRATEGIC EDUCATION MANAGEMENT TASKS AND STEP INTO THE SHOES OF DIFFERENT STAKEHOLDERS INVOLVED IN EDUCATION - HROMADA LEADERSHIP, EDUCATION MANAGEMENT, SCHOOL DIRECTORS, TEACHERS, PARENTS AND PUPILS



27

GAME-BASED TRAINING SESSIONS

PARTICIPANTS FROM 648  
HROMADAS TOOK PART



## **NEW SCHOOL IN NEW HROMADAS**

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2014-2019

Implementation of the strategy on a scale that was achieved would not be possible without cooperation with partners - Education Department of Khmelnytska Oblast State Administration, Solidarity Fund PL, U-LEAD, DOBRE, Civil Society Institute, Association of Amalgamated Territorial Communities and all committed and passionate education managers from hromadas, oblast state administrations and Ministry of Education

