

Project Name and Approximate Project Value: Decentralized Management of Skills Training Project in Ukraine (DMSTP) \$6 million		Country: Ukraine
Project Location Within Country: Kiev and Regional Oblasts in Eastern and Western Ukraine		Professional Staff Provided: No. Of Staff: 12 Canadian Person-Months: 210 Local Ukrainian Person Months: 290
Client: Ministry of Labour and Social Protection (MLSP), Ministry of Economy and European Integration Kiev, Ukraine		
Start Date: May 2005	Completion Date May 2010	Approx. Value of Services: Fees: \$ 2,651,788 Reimbursable Expenses: \$ 2,125,972 In-Kind Contributions: \$ 1,130,340
Associated Firm: Association of Canadian Community Colleges (ACCC)		Professional Staff Person-Months Provided by Associated Firms: 90
Senior/Key Staff Involved and Functions Performed: Nejat Gorica, Project Director, David Harvey, Project Manager, Ihor Ilko, Project Coordinator, Hussein Amery, Result Based Management Specialist, Elaine McNeil, Gender Equality Specialist		
Detailed Narrative Description of Project: The Decentralized Management of Skills Training Project in Ukraine (DMSTP) aims to support the implementation of a decentralized management model for the Ministry of Labour and Social Protection to coordinate skills training in Ukraine by empowering Regional Administrations to design and implement programming in response to the demonstrated needs of stakeholders such as labour unions and associations of industries and entrepreneurs. The project will support MLSP's efforts to coordinate training supply with demand across economic and government sectors as represented by a wide variety of national and regional stakeholders in Ukraine's skills training system. By increasing management capacity at the oblast level, the project will demonstrate to national and regional policy makers: the effectiveness of decentralized financial and administrative management; how accountability to national skills training priorities can be retained and enhanced within a decentralized model, and; the importance of a partnership with communities and industry to ensure the adoption of efficient and relevant skills training programs. <u>Project Goal:</u> To ensure the successful integration of Ukraine into the global market economy. <u>Project Objective:</u> To contribute to the development of sound governance in Ukraine through contributing to the implementation of the country's decentralization process by assisting in the development of a national demand-driven skills training system.		
Expected Results		
Impact: Improved economic and political freedoms, and economic productivity of Ukraine's citizens permit free participation in, and contribution to, Ukraine's sustainable development.		
Outcomes: (1) Regional government competently, transparently and accountably supporting and managing equitable distribution of skills training and human resource development services, responsive to local market demands, in the pilot and replication regions. (2) National, regional and local government institutions effectively providing gender-sensitive programs, reflective of the needs of women and men.		

The project will develop national and regional capacity for labour market analysis and relevant employment programming. Within a national framework, management and budgetary authority for training institutions will be decentralized at the regional and local level. The national framework will ensure an outcome based accountability towards country-wide policy objectives while encouraging local institutions to anticipate and respond to local training challenges and opportunities. An evaluative framework will be established to guide a rationalization process to improve both the efficiency and effectiveness of the training system by removing duplication and unnecessary services while expanding successfully delivered services for emerging economic and social priorities. The project will work in close cooperation with the Regional Association of Industries and Entrepreneurs to ensure a demand-side focus to the improvement of the national skills training system.

At the national level and in each region, partners from government, the NGO, and academic communities will be involved. An important national partner will be the National Association of Regional Development Agencies (NARDA) which emerged in 2001 after the concept of local self government first became enshrined in legislation in 1997. Since then, most Regional Development Agencies (RDAs), that constitute NARDA's membership, have been active promoting innovation, investment, and human resource development in their respective oblasts. NARDA provides support to RDAs nationwide with their initiatives for policy reform, SME development, fostering greater government agency accountability and the replication of best practices of civil society organizations involved in community and regional development, and as a national association, NARDA is poised to play a key national representative voice in relation to skills development. In potential rural pilot areas such as Uzhgorod, a key stakeholder would be the Institute for Public Administration and Regional Development of the Uzhgorod National University. In regions such as Zaporizhyya, institutions such as the non-governmental Humanitarian University, Zaporizhyya Institute of the State and Municipal Government and Regional Development Agency in Kriviy Rih (region's second largest city and industrial center) will implement the project.

The project proposes both a "top-down" and "bottom-up" approach to impacting change at the governmental and regional/community level (local stakeholders and training institutions). The project will address the issue of the skills training planning system which is still very centralized in Ukraine, and the issue of accountability between the skills training institutions and the regions/communities they serve. Standards of competence and educational and program documentation will be developed for the mostly trades occupations and to improve education of youth and the unemployed on the basis of new technologies. ACCC and SIAST will draw on their experience and that of other Canadian educational institutions implementing similar projects in other CEE countries.

Expected Benefits to Ukraine:

The Project will allow Ukraine to respond with increased competency and efficiency to industries' needs as well as contribute to the development of an educated workforce necessary to support transitional economies. The link introduced by Canadian institutions and local companies would stimulate transfer of information vital to the technological advancement of the training sector. Institutional development would provide Ukraine with a means to contribute to alleviating poverty and promote social development and economic growth.

The project will improve not only the skills of the country's economically active segment of the labour force but also the capacity of unemployed and out-of-school youth and adults to seek livelihood through better skills development. This will in turn contribute to a reduction in overall unemployment and provide the region with a more skilled and productive labour force in support of the Government's economic transition efforts. Remote populations will benefit directly from the project. The immediate beneficiaries of investments will include an undetermined number of participants who will be able to enrol in training programs and adult learners who will have access to market-relevant training program. Educators and the relevant government ministries who will develop relevant curriculum, instructional materials, and skills

training facilities and technologies will also benefit from the project.

The project will further Ukraine's efforts to develop a demand driven training system, offset increasing poverty and rising unemployment, particularly in women, by ensuring that programs are focused on employers needs and that graduates have the necessary skills to prepare them for the workforce. In the long term this will result in improved economic productivity.

Detailed Description of Services Provided:

SIAST provides project management and administrative services facilitating the delivery of project services in close cooperation with its Ukrainian partners.

SIAST is responsible for designing, developing and managing project activities under the guidance of the Project Manager. SIAST provides Canadian leadership, demonstrating a proven management model of operating as the principal source of post-secondary education in the Province of Saskatchewan. SIAST is the primary source of Canadian technical expertise, bridging the vision and operating model for the project with delivery capacity and organization of in-Canada study tours and training programs. SIAST will provide leadership throughout the project in Policy and Management Development as well as Gender Equality.

SIAST manages the day-to-day implementation of the project in Ukraine, through the Project Field Coordinator and in collaboration with its counterparts at MOLSP. SIAST prepares draft project work plans, draft progress and financial reports and sits as a member of the Project Steering Committee, along with CIDA, MOLSP and ACCC.

Funding Agency: Canadian International Development Agency

Firm: Saskatchewan Institute of Applied Science and Technology (SIAST)