



<b>Project Name</b> Decentralized Management of Skills Training Project in Ukraine (DMSTP)		<b>Country:</b> Ukraine
<b>Project Location Within Country:</b> Kiev and Regional Oblasts		<b>Professional Staff Provided:</b> 1 <b>No. of Person Months</b>
<b>Client:</b> Saskatchewan Institute of Applied Science and Technology Contact: David Harvey, Director International Services Tel: 306-933-6273		
<b>START DATE</b> May 2005	<b>COMPLETION DATE</b> May 2010	
<b>Associated Firm:</b> Association of Canadian Community Colleges (ACCC) Ministry of Labour and Social Protection (MLSP), Ministry of Economy and European Integration		<b>Professional Staff Person-Months Provided by Associated Firms:</b> 300
<b>Senior/Key Staff Involved and Functions Performed:</b> Nejat Gorica, ACCC Project Director, David Harvey, SIAST Project Manager, Ihor Ilko, SIAST Field Coordinator, Hussein Amery, IDEA Result Based Management Specialist, Elaine McNeil, SIAST Gender Equality Specialist		
<b>Detailed Narrative Description of Project:</b> The \$6 million 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 Policy 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. The project is expected to result in improved economic and political freedoms, and economic		

productivity of Ukraine's citizens permit free participation in, and contribution to, Ukraine's sustainable development. The project will produce (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 and (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. 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.

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 is being implemented by SIAST and the Association of Canadian Community Colleges (ACCC). SIAST is responsible for designing, developing and managing project activities under the guidance of the Project Manager. SIAST provides project management and administrative services facilitating the delivery of project services in close cooperation with its Ukrainian partners. 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. ACCC provides overall project management, contracts supplemental college and institute inputs, and liaison with CIDA and other stakeholders.

**Description of Actual Services Provided:**

IDEA provides the services of the Results Based Management (RBM) Specialist, who will support the project management team from inception to project completion. The Results Based Management Specialist provides training and workshops to Canadian and Ukrainian personnel and ensures that expected results at the outputs and outcomes level are properly tracked and measured using performance indicators established during workshops delivered in the field.

IDEA collects and processes the baseline analysis and develops the Performance Measurement Framework which details the strategy to plan, collect, use, and disseminate the performance information. In addition, IDEA provides technical and managerial expertise to the Project Management in order to implement the Project based on participatory methods for activity planning and implementation and provides expert advice to Ukrainian organizations involved in the implementation of the Project.

**Funder:**  
Canadian International Development Agency

**Firm:** Integrated Development Enterprise Associates (IDEA)