

United Nations Development Programme

Country: Georgia

Project Document



Empowered lives.
Resilient nations.

INCEPTION PHASE OF PHASE 2 VOCATIONAL EDUCATION AND TRAINING (VET) PROGRAMME (2013-2016)

UNDAF Outcome: 1.3. Vulnerable groups enjoy improved access to quality health, education and essential social services

Expected CPAP Outcome(s): 1.2 Vulnerable populations enjoy greater access to decent work opportunities.

Expected CPAP Output(s): 1.2.1 Labour force competitiveness improved through vocational education, counselling and engagement of private sector, and responsible business practices are promoted.

Executing Entity: UNDP

Implementing agencies: UNDP, Vocational colleges of Kachreti, Ambrolauri, Akhaltsikhe and Telavi

Brief Description

SDC and UNDP agreed to launch a new large scale programme in support of employment generation and skills development in the rural areas of Georgia. Elaboration of the programme of such scale requires a good stock taking of past achievements and thorough analysis of previous interventions to properly define ways forward. Besides, there is a need to synchronise the new Programme with SDC's expanded portfolio in Georgia, as well as with the new Government Programme.

At the same time, it is important that few on-going activities are maintained to avoid unnecessary breaks and not to lose time for seasonally sensitive works. Having all above in mind, it was decided to launch an Inception Phase of the Project for:

- Supporting of quality of vocational education and extension services.
- Assessment of results of previous UNDP/SDC interventions in support of vocational training and agriculture extension services'.
- Building a stronger sense of ownership for next Phase Project outcomes among participating partners and engage new stakeholders.
- Preparation of the full-fledged Project Proposal for the next Phase Support to development of national VET

Programme Period:	2011-2015
Key Result Area (Strategic Plan):	_____
Atlas Award ID:	00070905/ 00084650
Start date:	1-Jan-2013
End Date	31-Apr-2013
LPAC Meeting Date	19-Dec-2012
Management Arrangements	DIM

Budget:	<u>250,753USD</u>
Total resources required	<u>250,753USD</u>
Total allocated resources:	_____
• Regular (TRAC)	<u>40,000USD</u>
• Other:	
o SDC	<u>210,753USD</u>
Unfunded budget:	<u>0 USD</u>
In-kind Contributions	

Agreed by UNDP:

Jamie McGoldrick

UNDP Resident Representative

Date:

28/12/2012

I. CONTEXT

Introduction. Economic growth that Georgia experienced during the last years failed to translate into reduction of unemployment. According to GeoStat data of 2011, the unemployment rate is above 17%, while various social polls show that more than 70% of people consider themselves unemployed. One of the major reasons of persistent unemployment in the country is the jobless growth of the economy, the other – mismatch of skills between that of job-seekers and demand of the labour market. The existing skill-sets of unemployed normally do not offer any meaningful opportunity for most people to either find a job, or improve their productivity at their existing place and skills rarely match the labour market demand, either in substance, or in quality; (i.e. the demanded skills are either non-existent, or they are not of high quality). This is an embedded failure in the Georgian labour market, largely of a Soviet heritage can be turned into an opportunity where the state has a distinguished role to play and can remedy the shortcomings gradually.

UNDP and SDC cooperation. UNDP in cooperation with SDC and EU has supported vocational education and training since 2006. The main objective of this support was to develop a standard-based qualification and training system that responds to labour market needs and provides a trained workforce to meet skill requirements in the economy. The initiative also envisaged the piloting of provision of agriculture extension services through the VET Centres to support effectiveness of the farming, which is dominating self-employment activity. These initiatives had both direct and indirect effects on the National policies in VET, as well as developed models and methodologies which were widely replicated by UNDP, other development partners and VET Schools in a number of other locations.

At the end of the Stage 2 of the joint Project for the Modernization of Vocational Education and Training (VET) System, UNDP and SDC have undertaken a joint evaluation of outcomes of this intervention – to take stock of the accomplished results, assess the achievements against the dynamic environment and advise on the next steps. The findings of the evaluation have clearly shown the beneficial results of the intervention on the increase of employment during the period that the employment outcomes of the graduates were tracked.

Professional development of the VET School teachers and the financial sustainability of the partner VET Centres were the highlights of the 3rd stage of joint UNDP-SDC work. Skill needs of the most dynamically developed sector of the economy, like agriculture and processing, construction, tourism, services, IT and sewing, were addressed. These sectors were identified based on the local labour market surveys performed for each target region. The component of business skills development was integrated in each of these programmes to enhance self-employment opportunities of the graduates. Furthermore, the Business Education Centre was established within the Kutaisi Vet College) where graduates and other interested people have received advise on business planning and other aspects on entrepreneurship.

Highlights of Previous Achievements of the Joint UNDP-SDC Projects. The National Strategy for Vocational Education System Development was elaborated with support of UNDP-SDC Joint Project. It is the main policy document for the government and donors and is tailored towards the demands of the labour market. Comprehensive assessment of the vocational education system institutions and assessment of the skills of teachers was performed with the aim of addressing the existing institutional capacities' and personal skills gaps in the system. Teachers' skills development concept was developed for introducing institutional system of the teachers' skills development, thus supporting to development of the quality of the teaching process.

With the help of the UNDP-SDC Project, the notion of the professional standards was introduced and the processes were set up for their development and validation. Project itself facilitated development of 25 professional standards to determine the framework of requirements for certain priority professions for the labour market; These professional standards were further supported by the teaching programmes (20 teaching programmes in the areas of construction, agriculture and food processing) to ensure that the teaching process is adequately designed and leads to required qualifications. In addition, the Project assisted in development of the textbooks for theoretical and practical trainings (15 textbooks and 27 teaching elements). And finally, to support the teaching process, special training programmes for the vocational school teachers were developed. In total 17 such programmes were designed so far which were later validated by the Teachers Training Centre. Training modules for VET Centres administration was also developed.

The Project also introduced advanced software-based and interactive teaching methods. This is an innovative approach which brings the entire VET process up to the next level. Although all these were developed to support the retraining programmes implemented by the UNDP-SDC Project in selected VET Centres, they were accepted by the Ministry of Education and Science and recommended for all VET Schools nation-wide. Besides, the retraining programmes content was also adapted for formal training programmes.

The comprehensive teaching process also required adequate facilities for practical training processes. The project supported partner VET Centres in setting such. Most of such facilities have dual purpose – they serve the training process, while at the same time are production workshops, thus, sources for additional revenues for the VET Centres.

With support of UNDP and SDC, a successful model of agricultural extension provision through VET Centres was developed. These supportive elements to the training process also produced spill-over effects, as they are being utilized not only for the teaching purposes, but also used by the locals as income generation facilities.

Thus, the adopted triangular approach proved to be successful for enhancing the teaching process, facilitating local economic growth, and turning the VET Centres into the local hubs of economic activities. Overall, more than 3,000 people were retrained in partner VET Centres through UNDP-SDC Project. In total, 120 teachers and instructors received training and support in teaching processes. Average employment rate of the graduates is around 70%, which means that 7 out of 10 retrained was employed by the local businesses. Self-employment rate is even higher.

II. STRATEGY AND OBJECTIVES

Based on good cooperation between UNDP and SDC in fostering employment through skills development and enhancement the quality and credibility of the vocational education, it was decided by the parties to further expand the cooperation. This decision was conditioned by the following factors:

- The employment policy is named among the highest priorities of the Governmental program 'For the Strong, Democratic, United Georgia', which explicitly states: 'As a result of the employment policy developed by the Government, it will become possible to find jobs relevant to the qualification and experience and utilization of one's knowledge, capabilities and skills'¹. Among the priorities of the vocational educational system, the Program mentions strengthening of 'financial autonomy' of vocational education institutions, harmonization of labour legislation with the European standards and increasing employability opportunities.
- Employment is one of the pillars of the Country Programme Strategy of SDC in Georgia. SDC promotes area-based development through its regional development programmes and 'M4P' approach. All these address income generation issues for the rural population, which naturally requires skills set improvement for those people.
- Agricultural Extension is acknowledged by the Government as an instrument for fostering agricultural development where vocational education service providers play important role in provision of training, information, consultancy and demonstration services. Extension provides valuable support to self-employed farmers in application of their skills in farming and market positioning;
- Achieved positive developments in the vocational education need further support for sustaining their long-term impact and irreversibility. Developed standards and retraining programs, as well as VET teacher professional development framework require initialization to contribute to the development of the quality assurance system in VET.

¹ Program of the Government of Georgia 'For the Strong, Democratic, United Georgia', Page 9. October, 2012.

Based on the above, SDC and UNDP agreed to launch a new large scale programme in support of employability skills development in Georgia. Elaboration of the programme of such scale requires a good stock taking of past achievements and thorough analysis of previous interventions to properly define ways forward. Besides, there is a need to synchronise the new Programme with SDC's expanded portfolio in Georgia, as well as with the new Government Programme.

At the same time, it is important that few on-going activities are maintained to avoid unnecessary breaks and not to lose time for seasonally sensitive works.

Having all above in mind, it was decided to launch an Inception Phase of the Project with the following outcomes:

- Ensuring continuity of certain activities for smooth transition to the next stage of support.
- Building stronger sense of ownership for next Phase Project outcomes among participating partners and attract new stakeholders.
- Preparation of the full-fledged Project Proposal for the next Phase Support to Employment and Skills Training Programme.

Result 1. Enhancement of quality of vocational education and extension services

The activities relate to preparation of the VET Centres for the upcoming semester of vocational education courses, performing urgent seasonal works on demonstration facilities and finalising of capacity development of the extension services providers during the inception phase.

In 2012 UNDP has launched extensive supporting programs to provide capacity development and technical assistance to the public VET Schools in ensuring their eligibility for delivery of higher vocational education courses which is a novelty in Georgia and required specific teaching materials and programs. UNDP has allocated USD 263,000 for these activities in 2012. Eligibility to higher vocational education courses will allow the VET colleges to position them better on the market and consequently enlarge their financing base by attracting more students to the courses and, consequently, having more incomes from the vouchers. The finalising of the revision of relevant syllabus, teaching materials and practical exercises manuals will be finished during the inception phase and submitted to the Ministry of Education and Science for comments and approval.

To ensure continuity of extension services provision for the urgent seasonal works, the preparation of demonstration facilities for the teaching process and for the consultancy will be finished during the inception phase. This will be linked with introduction of new training programmes and allow better preparedness for practical workshops for students. Moreover, it will allow avoiding any disruptions in services provisions for seasonal works and increasing quality and, consequently, impact of these services on local economy growth still during the inception phase and before the implementation of the main project has started.

The urgent seasonal works will be finished for preparation of extension service providers for the main phase of the project. These works that consist of activities for the preparation of demonstration plots and tools for the upcoming seasonal extension sessions will be finished during the inception phase. This will ensure high preparedness of the extension service provision and effectiveness of demonstration capacities for practical workshops of vocational courses students as well.

Result 2. Assessment of results of UNDP/SDC supported vocational training and agriculture extension services'

During the Inception phase UNDP together with SDC will undertake the joint study on the assessment of the economic and social impact of the VET results achieved by the results of implementation of the initial stages of the project 'Support to Modernization of the Vocational Education and Training (VET) System in Georgia' (2006-2011). The objective of the study is to assess the impact achieved as a result of project implementation so far. The study will assess the results achieved in the areas of vocational education and training and agriculture extension services provided.

The study will be implemented based on the participatory approach, employing quantitative and qualitative methods of evaluation and using largely the experience and methodology developed by

UNDP for the assessment of results in VET and Extension in 2010². Assessment of the impact of VET will be using mixed methodology (quantitative and qualitative).

The study will be implemented by the team of international and local consultants provided by SDC and UNDP under the active involvement of SDC office, UNDP Bratislava Regional Centre (BRC) consultants, Georgia Country Office and project staff³. The representatives of stakeholders: Ministry of Education and Science, Ministry of Economy and Sustainable Development, staff of the vocational colleges, beneficiaries.

The researchers will collect information from the *supply side* (VET centres) and *demand side* (employers), as well as from graduates of the courses, representing an exercise of tracer studies on the effectiveness of the skills training as a factor to promote employability. The focus groups interviews with stakeholders will provide additional evidence of the impact of the increased capacities of VET providers on their perceptions, including their role in the VET reform, satisfaction of employers and confidence of trainees in terms of their skills and employability. The impact of agriculture extension services will be quantitative and employ fixed effects and matching techniques. The quantitative data accumulated by the UNDP project team through vet centres monitoring system will be used for measuring impact of the vocational education and extension services.

The analysis of empirical evidence and interviews with stakeholders will be applied to perform a multidimensional assessment of the results achieved on the level of the capacities of service providers, impact on beneficiaries and their role in reforming the system. Therefore, the results of the study will be attributable to development of recommendations and priority actions for ensuring sustainability of the results achieved and their capitalization in the view of upcoming changes in the Government's priorities of the VET system development. The study will be performed within 2 months period.

The study report will contain the following components:

- Description of the projects' activities and their relevance to the national development context, the priorities of donors and the Government existing at that stage;
- Description of the methodology and research process;
- Description of the results and achievements, analysis (interpretation of quantitative and qualitative research) of the results and their impact on development of the VET system in the view of the National VET Strategy; factors contributing or impeding achievements of the results;
- Conclusions, highlighting the findings of the assessment.

Result 3. Identification of current challenges to the problem of employability in a consultative manner and development of joint vision for addressing those

It is envisaged through consultations with national stakeholders to validate findings of the assessments, provide additional justification for "lessons learned" and identify challenged to be addressed by the next Phase of the Project. The team of international and local consultants will organize presentations and discussions of the preliminary assessment results to groups of stakeholders and collect their feedback. The feedback will be incorporated into the final report.

Consultations with SDC, international stakeholders (SDC, EU, GIZ, USAID and others) and national counterparts (Ministry of Education and Science, Ministry of Agriculture, Ministry of Economy and Sustainable Development, NGOs) will be organized throughout the process of undertaking assessment to inform about the results and confirm the findings through discussion over the results of similar exercises. The consultations should contribute to the development of the joint vision of priorities for VET development in Georgia and for better harmonization of the strategy and objectives of the next UNDP-SDC Phase Project with future interventions of international stakeholders.

² UNDP has performed the quantitate assessment of the impact of VET courses (based on the cases of all partner vocational colleges) and agriculture extension services (based on the case of Kachreti Agriculture Extension Centre)

³ The staff of the project 'Income Generation and Employment Through Skills Development' which is UNDP's on-going project providing support to vocational education and training system development

Result 4. Formulation of new project proposal

Based on the results of the assessment, consultation processes with stakeholders and accumulated experience of previous phases of the project, the team of UNDP and SDC consultants and project staff members will elaborate a project proposal for further support to development of National VET system in Georgia.

The project proposal will be responsive to the GoG Programme and be based on the strategic priorities developed jointly by the UNDP and SDC during the inception phase based on the results of the assessment and consultations with stakeholders. The conceptual approach to the new assistance will take into consideration Government priorities related to the economic development, employment policy and vocational education development, good international practices (Switzerland, Eastern European country's reforms and others), feedback from the social dialogue sides, roles of national and regional and local level actors, and priorities of other donors, involved in development of VET system in Georgia.

The new Project proposal will also seek synergies with SDC pro-poor programmes in being implemented in various parts of Georgia (Kakheti, Racha - Lechkhumi and Samtskhe-Javakheti regions). The project proposal will describe the cooperation format between the SDC and UNDP implementing partners related to developing various services benefiting the target groups (farmers, unemployed, self-employed) and capacities of implementing partners to maximise the effectiveness and efficiency of the SDC supported projects' impact. 'M4P' approach will be mainstreamed throughout the proposal to the extent possible.

In addition, the project proposal will ensure greater buy-in and engagement of the regional and local authorities in addressing the issue of employability within the regional and local authorities and seek activation of their role within the map of national partners supporting provision of high quality services to local community members and incorporating the VET the local development policy (for detailed description of tasks see ToRs in Annex 4).

The team of consultants will ensure that the specific project structures and mechanisms that are put in place are acceptable to stakeholders and amenable to participatory processes. For this the team of international and local consultants will perform a series of consultations for identification of the current needs and challenges of the development of the VET system:

1. Organize information-sharing meetings and seminars (to inform key stakeholders about the proposed intervention);
2. Organize focus group consultations (to solicit views from different groups of stakeholders regarding priorities and needs);
3. Organize validation workshop (to confirm the validity of the proposed intervention with primary stakeholders).

The draft Project Proposal will be submitted to the SDC for comments and feedback on its main components (strategy, stakeholder analysis, inputs, logical frame, financial and activity work-plan, description of the activities and cross-cutting issues etc.)

III/ RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country/ Regional/ Global Programme Results and Resource Framework:

OUTCOME 2 (1.2): Vulnerable populations enjoy greater access to decent work opportunities.

Outcome indicators as stated in the Country/ Regional/ Global Programme Results and Resources Framework, including baseline and targets.

Indicators: 1.2.1 Share of people who get immediately employed as a result of UNDP vocational education training/retraining; 1.2.2 Responsiveness of the Vocational Programs offered by public Vocational schools to the labor market; 1.2.3 Availability of special measures for facilitating employment of vulnerable groups of population.

Baseline: 1.2.1. To be determined; 1.2.2. About 10 percent vocational programs respond to labor market needs; 1.2.3 To be determined;

Targets: 1.2.1. At least 50 % of VET graduates get immediately employed; 1.2.2. At least 50 % vocational programmes respond to labour market needs; 1.2.3. Employment of vulnerable groups increased at least by 10% compared to baseline.

Applicable focus/key result area: Poverty reduction & MDG achievement/ Promoting inclusive growth, gender equality and MDG achievement

Partnership Strategy: implemented in close collaboration with the Ministry of Education and Science and Regional authorities. Ministry of Agriculture, Georgian Employers' Association. The project will have also liaise with the Ministry of Agriculture, SDC and its respective projects.

Project title and ID (ATLAS Award ID): Inception Phase of Phase 2 Vocational Education and Training (VET) Programme (2013-2016) 00070905/ 00084650

Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs
<p>Output: Continuity of extension and training activities ensured for smooth transition to the next stage of support and preparation of the full-fledged Project Proposal for the next Phase Support to Employment and Skills Training Programme</p> <p>Baseline 1: Lack of teaching programs and materials for higher (4th and 5th grade) vocational education courses</p> <p>Indicator 1: availability of teaching program and materials for the higher vocational courses in the most demanded professions</p> <p>Baseline 2: The effectiveness and efficiency of the implemented supporting program needs to be developed</p> <p>Indicator 2: The report with the results of quantitative and qualitative assessment of UNDP and SDC supported programs is available</p>	<p>Targets for 2013:</p> <p>1.1/ At least 4 programs related teaching materials are revised to make them compliant with the requirements of the higher education courses in the selected VET colleges</p> <p>1.2/ At least 10 facilities and demonstration spots are prepared for the coming season</p> <p>2.1/ The report with assessment of the results is drafted and presented to SDC and wider audience of stakeholders</p> <p>3.1/ New challenges of VET system effectiveness and its impact on employability identified through the series of consultations meetings; the minutes are available to wider audience.</p> <p>3.2/ The full pledged project proposal is drafted and submitted to the SDC</p>	<p>Activity 1: VET quality</p> <p>Purpose: Enhancement of quality of vocational education and extension services</p> <p>1.1/ Reviewing teaching materials for higher vocational courses in selected professions</p> <p>1.2/ Improving quality of the practical trainings and demonstration works</p> <p>1.3/ Supporting demonstration projects and practical sessions (Kachreti, Telavi and Ambrolauri VET centres)</p> <p>Activity 2: Results assessment</p> <p>Purpose: Assessment of results of UNDP/SDC supported vocational training and agriculture extension services</p> <p>2.1/ Development of assessment methodology</p> <p>2.2/ Development of questionnaires and templates</p> <p>2.3/ Data collection and interpretation</p> <p>2.4/ Finalization of the survey and presentation of the findings to the stakeholders</p> <p>Activity 3: Identifying employability challenges</p> <p>Purpose: Current challenges to the problem of employability identified as a result of a consultative process and joint vision developed for addressing those and ill-fledged Project proposal formulated</p> <p>3.1.1/ conducting consultations with national stakeholders to validate findings of the assessments</p> <p>3.1.2/ organizing presentations and discussions of the preliminary assessment results to groups of stakeholders and collect their feedback.</p> <p>3.1.3/ Producing final report incorporating collected feedback.</p> <p>3.2.1/ Organize information-sharing meetings and seminars (to inform key stakeholders about the proposed intervention and collect information on their priorities and needs);</p> <p>3.2.2/ Organize validation workshop (to confirm the validity of the proposed intervention with primary stakeholders).</p> <p>3.2.3/ Draft proposal for full-fledged project based on the results of the assessment, consultation processes with stakeholders and accumulated experience of previous phases of the project for donor (SDC) submission.</p>	<p>Ambrolauri, Kachreti and Telavi VET Centres</p> <p>Team of international and national consultants</p> <p>Team of national and international consultants; project staff</p>	
<p>Baseline 3.1 : The new challenges and policy priorities are not identified, while the National Strategy on VET system development needs to be updated</p> <p>Indicator 3.1 : The public consultation and discussion with the aim of formation of consensus on the needs and challenges</p> <p>Baseline 3.2: The concept and program document for further support to the VET system development is to be shaped reflecting the new realities and needs</p> <p>Indicator 3.2: The UNDP's program, supported by SDC is formulated and agreed with donors</p>				

IV/ ANNUAL WORKPLAN

Year: 2012*

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESP. PARTY	PLANNED BUDGET/USD		Amount
		Q1	Q2	Q3	Q4		Fund	Budget Description	
Activity 1: VET quality	Revising teaching materials for higher vocational courses in selected professions	X	X			UNDP/1981	SDC	72100 Contractual services-companies	15,500
	Facilitating quality improvement of the practical trainings; demonstration works and practical sessions (Kachreti VET college)	X	X			Kachreti/004246	SDC	72100 Contractual services-companies	65,000
	Facilitating quality improvement of the practical trainings; demonstration works and practical sessions (Telavi VET college)	X	X			Telavi VET/004245	SDC	72100 Contractual services-companies	13,000
	Facilitating quality improvement of the practical trainings; demonstration works and practical sessions (Akhaltsikhe VET college)					Akhaltsikhe VET/00	SDC	72100 Contractual services-companies	9,700
	Facilitating quality improvement of the practical trainings; demonstration works and practical sessions (Akhaltsikhe VET college)	X	X			Ambrolauri VET/004240	SDC	72100 Contractual services-companies	40,000
	Engagement of three national consultants in results assessment	X	X			UNDP/1981	SDC	71300 individual contracts	4,500
	International Consultant	X	X			UNDP/1981	UNDP	71300 individual contracts	1,000
	International Consultant	X	X			UNDP/1981	SDC	71200 International consultant	10,000
	International Consultant	X	X			UNDP/1981	UNDP	71200 International consultant	4,000
	Consultations with stakeholders	X	X			UNDP/1981	SDC	72100 Contractual Services Companies	7,000
Activity 3. Employability challenges	Project staff (Project Manager, Deputy Manager, Project Coordinator and Admin/Fin Assistants)	X	X			UNDP/1981	SDC	71400 Contractual services-individual	12,800
	Office rent	X	X			UNDP/1981	UNDP	71400 Contractual services-individual	35,000
ACTIVITY 4: Management & M&E	Communications (internet, telephone, etc.)	X	X			UNDP/1981	SDC	73100 Rental and maintenance-Premises	8,000
	Utilities	X	X			UNDP/1981	SDC	72400 Communic and Audio visual equipment	2,000
	Office operations (stationery, etc.)	X	X			UNDP/1981	SDC	73100 Rental and maintenance-Premises	500
	Travel (field trips)	X	X			UNDP/1981	SDC	72500 Supplies	1,000
	Car Maintenance	X	X			UNDP/1981	SDC	71600 Travel	2,000
	Fuel	X	X			UNDP/1981	SDC	73400 Rental and maint of other equipment	2,000
	F&A	X	X			UNDP/1981	SDC	73400 Rental and maint of other equipment	3,000
		X	X			UNDP/1981	SDC	75100 Facilities and administration	14,753
								TOTAL	250,753

Activity Work-plan

#	Activity	2013			
		Jan	Feb	March	April
1	Enhancement of quality of vocational education and extension services				
1.1	Reviewing teaching materials for selected professions				
1.2	Improving quality of the practical workshops and demonstration works				
2	Assessment of impact of UNDP/SDC supported vocational training and agriculture extension				
2.1	Development the assessment methodology notes				
2.2	Development of questionnaires and templates				
2.3	Data collection and interpretation				
2.4	Finalization of the survey and preparation for consultations with stakeholders				
3	Current challenges to the problem of employability identified				
3.1	Consultations with stakeholders (interviews and meetings)				
4	Project proposal formulation				
4.1	Consolidation of inputs for the project proposal				
4.3	Developing conceptual approach (priorities and outcomes)				
4.4	Drafting the proposal				
4.5	Discussion of the proposal with UNDP and SDC				
4.6	Organize validation workshop				
5	Project management, monitoring and evaluation				

V/ IMPLEMENTATION ARRANGEMENTS

This initiative builds on the existing structure of the SDC/UNDP Vocational Education Project. As in initial phases, the project will be implemented under the Direct Execution modality (DEX) by the UNDP Country Office in Tbilisi. This involves UNDP taking full responsibility for the administration of financial and human resources. The management of project funds will be carried out according to UNDP financial regulations.

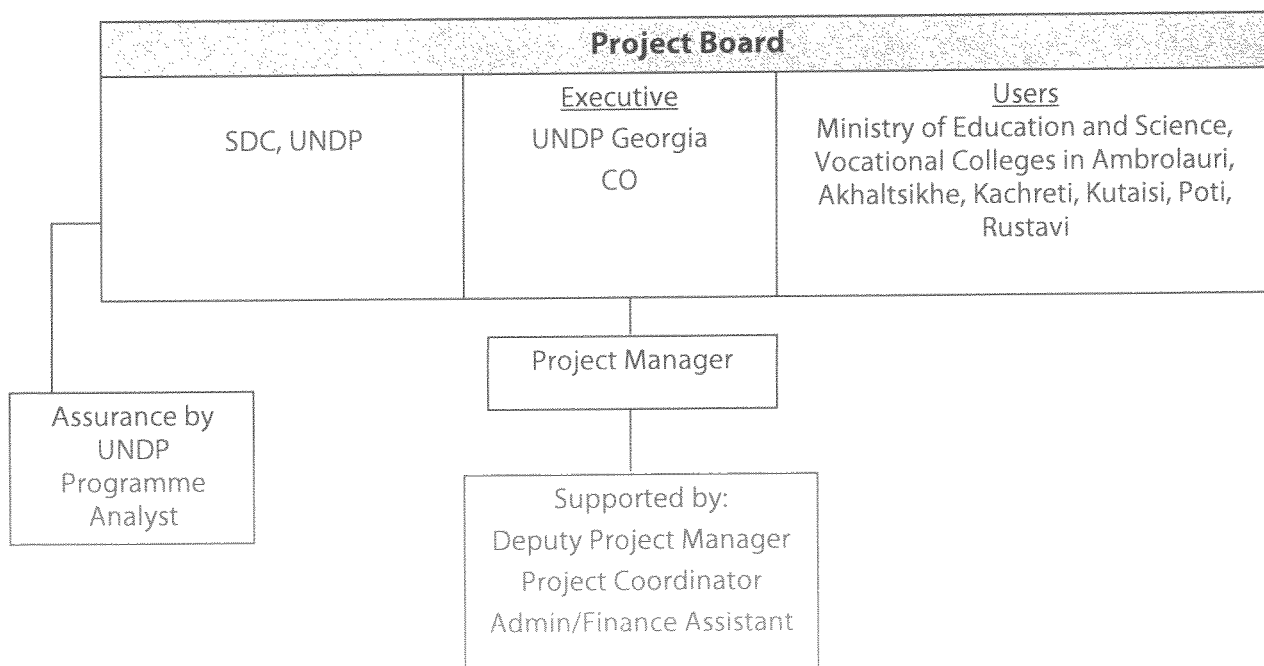
As per new UNDP internal procedures and requirements, project activities will be steered by the Project Board. The Project Board will assume the roles of executive, senior supplier and senior user.

- UNDP will represent the Project Executive for this project, and will ensure effective and efficient use of available funds;
- The Ministry of Education and Science, together with UNDP, will assume the role of the Senior Supplier and provide resources, skills and guidance to produce the project output. SDC is also considered to share the role of the Senior Supplier with the MoES and UNDP subject to financial support they provide to the project.
- The Ministry of Education and Science and selected VET Centers (potential partners in the upcoming full pledged project) will be the Senior Beneficiaries of the project. The project will also benefit Regional Governments, the Ministry of Agriculture (agriculture education and extension components) and the Ministry of Economic Development (Business Education Centre component) and future partner colleges

Board meetings will take place at the end phase of the project implementation period. In addition, the Programme Manager will report regularly on an informal basis to the SDC and MoES to ensure that there is full transparency and effective liaison between the project Stakeholders.

UNDP will ensure the project assurance at mid-management level together with relevant programme support staff.

Staffing. The project staff will comprise of a Project Manager, Deputy Project Manager, Project Coordinator, Administrative Assistant, driver, and cleaner. Consultants will be recruited as required in the fields of in the labour market needs forecasting, program results assessment. The partner colleges will engage their own staff within the format of cooperation with the UNDP under the project's format. Project activities will be managed as close to the grass root level as is feasibly possible, in close cooperation with the regional/local administration and the selected VET Centres.



VI/ MONITORING AND EVALUATION

The monitoring, evaluation and review processes represent an on-going effort in order to answer the questions: "How are we doing?" and "What can we do better?" Monitoring will be carried out on a regular basis by the UNDP Programme Team.

Work Plan: the project work plan will be used to set targets for the delivery of outputs and to develop a strategy for ensuring the achievement of project objectives and the work plan will be reviewed and updated regularly by the Project Manager in cooperation with key stakeholders. Performance measures will be identified to evaluate progress in implementing the project and measures will assess the effectiveness of the Project in meeting the objectives of promoting socio-economic development, rural revitalisation and poverty reduction.

Progress Report will be produced by the Project Manager for presentation to the UNDP Country Office and the Project Board at the end of the project. The Progress Report will reflect progress towards results, factors contributing to, or impeding achievement of results and lessons learnt.

Terminal Project Report: the report will be prepared at the end of the period of implementation and will include an assessment and analysis of project performance over the reporting period, including outputs produced, constraints, lessons learnt and recommendations for avoiding key problems in the future. Preparation of the monitoring, evaluation and review is the responsibility of the UNDP Programme Team. The Programme Team will devise the system for project monitoring, review and evaluation.

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	Short title to be used for Atlas Activity ID	Start Date: End Date:
Purpose	What is the purpose of the activity?	
Description	Planned actions to produce the activity result.	
Quality Criteria	Quality Method	Date of Assessment
How/with what indicators the quality of the activity result will be measured?	Means of verification. What method will be used to determine if quality criteria has been met?	When will the assessment of quality be performed?

VII/ LEGAL CONTEXT

If the country has signed the Standard Basic Assistance Agreement (SBAA), the following standard text must be quoted:

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with Article III of the Standard Basic Assistance Agreement, the responsibility for safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

ANNEXES:

1/Risk Analysis

2/ Terms of References of the team of consultants

ANNEX 2. Risk Analysis

Project Title: Inception Phase of 'Phase 2 VET' Programme	Date: 15 December 2012
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner
1	Low quality empirical data for assessments of VET and Extensions	20 October 2012	Political	Impact: Low quality of empirical evidence P: 2; I: 3	Mitigation measures: consultations with the colleges staff on the methodology of data gathering, validation of the data from their sources	UNDP and SDC staff
2	Delay in formulation of the priorities of the Government in vocational education policy	October 31, 2012	Political	Impact: Low quality of the project proposal P: 2; I: 3	Mitigation measures: regular consultations with the Ministry's management and staff	UNDP and SDC staff
3	Reluctance of stakeholders in participation in workshops	October 31, 2012	Operational	Impact: Low quality feedback on the designed activities P: 2; I: 3	Mitigation measures: consultations with stakeholders and sharing information on the events and results of the survey	UNDP and SDC staff

ANNEX 2. Terms of References

1/ INTERNATIONAL CONSULTANT FOR ASSESSMENT OF THE RESULTS OF THE PROJECTS ON SUPPORT TO MODERNIZATION OF VOCATIONAL EDUCATION AND TRAINING SYSTEM AND DRAFTING THE NEW PROJECT PROPOSAL

Terms of contract:	Individual Contract
Project duration:	20 days (in the period of January-March, 2013)
Duty station:	15 in Tbilisi (Georgia) and 5 from home

1. Background

UNDP has been supporting the modernisation of the Vocational Education and Training System since 2006 treating this sector as one of the main tools for supporting employability of the population through upgrading and re-profiling their professional skills and linking it with the existing labour market demand. UNDP has been assisting the development of the national VET system and together with EU co-chaired the donor coordination format.

Since 2006 UNDP implements various projects providing comprehensive support to the reform, with support provided by the Swiss Agency for Development and Cooperation (SDC) and EU, namely:

- Support in formulation of National VET Development Strategy, needs assessments and concepts on various aspects of VET system development;
- Methodological advancement of the theoretical teaching and practical training process;
- Improvement of the quality of vocational education through developing skills of colleges' management and the teachers, new teaching programs, developing new modern textbooks, elaboration of various practical exercises manual manuals;
- Development of capacities of the national level policy making institutions' staff.

The overall objective of UNDP's program "Support to the Modernization of the Vocational Education and Training (VET) System" project was "to develop a standard-based qualification and training system that responds to labour market needs and provides a trained workforce to meet skill requirements in the economy". The initiative also envisaged the piloting of provision of agriculture extension services through the VET Centres. Many of the initiatives had both direct and indirect effects on the National policies in VET, as well as developed models and methodologies which were widely replicated by UNDP and other development partners in a number of VET schools.

At the end of Phase 2 of the support Project to the Modernisation of Vocational Education and Training (VET) System, UNDP and SDC have undertaken a joint evaluation of outcomes of this intervention – to take stock of the accomplished results, assess the achievements against the dynamic environment and advise on the next steps. The findings have clearly shown the beneficial employment results of the intervention - in the period that course participants' employment outcomes were tracked, the employment rate had roughly doubled and, conversely, the unemployment rate nearly halved. This is because participants are now trained and have gained experience thus, in principle, making them more attractive to employers.

The 3rd stage of UNDP's assistance supported teachers' professional skills development, sustainability of partner colleges and the delivery of vocational retraining for expanded number of partner vocational colleges. Under the 3rd phase of the project the most dynamically developed sectors of the economy were addressed: agriculture and processing, construction, tourism and services and a recently developed sector – sewing - was included into the list of vocational education programs. These sectors were identified based on the local labour market surveys performed for each target area. The component of business skills development was actively utilised in each of the programs delivered. Even more, the Business Education Centre was established within Mew Partner College (Kutaisi) where graduates and external persons have benefited from business development consultancy and coaching

in implementing business projects. Support was offered in financial management and implementation processes by consultants from the centre.

In 2011 UNDP has launched the new program – “Income Generation and Employment through Skills Development” which is based on the following pillars:

- Improving national vocational development policy planning and the quality of vocational education.
- Increasing public awareness in vocational education and supporting the visibility of services and service providers.
- Enhancing sustainability of the VET Colleges.
- Developing institutionalised links between vocational education agriculture extension, handicrafts and souvenirs production and labour safety.

SDC has made decision to continue support to VET system development and has included it as a priority into its Country Program for 2012-2015. In the view of this and also of the recent political changes in Georgia and election of new Parliament and subsequent reshuffling of the Governments program, SDC and UNDP deciding to continue cooperation in development of VET system has decided to perform joint assessment of the results of the implemented programs.

The study will be implemented based on the participatory approach of all stakeholders, use of quantitative and qualitative methods of evaluation using largely the experience and methodology developed by UNDP for the assessment of results in VET and Extension in 2014. The analysis of empirical evidence and interviews with stakeholders should be applied to perform a multidimensional assessment of the results achieved on the level of the capacities of service providers, impact on beneficiaries and their role in reforming the system.

Based on its results SDC and UNDP will develop a program document for continuing support to the development of the system based on the following pillars:

1. expanding geographically the availability of vocational education/training;
2. enhancing the quality of VET;
3. ensuring sustainability of VET centres;
4. improving cost efficiency of agriculture (comprehensive scheme of agriculture extension)

2. Overall Objective

The overall objective of this assignment is to perform the SDC and UNDP joint study on the assessment of the economic and social impact of the VET results achieved by the results of implementation of the initial stages of the project ‘Support to Modernization of the Vocational Education and Training (VET) System in Georgia’ (2006-2011) and draft the project proposal for further support to development of National VET system.

The objective of the study is to perform comprehensive assessment of the results achieved as a result of the implementation of the projects. The study will assess the results achieved in the areas of vocational education and training and agriculture extension services provided. The results of the study will be attributable to development of recommendations and priority actions for ensuring sustainability of the results achieved and their capitalization in the view of upcoming changes in the Government’s priorities of VET system development. The project proposal should describe a 4 year program for supporting the national VET system development with emphasis on expanding geographically the availability of vocational education/training; enhancing the quality of VET services; ensuring sustainability of VET centres; improving farming practice and synergies with on-going agricultural development projects of SDC, as well as continuity of previous VET project phases and building on their achievements.

⁴ UNDP has performed the quantitative assessment of the impact of VET courses (based on the cases of all partner vocational colleges) and agriculture extension services (based on the case of Kachreti Agriculture Extension Centre)

3. Tasks and Responsibilities of the Consultant:

The international consultant will serve as a team leader in performing the assessment together with two national consultants. One will provide support in the quantitative and another – in qualitative part of the assessment.

The international consultant should perform the following tasks:

- 1. Preparation of the Assessment Survey.** Finalising methodological note to be provided to the UNDP and SDC based on the inputs provided by the national consultants. The note should contain the description of on the methodology of quantitative and qualitative research, list of questions for interviews with stakeholders and the list of the quantitative data to be collected for performing assessment of the VET courses and agriculture extension services
- 2. Oversight of collection of primary data for the Assessment and interpretation and analysis of collected data.** The selected consultant will oversight the process of primary data collection, compile the collected primary data (results of the quantitative and qualitative assessment) provided by the local consultants and derive inputs for the project proposal.
- 3. Reviewing the report of the assessment of the results of the previous projects.** The consultant will review the report of the assessment of the results achieved drafted by the team of national consultants. The paper should contain, but not be limited to, the following components:
 - Description of the projects' activities performed and their relevance to the national development context, the priorities of donors and the Government existing at that stage;
 - Description of the methodology and research process;
 - Description of the results and achievements, analysis (interpretation of quantitative and qualitative research) of the results and their impact on development of the VET system in the view of the National VET Strategy; factors contributing or impeding achievements of the results;
 - Conclusions, highlighting the findings of the assessment adjusted according to the results of discussions of the preliminary findings with stakeholders.
- 4. Consultations with stakeholders.** The consultant will plan and manage the process of consultations with national stakeholders. The consultant will also present the preliminary findings of the assessment to the stakeholders. The team of international consultants will ensure that the specific project structures and mechanisms that are put in place are acceptable to stakeholders and amenable to participatory processes. For this the team of international and local consultants will perform a series of consultations for identification of the current needs and challenges of the development of the VET system:
 1. Organize information-sharing meetings and seminars (to inform key stakeholders about the proposed intervention);
 2. Organise a focus group consultations (to solicit views from different groups of stakeholders regarding priorities and needs);
 3. Organise validation workshop (to confirm the validity of the proposed intervention with primary stakeholders).
- 5. Elaboration of the project proposal.** Based on the results of the assessments, consultation processes with stakeholders and accumulated experience of previous phases of the project, the team of UNDP and SDC consultants and project staff members will elaborate a project proposal for further support to development of National VET system in Georgia.

The project proposal will be responsive to the GoG Programme and be based on the strategic priorities developed jointly by the UNDP and SDC during the inception phase based on the results of the assessment and consultations with stakeholders. The conceptual approach to the new assistance will take into consideration Government priorities related to the economic

development, employment policy and vocational education development, good international practices (Switzerland, Eastern European country's reforms and others), feedback from the social dialogue sides, role of national and regional and local level actors, and priorities of other donors, involved in development of VET system in Georgia.

The new Project proposal will also seek synergies with SDC pro-poor programmes in being implemented in various parts of Georgia (Kakheti, Racha - Lechkhumi and Samtskhe-Javakheti regions). The project proposal will describe the cooperation format between the SDC and UNDP implementing partners related to developing various services benefiting the target groups (farmers, unemployed, self-employed) and capacities of implementing partners to maximise the effectiveness and efficiency of the SDC supported projects' impact. 'M4P' approach will be mainstreamed throughout the proposal to the extent possible.

The draft Project Proposal should contain but not be limited to: context, results and lessons learned, objectives, implementation strategy, stakeholder analysis, inputs, logical frame, financial and activity work-plan, risks' analysis, cross-cutting issues, management, monitoring and evaluation etc.

The draft project will be submitted will be submitted to the SDC for comments and feedback.

4. Work-plan of the Assignment

	Deliverables	January				February				March' 13			
		Week 1	2	3	4	1	2	3	4	1	2	3	4
1	Preparation of the Assessment Survey	■	■										
2	Oversight of collection of primary data for the Assessment and interpretation and analysis of collected data		■	■	■								
3	Reviewing the report of the assessment of the results of the previous projects				■	■	■						
4	Consultations with stakeholders							■	■	■			
5	Elaboration of the project proposal									■	■	■	■

5. Deliverables

The selected international consultant together with local consultant should submit:

1. Methodological note with description of the methodology on qualitative and quantitative methods of assessment and list of questions for interviews with stakeholders and beneficiaries;
2. Comments on the draft report of the Assessment;
3. Workshops and seminars for discussion of the results of assessment and discussion of VET system development challenges;
4. Draft project proposal.

6. Arrangements and Payments Schedule

The selected consultant will cooperate with an international consultants - representative of SDC, three national consultants (Senior National Consultant on VET, National Consultant on Qualitative Assessment and a National Consultant on Quantitative Assessment) to be contracted by UNDP, staff of

SDC' Georgia office, UNDP Bratislava Regional Centre (BRC) consultants, Georgia Country Office and project staff⁵.

The representatives of stakeholders: Ministry of Education and Science, Ministry of Economy and Sustainable Development, Ministry of Agriculture staff of the vocational colleges, beneficiaries will be also involved in the whole process.

The study will be performed within the period of January –March, 2013.

The payment will be made in 2 instalments. The first instalment (30%) will be made up on submission of the survey methodology (deliverable 1). The second installment (70%) will be paid upon submission of the rest of deliverables (deliverable 2, 3 and 4).

7. Required skills, qualifications, experience, and language requirements

EDUCATION:

ADVANCED UNIVERSITY DEGREE IN PUBLIC POLICY, EDUCATION MANAGEMENT, POLICY ANALYSIS, PUBLIC ADMINISTRATION OR RELATED FIELDS.

QUALIFICATIONS AND EXPERIENCE:

- At least 5 years of experience in the consultancy and advise to the public and or private sector in education area preferably with focus on vocational education;
- Excellent skills in leading benchmarks and assessments of development projects;
- Hands on experience in capacity/needs assessment preferably in VET system;
- Experience in developing policy documents – concept, strategy, action plan, etc.
- Excellent English-language presentation and communication skills are a must.

Competencies:

- General understanding of development context in Georgia;
- Theoretical background and good understanding of approaches, tools and methodologies related to conduct of capacity assessments;
- Strong communication (spoken and written) skills, including the ability to draft/compile a variety of written products in a clear, concise style and effectively disseminate information and build/maintain effective contacts;
- Demonstrated ability to apply good judgment in the context of assignments given;
- Technology Awareness - fully proficient computer skills and use of relevant software and other applications.

⁵ The staff of the project 'Income Generation and Employment Through Skills Development' which is UNDP's on-going project providing support to vocational education and training system development

2/ NATIONAL CONSULTANT FOR ASSESSMENT OF THE RESULTS OF THE PROJECTS ON SUPPORT TO MODERNIZATION OF VOCATIONAL EDUCATION AND TRAINING SYSTEM

Terms of contract:	Individual Contract
Project duration:	15 days (in the period of January-March, 2013)
Duty station:	Tbilisi, with possible travel to regions (Georgia)

1/ Background

UNDP has been supporting the modernisation of the Vocational Education and Training System since 2006 treating this sector as one of the main tools for supporting employability of the population through upgrading and re-profiling their professional skills and linking it with the existing labour market demand. UNDP has been assisting the development of the national VET system and together with EU co-chaired the donor coordination format.

Since 2006 UNDP implements various projects providing comprehensive support to the reform, with support provided by the Swiss Agency for Development and Cooperation (SDC) and EU, namely:

- Support in formulation of National VET Development Strategy, needs assessments and concepts on various aspects of VET system development;
- Methodological advancement of the theoretical teaching and practical training process;
- Improvement of the quality of vocational education through developing skills of colleges' management and the teachers, new teaching programs, developing new modern textbooks, elaboration of various practical exercises manual manuals;
- Development of capacities of the national level policy making institutions' staff.

The overall objective of UNDP's program "Support to the Modernization of the Vocational Education and Training (VET) System" project was "to develop a standard-based qualification and training system that responds to labour market needs and provides a trained workforce to meet skill requirements in the economy". The initiative also envisaged the piloting of provision of agriculture extension services through the VET Centres. Many of the initiatives had both direct and indirect effects on the National policies in VET, as well as developed models and methodologies which were widely replicated by UNDP and other development partners in a number of VET schools.

At the end of Phase 2 of the support Project to the Modernisation of Vocational Education and Training (VET) System, UNDP and SDC have undertaken a joint evaluation of outcomes of this intervention – to take stock of the accomplished results, assess the achievements against the dynamic environment and advise on the next steps. The findings have clearly shown the beneficial employment results of the intervention - in the period that course participants' employment outcomes were tracked, the employment rate had roughly doubled and, conversely, the unemployment rate nearly halved. This is because participants are now trained and have gained experience thus, in principle, making them more attractive to employers.

The 3rd stage of UNDP's assistance supported teachers' professional skills development, sustainability of partner colleges and the delivery of vocational retraining for expanded number of partner vocational colleges. Under the 3rd phase of the project the most dynamically developed sectors of the economy were addressed: agriculture and processing, construction, tourism and services and a recently developed sector – sewing - was included into the list of vocational education programs. These sectors were identified based on the local labour market surveys performed for each target area. The component of business skills development was actively utilised in each of the programs delivered. Even more, the Business Education Centre was established within Mew Partner College (Kutaisi) where graduates and external persons have benefited from business development consultancy and coaching in implementing business projects. Support was offered in financial management and implementation processes by consultants from the centre.

In 2011 UNDP has launched the new program – “Income Generation and Employment through Skills Development” which is based on the following pillars:

- Improving national vocational development policy planning and the quality of vocational education.
- Increasing public awareness in vocational education and supporting the visibility of services and service providers.
- Enhancing sustainability of the VET Colleges.
- Developing institutionalised links between vocational education agriculture extension, handicrafts and souvenirs production and labour safety.

SDC has made decision to continue support to VET system development and has included it as a priority into its Country Program for 2012-2015. In the view of this and also of the recent political changes in Georgia and election of new Parliament and subsequent reshuffling of the Governments program, SDC and UNDP deciding to continue cooperation in development of VET system has decided to perform joint assessment of the results of the implemented programs.

The study will be implemented based on the participatory approach of all stakeholders, use of quantitative and qualitative methods of evaluation using largely the experience and methodology developed by UNDP for the assessment of results in VET and Extension in 2016. The analysis of empirical evidence and interviews with stakeholders should be applied to perform a multidimensional assessment of the results achieved on the level of the capacities of service providers, impact on beneficiaries and their role in reforming the system.

Based on its results SDC and UNDP will develop a program document for continuing support to the development of the system based on the following pillars:

- a/ expanding geographically the availability of vocational education/training;
- b/ enhancing the quality of VET;
- c/ ensuring sustainability of VET centres;
- d/ improving cost efficiency of agriculture (comprehensive scheme of agriculture extension)

2/ Overall Objective

The overall objective of this assignment is to perform the SDC and UNDP joint study on the assessment of the economic and social impact of the VET results achieved as a results of implementation of the initial stages of the project ‘Support to Modernization of the Vocational Education and Training (VET) System in Georgia’ (2006-2011) and draft the project proposal for further support to development of National VET system.

The objective of the study is to perform comprehensive assessment of the results achieved as a result of the implementation of the projects. The study will assess the results achieved in the areas of vocational education and training and agriculture extension services provided. The results of the study will be attributable to development of recommendations and priority actions for ensuring sustainability of the results achieved and their capitalization in the view of upcoming changes in the Government’s priorities of VET system development.

The project proposal should describe a 4 year program for supporting the national VET system development with emphasis on expanding geographically the availability of vocational education/training; enhancing the quality of VET services; ensuring sustainability of VET centres; improving farming practice and synergies with on-going agricultural development projects of SDC, as well as continuity of previous VET project phases and building on their achievements.

⁶ UNDP has performed the quantitate assessment of the impact of VET courses (based on the cases of all partner vocational colleges) and agriculture extension services (based on the case of Kachreti Agriculture Extension Centre)

3/ Tasks and Responsibilities of the Consultant:

The consultant will perform the assessment together with the international and two national consultants. Namely, the consultant should perform the following tasks:

a) **Preparation of the Assessment Survey.** Providing Senior National Consultant will develop a survey instrument and draft a methodology note, the Note should describe the methodology of quantitative research: description of an adjusted method of the impact assessment of the vocational courses and extension services on beneficiaries, sample, and statistical analysis techniques. The methodology should be based on the already performed assessment of the UNDP in 2010-2011 by UNDP BRC staff member Nick Maddock.

b) **Collection of primary data for the assessment and their interpretation and analysis.** The selected National Consultant will distribute and collect surveys from the stakeholders and beneficiaries from the selected partner colleges and national level institutions. The consultant will collect and analyse other statistical data as necessary for assessment.

The National Consultant will compile the collected primary data and perform interpretation and analysis which will be submitted to the Senior National Consultant as inputs for the report of the Assessment.

c) **Drafting the inputs for the report of the assessment of the results of the previous projects.** The National Consultant will provide support to the Senior National Consultant in drafting the report of the assessment of the results achieved, including interpretation of statistical data and visualization (tables, graphs) as requested by Senior National consultant.

d) **Support in consultations with stakeholders.** The National Consultant will together with another National Consultant and Senior Consultant will provide assistance to International Consultant in the process of consultations with stakeholders, and namely in:

- Participating in information-sharing meetings and seminars (to inform key stakeholders about the results);
- Participating in focus group consultations (to confirm the primary data from different groups of stakeholders regarding priorities and needs);
- Participating in validation workshop (to confirm the validity of the overall findings with stakeholders).

e) **Support in elaboration of the project proposal.** The National Consultant will provide assistance to the Senior National and International Consultants in drafting the Project Proposal, namely, by providing inputs based on the quantitative data analysis conducted by the consultant during the assessment, namely, the set of conclusions of the assessment, justifications for the proposed activities, stakeholders' analysis and other.

4/ Work-plan of the Assignment

	Deliverables	January				February				March' 13			
		Week 1	2	3	4	1	2	3	4	1	2	3	4
1	Preparation of the Assessment Survey	■	■	■									
2	Collection of primary data for the Assessment and their interpretation and analysis		■	■	■	■							
3	Drafting the report of the assessment of the results of the previous projects				■	■	■						
4	Support in consultations with stakeholders							■	■	■			
5	Support in elaboration of the project proposal								■	■	■	■	■

5/ Deliverables

The selected international consultant together with local consultant should submit:

- 5.1/ Inputs for the methodology note
- 5.2/ Data file (survey) in electronic form;
- 5.3/ Inputs for the report of the assessment of the results;
- 5.4/ Inputs for final draft project proposal.

6/ Arrangements and Payments Schedule

The selected consultant will cooperate with an international consultants - representative of SDC, three national consultants (Senior National Consultant on VET, National Consultant on Qualitative Assessment and a National Consultant on Quantitative Assessment) to be contracted by UNDP, staff of SDC' Georgia office, UNDP Bratislava Regional Centre (BRC) consultants, Georgia Country Office and project staff⁷.

The representatives of stakeholders: Ministry of Education and Science, Ministry of Economy and Sustainable Development, Ministry of Agriculture staff of the vocational colleges, beneficiaries will be also involved in the whole process.

The study will be performed within the period of January – March, 2013.

The payment will be made in 2 instalments. The first instalment (70%) will be made up on submission of deliverables 1 and 2. The second installment (30%) will be paid upon submission of deliverable 3 and 4.

7/ Required skills, qualifications, experience, and language requirements

EDUCATION:

ADVANCED UNIVERSITY DEGREE IN PUBLIC POLICY, EDUCATION MANAGEMENT, POLICY ANALYSIS, PUBLIC ADMINISTRATION OR RELATED FIELDS.

QUALIFICATIONS AND EXPERIENCE:

- At least 3 years of experience in the consultancy and advise to the public and or private sector in education area preferably with focus on vocational education;

⁷ The staff of the project 'Income Generation and Employment Through Skills Development' which is UNDP's on-going project providing support to vocational education and training system development

- Excellent skills in leading benchmarks and assessments of development projects;
- Hands on experience in capacity/needs assessment preferably in VET system;
- Experience in developing policy documents – concept, strategy, action plan, etc.
- Excellent presentation and communication skills are a must.

Competencies:

- General understanding of development context in Georgia;
- Theoretical background and good understanding of approaches, tools and methodologies related to conduct of capacity assessments;
- Strong communication (spoken and written) skills, including the ability to draft/compile a variety of written products in a clear, concise style and effectively disseminate information and build/maintain effective contacts;
- Demonstrated ability to apply good judgment in the context of assignments given;
- Technology Awareness - fully proficient computer skills and use of relevant software and other applications.

3/ NATIONAL CONSULTANT FOR ASSESSMENT OF THE RESULTS OF THE PROJECTS ON SUPPORT TO MODERNIZATION OF VOCATIONAL EDUCATION AND TRAINING SYSTEM

Terms of contract: Individual Contract
Project duration: 15 days (in the period of January-March, 2013)
Duty station: Tbilisi, with possible travel to regions (Georgia)

1/Background

UNDP has been supporting the modernisation of the Vocational Education and Training System since 2006 treating this sector as one of the main tools for supporting employability of the population through upgrading and re-profiling their professional skills and linking it with the existing labour market demand. UNDP has been assisting the development of the national VET system and together with EU co-chaired the donor coordination format.

Since 2006 UNDP implements various projects providing comprehensive support to the reform, with support provided by the Swiss Agency for Development and Cooperation (SDC) and EU, namely:

- Support in formulation of National VET Development Strategy, needs assessments and concepts on various aspects of VET system development;
- Methodological advancement of the theoretical teaching and practical training process;
- Improvement of the quality of vocational education through developing skills of colleges' management and the teachers, new teaching programs, developing new modern textbooks, elaboration of various practical exercises manual manuals;
- Development of capacities of the national level policy making institutions' staff.

The overall objective of UNDP's program "Support to the Modernization of the Vocational Education and Training (VET) System" project was "to develop a standard-based qualification and training system that responds to labour market needs and provides a trained workforce to meet skill requirements in the economy". The initiative also envisaged the piloting of provision of agriculture extension services through the VET Centres. Many of the initiatives had both direct and indirect effects on the National policies in VET, as well as developed models and methodologies which were widely replicated by UNDP and other development partners in a number of VET schools.

At the end of Phase 2 of the support Project to the Modernisation of Vocational Education and Training (VET) System, UNDP and SDC have undertaken a joint evaluation of outcomes of this intervention – to take stock of the accomplished results, assess the achievements against the dynamic environment and advise on the next steps. The findings have clearly shown the beneficial employment results of the intervention - in the period that course participants' employment outcomes were tracked, the employment rate had roughly doubled and, conversely, the unemployment rate nearly halved. This is because participants are now trained and have gained experience thus, in principle, making them more attractive to employers.

The 3rd stage of UNDP's assistance supported teachers' professional skills development, sustainability of partner colleges and the delivery of vocational retraining for expanded number of partner vocational colleges. Under the 3rd phase of the project the most dynamically developed sectors of the economy were addressed: agriculture and processing, construction, tourism and services and a recently developed sector – sewing - was included into the list of vocational education programs. These sectors were identified based on the local labour market surveys performed for each target area. The component of business skills development was actively utilised in each of the programs delivered. Even more, the Business Education Centre was established within Mew Partner College (Kutaisi) where graduates and external persons have benefited from business development consultancy and coaching in implementing business projects. Support was offered in financial management and implementation processes by consultants from the centre.

In 2011 UNDP has launched the new program – “Income Generation and Employment through Skills Development” which is based on the following pillars:

- Improving national vocational development policy planning and the quality of vocational education.
- Increasing public awareness in vocational education and supporting the visibility of services and service providers.
- Enhancing sustainability of the VET Colleges.
- Developing institutionalised links between vocational education agriculture extension, handicrafts and souvenirs production and labour safety.

SDC has made decision to continue support to VET system development and has included it as a priority into its Country Program for 2012-2015. In the view of this and also of the recent political changes in Georgia and election of new Parliament and subsequent reshuffling of the Governments program, SDC and UNDP deciding to continue cooperation in development of VET system has decided to perform joint assessment of the results of the implemented programs.

The study will be implemented based on the participatory approach of all stakeholders, use of quantitative and qualitative methods of evaluation using largely the experience and methodology developed by UNDP for the assessment of results in VET and Extension in 2018. The analysis of empirical evidence and interviews with stakeholders should be applied to perform a multidimensional assessment of the results achieved on the level of the capacities of service providers, impact on beneficiaries and their role in reforming the system.

Based on its results SDC and UNDP will develop a program document for continuing support to the development of the system based on the following pillars:

- a/ expanding geographically the availability of vocational education/training;
- b/ enhancing the quality of VET;
- c/ ensuring sustainability of VET centres;
- d/ improving cost efficiency of agriculture (comprehensive scheme of agriculture extension)

2/ Overall Objective

The overall objective of this assignment is to perform the SDC and UNDP joint study on the assessment of the economic and social impact of the VET results achieved as a results of implementation of the initial stages of the project ‘Support to Modernization of the Vocational Education and Training (VET) System in Georgia’ (2006-2011) and draft the project proposal for further support to development of National VET system.

The objective of the study is to perform comprehensive assessment of the results achieved as a result of the implementation of the projects. The study will assess the results achieved in the areas of vocational education and training and agriculture extension services provided. The results of the study will be attributable to development of recommendations and priority actions for ensuring sustainability of the results achieved and their capitalization in the view of upcoming changes in the Government’s priorities of VET system development.

The project proposal should describe a 4 year program for supporting the national VET system development with emphasis on expanding geographically the availability of vocational education/training; enhancing the quality of VET services; ensuring sustainability of VET centres; improving farming practice and synergies with on-going agricultural development projects of SDC, as well as continuity of previous VET project phases and building on their achievements.

⁸ UNDP has performed the quantitate assessment of the impact of VET courses (based on the cases of all partner vocational colleges) and agriculture extension services (based on the case of Kachreti Agriculture Extension Centre)

3/ Tasks and Responsibilities of the Consultant:

The consultant will be performing the assessment together with international and two national consultants.

The consultant should perform the following tasks:

1. Preparation of the interview instruments. Providing Senior National Consultant with a draft of methodology note, the Note should describe the methodology of qualitative research performing assessment of the VET courses and agriculture extension services (interview protocols with stakeholders for , and data collection plan).

2. Collection of primary data for the assessment and their interpretation and analysis. The selected National Consultant together with another National Consultant will perform the primary data collection from the stakeholders and beneficiaries from the selected partner colleges and national level institutions.

The National Consultant will write interview protocols and perform interpretation and analysis which will be submitted to the Senior National Consultant as inputs for the assessment report.

3. Drafting the inputs for the report of the assessment of the results of the previous projects. The National Consultant will provide support to the Senior National Consultant in drafting the report of the assessment of the results as identified through interviews of stakeholders

4. Support in consultations with stakeholders. The National Consultant will together with another National Consultant and Senior Consultant will provide assistance to International Consultant in the process of consultations with stakeholders, and namely in:

- 8. Participating in information-sharing meetings and seminars (to inform key stakeholders about the results);
- 9. Participating in focus group consultations (to confirm the primary data from different groups of stakeholders regarding priorities and needs);
- 10. Participating in validation workshop (to confirm the validity of the overall findings with stakeholders).

5. Support in elaboration of the project proposal. The National Consultant will provide assistance to the Senior National and International Consultants in drafting the Project Proposal by providing inputs based on to the qualitative data analysis conducted by the consultant during the assessment , namely, the set of conclusions of the assessment, justifications for the proposed activities, stakeholders' analysis and other.

4/ Work-plan of the Assignment

	Deliverables	January				February				March' 13			
		Week 1	2	3	4	1	2	3	4	1	2	3	4
1	Preparation of the Assessment Survey	■	■	■	■								
2	Collection of primary data for the Assessment and their interpretation and analysis		■	■	■	■							
3	Drafting the report of the assessment of the results of the previous projects				■	■	■	■					
4	Support in consultations with stakeholders							■	■	■	■		
5	Support in elaboration of the project proposal								■	■	■	■	■

5/ Deliverables

The selected international consultant together with local consultant should submit:

- 5.1/ Inputs for the methodology note;
- 5.2/ Interview protocols and data collection plan;
- 5.3/ Inputs for the report of the assessment of the results;
- 5.4/ Inputs for final draft project proposal.

6/ Arrangements and Payments Schedule

The selected consultant will cooperate with an international consultants - representative of SDC, three national consultants (Senior National Consultant on VET, National Consultant on Qualitative Assessment and a National Consultant on Quantitative Assessment) to be contracted by UNDP, staff of SDC' Georgia office, UNDP Bratislava Regional Centre (BRC) consultants, Georgia Country Office and project staff⁹.

The representatives of stakeholders: Ministry of Education and Science, Ministry of Economy and Sustainable Development, Ministry of Agriculture staff of the vocational colleges, beneficiaries will be also involved in the whole process.

The study will be performed within the period of January – March, 2013.

The payment will be made in 2 instalments. The first instalment (70%) will be made up on submission of deliverables 1 and 2. The second installment (30%) will be paid upon submission of the deliverables 3 and 4.

7/ Required skills, qualifications, experience, and language requirements

EDUCATION:

ADVANCED UNIVERSITY DEGREE IN PUBLIC POLICY, EDUCATION MANAGEMENT, POLICY ANALYSIS, PUBLIC ADMINISTRATION OR RELATED FIELDS.

QUALIFICATIONS AND EXPERIENCE:

- At least 3 years of experience in the consultancy and advise to the public and or private sector in education area preferably with focus on vocational education;
- Excellent skills in leading benchmarks and assessments of development projects;
- Hands on experience in capacity/needs assessment preferably in VET system;
- Experience in developing policy documents – concept, strategy, action plan, etc.
- Excellent presentation and communication skills are a must.

Competencies:

- General understanding of development context in Georgia;
- Theoretical background and good understanding of approaches, tools and methodologies related to conduct of capacity assessments;
- Strong communication (spoken and written) skills, including the ability to draft/compile a variety of written products in a clear, concise style and effectively disseminate information and build/maintain effective contacts;
- Demonstrated ability to apply good judgment in the context of assignments given;
- Technology Awareness - fully proficient computer skills and use of relevant software and other applications.

⁹ The staff of the project 'Income Generation and Employment Through Skills Development' which is UNDP's on-going project providing support to vocational education and training system development

4/ SENIOR NATIONAL CONSULTANT FOR ASSESSMENT OF THE RESULTS OF THE PROJECTS ON SUPPORT TO MODERNIZATION OF VOCATIONAL EDUCATION AND TRAINING SYSTEM AND DRAFTING THE NEW PROJECT PROPOSAL

Terms of contract: Individual Contract
Project duration: 15 days (in the period of January-March, 2013)
Duty station: Tbilisi with possible travel to regions (Georgia)

1/ Background

UNDP has been supporting the modernisation of the Vocational Education and Training System since 2006 treating this sector as one of the main tools for supporting employability of the population through upgrading and re-profiling their professional skills and linking it with the existing labour market demand. UNDP has been assisting the development of the national VET system and together with EU co-chaired the donor coordination format.

Since 2006 UNDP implements various projects providing comprehensive support to the reform, with support provided by the Swiss Agency for Development and Cooperation (SDC) and EU, namely:

- Support in formulation of National VET Development Strategy, needs assessments and concepts on various aspects of VET system development;
- Methodological advancement of the theoretical teaching and practical training process;
- Improvement of the quality of vocational education through developing skills of colleges' management and the teachers, new teaching programs, developing new modern textbooks, elaboration of various practical exercises manual manuals;
- Development of capacities of the national level policy making institutions' staff.

The overall objective of UNDP's program "Support to the Modernization of the Vocational Education and Training (VET) System" project was "to develop a standard-based qualification and training system that responds to labour market needs and provides a trained workforce to meet skill requirements in the economy". The initiative also envisaged the piloting of provision of agriculture extension services through the VET Centres. Many of the initiatives had both direct and indirect effects on the National policies in VET, as well as developed models and methodologies which were widely replicated by UNDP and other development partners in a number of VET schools.

At the end of Phase 2 of the support Project to the Modernisation of Vocational Education and Training (VET) System, UNDP and SDC have undertaken a joint evaluation of outcomes of this intervention – to take stock of the accomplished results, assess the achievements against the dynamic environment and advise on the next steps. The findings have clearly shown the beneficial employment results of the intervention – in the period that course participants' employment outcomes were tracked, the employment rate had roughly doubled and, conversely, the unemployment rate nearly halved. This is because participants are now trained and have gained experience thus, in principle, making them more attractive to employers.

The 3rd stage of UNDP's assistance supported teachers' professional skills development, sustainability of partner colleges and the delivery of vocational retraining for expanded number of partner vocational colleges. Under the 3rd phase of the project the most dynamically developed sectors of the economy were addressed: agriculture and processing, construction, tourism and services and a recently developed sector – sewing - was included into the list of vocational education programs. These sectors were identified based on the local labour market surveys performed for each target area. The component of business skills development was actively utilised in each of the programs delivered. Even more, the Business Education Centre was established within Mew Partner College (Kutaisi) where graduates and external persons have benefited from business development consultancy and coaching in implementing business projects. Support was offered in financial management and implementation processes by consultants from the centre.

In 2011 UNDP has launched the new program – “Income Generation and Employment through Skills Development” which is based on the following pillars:

- Improving national vocational development policy planning and the quality of vocational education.
- Increasing public awareness in vocational education and supporting the visibility of services and service providers.
- Enhancing sustainability of the VET Colleges.
- Developing institutionalised links between vocational education agriculture extension, handicrafts and souvenirs production and labour safety.

SDC has made decision to continue support to VET system development and has included it as a priority into its Country Program for 2012-2015. In the view of this and also of the recent political changes in Georgia and election of new Parliament and subsequent reshuffling of the Governments program, SDC and UNDP deciding to continue cooperation in development of VET system has decided to perform joint assessment of the results of the implemented programs.

The study will be implemented based on the participatory approach of all stakeholders, use of quantitative and qualitative methods of evaluation using largely the experience and methodology developed by UNDP for the assessment of results in VET and Extension in 2011¹⁰. The analysis of empirical evidence and interviews with stakeholders should be applied to perform a multidimensional assessment of the results achieved on the level of the capacities of service providers, impact on beneficiaries and their role in reforming the system.

Based on its results SDC and UNDP will develop a program document for continuing support to the development of the system based on the following pillars:

- a/ expanding geographically the availability of vocational education/training;
- b/ enhancing the quality of VET;
- c/ ensuring sustainability of VET centres;
- d/ improving cost efficiency of agriculture (comprehensive scheme of agriculture extension)

2/ Overall Objective

The overall objective of this assignment is to perform the SDC and UNDP joint study on the assessment of the economic and social impact of the VET results achieved as a results of implementation of the initial stages of the project ‘Support to Modernization of the Vocational Education and Training (VET) System in Georgia’ (2006-2011) and draft the project proposal for further support to development of National VET system.

The objective of the study is to perform comprehensive assessment of the results achieved as a result of the implementation of the projects. The study will assess the results achieved in the areas of vocational education and training and agriculture extension services provided. The results of the study will be attributable to development of recommendations and priority actions for ensuring sustainability of the results achieved and their capitalization in the view of upcoming changes in the Government’s priorities of VET system development.

The project proposal should describe a 4 year program for supporting the national VET system development with emphasis on expanding geographically the availability of vocational education/training; enhancing the quality of VET services; ensuring sustainability of VET centres;

¹⁰ UNDP has performed the quantitate assessment of the impact of VET courses (based on the cases of all partner vocational colleges) and agriculture extension services (based on the case of Kachreti Agriculture Extension Centre)

improving farming practice and synergies with on-going agricultural development projects of SDC, as well as continuity of previous VET project phases and building on their achievements.

3/ Tasks and Responsibilities of the Consultant:

The international consultant will serve as a team leader in performing the assessment together with two national consultants. One will provide support in the quantitative and another – in qualitative part of the assessment.

The international consultant should perform the following tasks:

1. Preparation of the Assessment Survey. Providing International Consultant with draft of methodology note, compiling inputs provided by two National Consultants. The Note should describe the methodology of quantitative and qualitative research, list of questions for interviews with stakeholders and the list of the quantitative data to be collected for performing assessment of the VET courses and agriculture extension services

2. Collection of primary data for the Assessment and their interpretation and analysis. The selected Senior National Consultant together with two national consultants will plan, participate and oversee the process of primary data collection. The Senior Consultant will compile the collected primary data analysis (results of the quantitative and qualitative assessment) provided by the National Consultants. The Senior National Consultant will develop inputs for the Report of the Assessment.

3. Drafting the report of the assessment of the results of the previous projects. The Senior National Consultant will draft the report of the assessment of the results achieved, based on the inputs provided by the team of two national consultants. The report should contain, but not be limited to, the following components:

- Description of the projects' activities performed and their relevance to the national development context, the priorities of donors and the Government existing at that stage;
- Description of the methodology and research process;
- Description of the results and achievements, analysis (interpretation of quantitative and qualitative research) of the results and their impact on development of the VET system in the view of the National VET Strategy; factors contributing or impeding achievements of the results;
- Conclusions, highlighting the findings of the assessment adjusted according to the results of discussions of the preliminary findings with stakeholders.

4. Support in consultations with stakeholders. The Senior National Consultant will help the International Consultant in planning and management of the process of consultations with stakeholders. The Senior National Consultant will help in developing presentations of the preliminary findings of the assessment to the stakeholders. The Consultants will ensure that the specific project structures and mechanisms that are put in place are acceptable to stakeholders and amenable to participatory processes. For this, they will organise consultations for identification of the current needs and challenges of the development of the VET system and discussions, namely:

11. Organize information-sharing meetings and seminars (to inform key stakeholders about the proposed intervention);
12. Organise a focus group consultations (to solicit views from different groups of stakeholders regarding priorities and needs);
13. Organise validation workshop (to confirm the validity of the proposed intervention with primary stakeholders).

5. Support in elaboration of the project proposal. The Senior National Consultant will provide the International Consultant with inputs for the Project Proposal, namely, the set of conclusions of the assessment, context, description of the main strategic priorities, inputs for the description of the activities of other donors, stakeholders analysis, inputs for risks analysis, overview of the policy of the Government, inputs for budget and log-frame indicators and others.

5/ Work-plan of the Assignment

	Deliverables	January				February				March' 13			
		Week 1	2	3	4	1	2	3	4	1	2	3	4
1	Preparation of the Assessment Survey	■	■	■									
2	Collection of primary data for the Assessment and their interpretation and analysis		■	■	■	■							
3	Drafting the report of the assessment of the results of the previous projects				■	■	■	■					
4	Support in consultations with stakeholders							■	■	■			
5	Support in elaboration of the project proposal								■	■	■	■	■

6/ Deliverables

The selected international consultant together with local consultant should submit:

- 6.1/ Draft of methodology note;
- 6.2/ Drafting the report of the assessment of the results;
- 6.3/ Inputs for final draft project proposal.

7/ Arrangements and Payments Schedule

The selected consultant will cooperate with an international consultants - representative of SDC, three national consultants (Senior National Consultant on VET, National Consultant on Qualitative Assessment and a National Consultant on Quantitative Assessment) to be contracted by UNDP, staff of SDC' Georgia office, UNDP Bratislava Regional Centre (BRC) consultants, Georgia Country Office and project staff¹¹.

The representatives of stakeholders: Ministry of Education and Science, Ministry of Economy and Sustainable Development, Ministry of Agriculture staff of the vocational colleges, beneficiaries will be also involved in the whole process.

The study will be performed within the period of November 2012 -January 2013.

The payment will be made in 2 instalments. The first instalment (70%) will be made up on submission of deliverables 1 and 2. The second installment (30%) will be paid upon submission of the deliverable 3.

8/ Required skills, qualifications, experience, and language requirements

¹¹ The staff of the project 'Income Generation and Employment Through Skills Development' which is UNDP's on-going project providing support to vocational education and training system development

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