



Empowered lives.
Resilient nations.

**United Nations Development Programme
Country: Georgia
SKILLS FOR EMPLOYMENT PROGRAM-phase 2**

Executive Summary

This programme responds to the needs of developing primarily non-agriculture Vocational Education and Training (VET) system in Georgia and employment policy. The programme is designed to advocate for development of a more diverse and high quality VET system and effective employment policy measures and their piloting. The programme uses a coherent approach by targeting national level institutions and service providers to ensure that each layer of policy making and implementation is targeted and involved.

The overall objective of this phase (2014-2015) is to contribute to incorporating/formalising the VET re-training system into the formal VET system as an additional impetus for improving employability of the labour force.

This will be accomplished through focusing on the following dimensions:

1. **Support to the Ministry of Education and Science in incorporating re-training into the formal VET system** to offer a diverse set of VET options for unemployed in rural and urban areas.
2. **Upgrading the methodology of VET through introducing advanced methodologies** of teaching and practical skills development and training practices, developing new teaching materials and improvement of teachers' professional skills.
3. **Enhancing VET colleges' capacities through support in application of internal quality management** by support in application of internal quality management system for better positioning them on the market of VET service providers.
4. **Support the Government in improving employability of labour force** through developing service providers' and Ministry of Health, Labour and Social Affairs' capacities for ensuring high quality of state employment programmes and high rate of employment.

Programme Period:	2011-2015
Key Result Area (Strategic Plan):
Atlas Award ID:	00063620/ 00090632
Start date:	1-June-2014
End Date	31-Dec-2015
LPAC Meeting Date	30-May-2014
Management Arrangements	NIM

Budget:	USD 207,502.53
Total resources required	USD 207,502.53
Total allocated resources:	_____
• Regular (TRAC)	USD 207,502.53
• Other:	_____
○ Donor	_____
○ Government	_____
Unfunded budget:	_____
In-kind Contributions:	_____

Agreed by UNDP:

Niels Scott

UNDP Resident Representative



Date: 2-Jun-2014

Agreed by the Government:

Amar Sanikidze

Minister of Education & Science



Date: _____

I. CONTEXT

VET system in the National Development Context. The vocational education sector has been perceived as the main tool for decreasing skills mismatch and increasing employability of the population. Impressive, economic growth in Georgia since 2004 has not resulted in a proportionate reduction in poverty, job creation or employment opportunities. On the contrary, recent research demonstrates that reduction in poverty and extreme poverty is largely attributable to the targeted social assistance, rather than to new jobs or improved productivity. Indeed, labour-intensive sectors, such as agriculture, small trade or services that absorb the largest portion of the labour force, have seen little or no growth at all since 2004. Moreover, many lost jobs as a result of public administration layoffs, most of them middle-aged, with limited opportunity to find a paid job.

Access to and flexibility of vocational education for all potential interested target groups is also highly variable and one of the recognised challenges of the current system. The rate of involvement in vocational education is generally low. In 2010, average share of those enrolled in vocational institutions among 15-22 years age group was 2.3%, and 15-65 years age group - 0.4% (GeoStat Household Survey). Accessibility is particularly constrained for the disabled and those with special education needs, as well as for less advantaged social groups such as IDPs, former prisoners, probationers, ethnic minorities, and those in more remote parts of the country. The system is also fairly inflexible in meeting the needs of adults who want or need to enhance their skills in the short term. The reduction in number of public VET colleges over recent years, the presence of dead-ends in the system, and difficulties in obtaining financing all have a negative impact on accessibility and participation.

Existing skill-sets often limit opportunities to either find a job, or improve productivity at existing workplaces. Further, skills rarely match market demand, either in substance, or in quality; (i.e. the demanded skills are either not found or they are not of acceptable quality). This is an embedded failure in the Georgian labour market, largely of a Soviet heritage and a challenge, where the state has a role to play in remedying these shortcomings.

Research by UNDP demonstrates that a small investment in skills and job counselling can increase private productivity, access to market and individual incomes and estimated studies concluded that "UNDP supported training led to a majority of graduates getting new jobs. "... not less than one third of graduates were employed at newly created jobs, 70% of those graduates who were unemployed before the training took new jobs; the productivity of all employed graduates increased by 8% after graduation."¹

Demand for Vocational Education. The recent national level study of the profile of the demand for vocational education shows that vocational education is becoming increasingly demanded and is associated with real benefits among the young and adult population². There is a growing pragmatic approach to education and its linkage with employability and demand for skills among trainees of vocational colleges. The study shows that duration, diversity and high profile of skills, employability and perspectives are the main factors attracting the unemployed to the system.

The choice of professions and colleges are the most important factors for applicants, meaning that those seeking training will move to other parts of the country for training if the reputation of colleges and demand for a profession in job markets is high. Not surprisingly though, the influence of the job market and skills demanded is dominant in the choice of training course. This notwithstanding, the features that are most demanded by trainees are that of good organisation of the teaching process and discipline & orientation on practical teaching. According to this research the expectations of vocational education are high, as good skills, employability and the possibility of entering higher education are named as the first among expected benefits. It should also be noted though that the existence of modern teaching programs and technologies and links with potential employers were, perhaps surprisingly, ranked as low among the factors influencing the choice of programme.

¹ Analysis of the Costs And Benefits Of Retraining And Requalification Program, Georgia. UNDP Georgia, Bratislava Regional Centre. May, 2011.

² Satisfaction of trainees by vocational education. RCG Group. Georgia, 2011

Government's policy for VET system and labour market development. The country Development Strategy 'Georgia 2020' and "State Strategy for Labour Market Formation" underline the importance of development of human capital of the country and special role of the systems of vocational education and training and retraining in it.

One of the main aims of the VET reform is to provide the economy with a competitive work force and to adjust the education system to the demands of the changing labour market. The Government has approved the 'Vocational Education and Training Development Strategy for 2013-2020'³ which determines the following specific objectives:

- the creation of a nationwide flexible VET network promoting excellence in skills development that will equip the current and future economically active population to develop the management and technical skills necessary for Georgia to successfully compete in the modern economic environment both at home and abroad;
- the full and equal inclusion of all segments of the population in the opportunities for personal development of their potential and equip them to obtain well paid remunerative employment or self-employment to support ensured personal and family incomes within the context of sustainable career development and personal fulfilment.

There are 14 state vocational colleges and 77 private vocational colleges in Georgia along with 4 Community Colleges delivering higher vocational education in Georgia. Highest rate of employment in private and public sector are observed among graduates in food processing (64%) and construction (46%).

During the period of 2012-2014, the following changes were undertaken in the national vocational education and training (VET) system:

- Revision of existing financing schemes for colleges (service providers),
- Revision of the main quality assurance components (occupational standards, teachers skills development),
- Improvement of the methodology of teaching,
- Ensuring compliancy of the practice with good international practice,
- Drafting the new VET Development Strategy and relevant action plan.

The Government also expressed strong commitment to developing infrastructure and establishing new VET providers in rural areas having lack of access to high quality VET.

The current labour market can be characterised by:

- Limited opportunities for formal employment;
- Demand and supply mismatch;
- Low mobility of the labour force;
- Low cost of the workforce;
- High long-term unemployment, unemployed youth and adults with higher education;
- Domination of the "secondary labour market" over the "primary market";
- High rate of informal employment;
- Underdeveloped infrastructure;
- Low quality and non-flexible system of vocational education services.

Among the main objectives of the state Employment Support Policy are:

- The rational use of the state's human resource;
- Support an efficient employment;
- Reduction of unemployment;

³ Ministry of Education and Science of Georgia. Vocational Education and Training Development Strategy for 2013-2020' http://www.mes.gov.ge/uploads/12.%20VET%20Strategy%202013-20_EN.pdf

- Workforce quality improvement.

To achieve these goals, the Government decided to accomplish following tasks:

- Improvement of the labor and employment legislation in compliance with international standards;
- Creation and development of a labor market infrastructure;
- Development of the smooth-running system for registering the employed/unemployed;
- Institutionalization of the labor market research and formation/development of a database (labor demand and supply, labor costs, value of labor power, etc.);
- Support of vocational education (training/re-training/skills development) of the unemployed in accordance with the labor demand;
- Formation/development of a career guidance, consultancy and career development system;
- Development/implementation of state-funded programs targeted at the support of employment.

International Donor Community Support to Vocational Education System including previous UNDP Assistance. The Ministry of Education and Science has been supported in the implementation of the VET reform by multiple donor organizations such as UNDP, SDC, IOM, GIZ and MCG.

UNDP in partnership with donors, employers, VET Colleges and local authorities, has supported the Government in the establishment of a coherent re-training system throughout the country coupled with farmer advisory services and business counselling and in several cases coupled with value chain development components. The partnerships built under this formats have positioned the VET colleges (being providers of the learning component under the agriculture training/re-training and extension services) as service providers to farmers making them hubs of local development projects related to farming. Many of the initiatives had both direct effects on national policies in VET and agriculture extension systems development. Currently UNDP implements SDC supported project "Support to Modernisation of Vocational Education and Training and Extension Systems related to Agriculture in Georgia" which envisages developing and support in application of new models for flexible VET and extension, developing capacities of VET colleges, public and private sector service providers and developing systems for training high quality HR in agriculture VET and extension.

The EU delegation in Georgia is supporting the elaboration and implementation of the national level policy in vocational Education and plans to provide the Government with budget support aimed at implementing labour market development and VET System Development Strategy with emphasis on VET quality enhancement and relevance to the market needs and institutional capacities development. The EU promotes under its new Government support (27 mln Euro) effective labour market management, reliable and sustainable labour market information and forecasting, improvement of quality of employment support services, enhancing quality and relevance of VET System to ensure efficient transition from training to employment and enhanced social partnership.

The German International Cooperation Agency (GIZ) has also assisted vocational education and training development, which focuses on the modernization of teaching methods, national level consultancy for the assessment and development in the system of financing.

The Government of Georgia and Millennium Challenge Account Georgia (MCGA) focus on improving the quality of human capital, particularly to address a shortage of skilled technicians and professionals in key economic sectors as a constraint to the country's continued growth. The MCGA launched a competitive grant facility of approximately USD \$16 million to co-finance investments in industry-led skills and workforce development programs.

II. STRATEGY AND OBJECTIVES

This programme will contribute to the achievement of the United Nations Development Assistance Framework (UNDAF) outcome related to reducing number of households living in poverty through the realization of the economic potential and provision of social welfare. This is translated into the UNDP Country Program Action Plan (CPAP) outcome "Equitable economic growth promoted through close cooperation with private sector entities within the overall framework of corporate social responsibility". At an output level, this involves support towards improving quality and accessibility of skills training that is demanded by the labour market to enhance employment opportunities of those unemployed or looking for advancement in their careers.

This programme will contribute to the achievement of the United Nations Development Assistance Framework (UNDAF) 1st National Development Priority: 'Poverty Reduction and responds to the relevant outcome 1.2 'Vulnerable populations enjoy greater access to decent work opportunities' with expected output '1.2.1 Labour Force Competitiveness improved through vocational education counselling and engagement of private sector, and responsible business practices' stated in the UNDP Country Program Action Plan 2011-2015⁴.

The programme is aligned with UNDP Strategic Plan 2014-2017 as well. It will contribute to the achievement of Outcome 1 'Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded' and its output 1.1 'National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive.'

The overall objective of this phase (2014-2015) is to contribute to incorporating/formalising the VET re-training system into the formal VET system as an additional impetus for improving employability of the labour force.

This phase builds on the achievements of the first phase, which was conducted in 2012-2013. The previous phase focused on developing vision for institutionalized VET teachers' continuous skills development; improving teaching infrastructure (software, teaching materials) and skills of VET teachers; supporting increasing of the employment of the adults vocational training and retraining courses graduates in the selected vocational colleges.

The project objectives will be accomplished through focusing on the following dimensions:

- 1. Support to the MoLHSA and MoES in incorporating re-training into the formal VET system** to offer a diverse set of VET options for unemployed in rural and urban areas.
- 2. Upgrading the methodology of VET through introducing advanced methodologies** of teaching and practical skills development and training practices, developing new teaching materials and improvement of teachers' professional skills.
- 3. Enhancing VET colleges' capacities through support in application of internal quality management** by support in application of internal quality management system for better positioning them on the market of VET service providers.
- 4. Support the Government in improving employability of labour force** through developing service providers' and MoLHSA's capacities for ensuring high quality of state re-training programmes and high rate of employment.

Overall approach, objectives and outreach. This programme responds to the needs of developing primarily non-agriculture VET system in Georgia and employment policy. The programme is designed to advocate for development of a more diverse and high quality VET system and effective employment policy measures and their piloting. The programme uses a coherent approach by targeting national level institutions and service providers to ensure each layer of policy making and implementation is targeted and involved.

⁴ Country Program Action Plan between the Government of Georgia and the United Nations Development Program 2011-2015. Tbilisi, 2011. Web-source: http://undp.org.ge/files/127_1443_503458_cpapGeorgia2011-2015.pdf

Both national and local level institutions and development needs will be addressed during the program. All methodological and practice materials will become accessible and available for replication and will be introduced nation-wide within the vocational education system.

This program is treated as a supporting instrument being in line with the nationally acknowledged priorities of vocational education system development for the whole of UNDP program activities in Georgia. Due to the success of the first three phases of the project, vocational education and training has been increasingly mainstreamed in all UNDP activities aimed at development in the regions (e.g., Ajara, Shida Kartli, and Samegrelo).

All activities will be implemented in close cooperation with national stakeholders and relevant institutions, comprising the Ministry of Employment, the Ministry of Education and Science, and Vocational Colleges.

Cooperation with academia in application of new teaching technologies and, as well as cooperation with private sector companies is treated as a necessary part for the implementation of the programme.

Target groups and beneficiaries. The main target groups of the program are: public officers from the national institutions dealing with VET and employment policy (staff of the policy units of the Ministry on Education and Science (MoES) the Ministry of Labour, Healthcare Social Aid (MoLHSA)), staff of their relevant agencies and staff of the selected vocational colleges.

The staff of the Ministry of Education and Science responsible for VET policy will benefit from the assistance related to formalisation of Vet re-training schemes, which is considered among the priorities of the National VET Development Strategy (2013). While the VET colleges management will benefit from the assistance provided to them in application of internal quality management systems.

The staff of the Ministry of Labour, Healthcare Social Aid (MoLHSA) will benefit from the programme by the support provided to them for improving the quality of re-training programmes, meaning their matching with the demand, application of adequate training methodologies and others.

The unemployed is the most important part of the beneficiaries, which is according to the official statistics is more than 15% of economically active population.

Sustainability. In regard to the programme sustainability a first important step has been put in place by aligning the programme's objectives with the national strategies and priorities. Both, the Agriculture Development Strategy 2014-2020 and the VET System Development Strategy 2013-2020 have been taken into consideration while developing this proposal. The Programme funds will be used for the conceptualisation and policy planning activities. The support related to the application of new teaching methodologies or systems are conditioned with firm commitment and ownership from the Government. The programme will develop capacities of the relevant institutions responsible for successful implementation and application of the programme outputs is considered in the programme that will minimise the risks of failure and assume high cost effectiveness of the programme and public funds to be allocated for the same reasons by the Government aftermath of the programme.

Cross Cutting Aspects:

- **Gender equality approach.** The proposed programme will apply a non-discriminatory approach and ensure proactive participation of women in the proposed activities by training, consultancy and coaching. The programme management will ensure tracking of women's participation through maintaining of relevant statistics and monitoring methods.
- **Environmental issues.** UNDP and implementing partners will ensure compliancy of the equipment and other inputs procured with the internationally recognised environmental standards.

III. PROGRAM'S OUTPUTS AND ACTIVITIES

Program's Impact. As a result of this program the national VET system and vocational colleges will become more capable of providing high quality VET services in non-agriculture sectors with more diverse spectrum of modalities, and support to employability of the unemployed.

The overall objective of this phase (2014-2015) is to contribute to incorporating/formalising the VET re-training system into the formal VET system as an additional impetus for improving employability of the labour force.

This will be accomplished through focusing on the following dimensions:

1. **Support to the MoLHSA and MoES in incorporating informal VET into the formal system** to offer a diverse set of VET options for unemployed in rural and urban areas.
2. **Upgrading the methodology of VET through introducing advanced methodologies** of teaching and practical skills development and training practices, developing new teaching materials and improvement of teachers' professional skills.
3. **Enhancing VET colleges' capacities through support in application of internal quality management** by support in application of internal quality management system for better positioning them on the market of VET service providers.
4. **Support the Government in increasing employability of labour force** through developing service providers' and MoLHSA's capacities for ensuring high quality of state re-training programmes and high rate of employment.

At the current stage there is obvious concentration of donor support on agriculture VET system development as a consequent policy to support the Government of Georgia in its efforts to develop agriculture sector, which was declared among the main priorities of its economic and social development policy. At the same time in May 2014 the Government has paid much attention to production sector as well. In May 2014 a special state programme 'Made in Georgia' was announced which envisages support to the private entrepreneurs in implementing projects in production and manufacturing sectors. Therefore, this programme responds to these new developments and targets on national non-agriculture VET system development.

Activity 1. Support to the MoLHSA and MoES in incorporating re-training into the formal VET system

The current system does not acknowledge re-training as a component of formal VET. That makes the system inflexible leaving small room for application of high quality and well regulated re-training. Formalization of the VET re-training is a priority under the VET Development Strategy, including the credit accumulation system which will serve as important pre-condition for formalization of re-training. The project will support to advocating within the main stakeholders and developing a conceptual vision and relevant action plan for the schemes and conditions for incorporating VET re-training into a formally acknowledged skills development system. The concept should describe approach for application of CVET (continuous VET) and Technical VET (TVET) systems, with due consideration of on-job re-training and labor market needs. The programme will facilitate elaboration of relevant legal regulations and capacity development activities according to the agreed steps in the concept.

This will diversify the mechanisms of professional skills development and offer more opportunities to potential beneficiaries to get engaged in continuous institutionalized skills development schemes.

Sub-activities of this activity include:

- 1.1 Advocacy and dialogue with the MoLHSA, MoES and other stakeholders.
- 1.2 Developing a Concept of formalization of vocational re-training.
- 1.3 Technical assistance to MoLHSA, MoES and its bodies and partner agencies in piloting and testing identified schemes.

Activity 2. Upgrading the methodology of VET through introducing advanced methodologies

The programme aims to ensure the advancement of teaching methods for improving the quality of the teaching process (meaning theoretical and practical skills). Introduction of software based teaching practice and active use of modelling and imitators during the teaching practice will significantly improve the quality of VET I technological and machinery intensive sector related professions, decrease the costs of practical skills development components and also risks to private sector where internships and practical skills development sessions are held.

The program will increase the availability of advanced teaching methodologies and has adapting teaching materials to the Georgian context, as well as through the support of teachers' professional skills development system.

The programme will identify and agree the most priority areas and professions and colleges and will pilot several cases of modern technologies application. During the current phase at least one VET college located in Tbilisi will be selected along with a regional college.

Sub-activities of this activity include:

- 2.1 Identification of the priority areas (programmes and vocations) through series of workshops.
- 2.2 Support to MoES in developing a conceptual vision and relevant action plan for wide-scale application of software, video and model/simulators in teaching.
- 2.3 Support in application of modern teaching softs, training of staff and piloting in selected two
- 2.4 Colleges and assessment of impact on learning.

Activity 3. Enhancing VET colleges' capacities through support in application of internal quality management

UNDP intends to ensure better positioning of vocational colleges on the market. The programme will support to advancement of the performance of VET colleges by application of better internal quality management practice. This will support to building trust to VET colleges' services and strengthen their attractiveness to private sector employers.

The main focus in this programme will be attended to developing a conceptual vision and action plan for wide scale application and certification of internal quality management systems through relevant advocacy, consultations and technical assistance in selection and the quality management systems application.

The project will pilot application of these systems in two selected colleges: one in Tbilisi and one in a region. The technical assistance will be provided to the management of the colleges, staff of the MoES. The project will provide TA to the selected colleges in application of the quality management system and its certification.

Sub-activities of this activity include:

- 3.1 Identification of the most appropriate standard/system/regulations for internal organizational quality management system together with MoES and other local and international stakeholders.
- 3.2 Support to MoES in developing a conceptual vision and relevant action plan for wide-scale application of QM systems in colleges through TA to selected two colleges in application of quality management (QM) system and getting official *certification* on it.
- 3.3 Capacity development of management and other staff of the colleges and other stakeholders in organization internal QM systems.

Outcome 4. Support the Government in improving employability of labour force

The programme will support development of strong institutional linkage between the employment and vocational education development policies.

This programme will support to capacity development and quality assurance of the state funded employment programmes planning by technical assistance to relevant public agencies and service providers in designing the employment programmes. This programme will ensure that the employment programmes are not limited only to skills development and re-training but rather oriented on effective measures for job placement. These programmes should also be implemented in cooperation with private sector (employers and skills development service providers with special emphasis on practical skills' development).

This programme will provide support to the Government in developing a vision for national institutional set-up which will link the employment agencies⁵, VET colleges and other skills development service providers. This will ensure involvement of the existing public and non-public stakeholders to effectively address the needs of unemployed, which will be studied through labour market employment agencies. The capacity development measures will cover the aspects of financial planning and budgeting, planning of the vocational re-training programmes for ensuring their adequacy to the labour market survey results and others identified.

Sub-activities of this activity include:

- 4.1 Identification of the capacity gaps and support to the staff of MoLHSA in effective planning, selection and application of appropriate methodologies and design of employment programmes.
- 4.2 Technical assistance to the Government institutions in developing national institutional set-up for employment programmes design and implementation.
- 4.3 Piloting of the newly developed employment programme scheme in selected area and its impact assessment.

⁵ The employment agencies were supposed to be established by the Government in 2014 covering regions of Georgia.

IV. 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 labour 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 per cent vocational programs respond to labour 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 MYFF Service Line: 1.5 Private-sector development

Partnership Strategy: implemented in close collaboration with the Ministry of Education and Science, Ministry of Labour, Health and Social Aid. The project will also liaise with the Ministry of Economy and Sustainable Development. Coordination with EU Delegation and its funded projects

Project title and ID (ATLAS Award ID): SKILLS FOR EMPLOYMENT PROGRAM-2 (00063620/00090632)

Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs
<p>Output: National Vocational Education and Training (VET) system's capacity to provide high quality VET services in non-agriculture sectors is strengthened through formalization of vocational retraining, application of modern teaching methods, developing VET college's internal quality management systems; capacity of national employment policy stakeholders to design and apply effective national implementing programs is strengthened.</p> <p>Baselines/Indicators:</p> <p>1/ No concept exist for incorporating vocational retraining into a formal VET system/The Concept for incorporating vocational retraining into a formal VET system and tested in selected two colleges.</p> <p>2/ No vision and feasible plan for application of soft and other digital teaching technologies in VET/ Conceptual vision for application of software and other teaching methodologies in</p>	<p>Targets for 2014:</p> <ol style="list-style-type: none"> 1/ Concept for incorporating vocational retraining into a formal VET system. 2/ Conceptual vision for widespread application of software and other teaching technologies in VET is developed under MoES. 3/ An appropriate Quality Management System is identified. 4/ TA is provided to MoLHSA for developing methodology for design of employment programmes and relevant scheme is applied in selected areas <p>Targets for 2015:</p> <ol style="list-style-type: none"> 1/ Piloting of vocational retraining schemes in selected two colleges (for at least 100 beneficiaries, of which at least 10% women). 2/ Testing and piloting new software application in two selected colleges. 3/ The conceptual vision and plan for application of internal Quality Management (QM) systems is 	<p>Activity 1. Retraining formalization Result: Support to MoLHSA and MoES in incorporating re-training into the formal VET system.</p> <ol style="list-style-type: none"> 1.1 Advocacy and dialogue with the MoLHSA, MoES and other stakeholders. 1.2 Developing a Concept of formalization of vocational re-training. 1.3 Technical assistance to MoLHSA, MoES and its bodies and partner agencies in piloting and testing identified schemes. <p>Activity 2. MoES support Result: Upgrading the methodology of VET through introducing advanced teaching methodologies</p> <ol style="list-style-type: none"> 2.1 Identification of the priority areas (programmes and vocations) through series of workshops. 2.2 Support to MoES in developing a conceptual vision and relevant action plan for wide-scale application of software, video and model/simulators in teaching. 2.3 Support in application of modern teaching software, training of staff and piloting in selected two. 2.4 Assessment of impact on learning. 	<p>Ministry of Education and Science Ministry of Labour, Health and Social Aid</p> <p>Selected Vocational Colleges</p>	

Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs
<p>VET and its piloting in selected two colleges</p> <p>3/ No conceptual vision and feasible plan for improving under-developed internal quality management system in VET colleges/ A conceptual vision and plan is developed for application of internal QI systems and their testing in selected colleges</p> <p>4/ No Employment Supporting Programmes design methodology and national institutional set-up for implementing demand driven employment supporting programmes exist/ The methodology for employment programmes design and national institutional set-up design for their implementation is available</p>	<p>developed and QM systems application is supported in selected two colleges.</p> <p>4/ Newly developed programmes are piloted and their impact is assessed in selected colleges (for at least 110 beneficiaries, of which at least 10% women)</p>	<p>Activity 3. VET Capacity Building Result: Enhancing VET colleges' capacities through support in application of internal quality management</p> <p>3.1 Identification of the most appropriate standard/system/regulations for internal organizational quality management system together with MoES and other local and international stakeholders.</p> <p>3.2 Support to MoES in developing a conceptual vision and relevant action plan for wide-scale application of QM systems in colleges through TA to selected two colleges in application of quality management (QM) system and getting official <i>certification</i> on it.</p> <p>3.3 Capacity development of management and other staff of the colleges and other stakeholders in organization internal QM systems.</p> <p>Activity 4. Labour force employability Result: Support the Government in improving employability of labour force</p> <p>4.1 Identification of the capacity gaps and support to the staff of MoLHSA in effective planning, selection and application of appropriate methodologies and design of employment programmes.</p> <p>4.2 Technical assistance to the Government institutions in developing national institutional set-up for employment programmes design and implementation.</p> <p>4.3 Piloting of the newly developed employment programme scheme in selected area and its impact assessment</p> <p>Activity 5: Project Management & M&E</p> <p>5.1 Plan and monitor the activities implementation</p> <p>5.2 Build relevant partnerships, new contacts and communication and outreach activities</p>		

IV. ANNUAL WORK PLAN

Year: 2014 (Jun-Dec)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESP. PARTY	PLANNED BUDGET/USD		
		Q1	Q2	Q3	Q4		Fund	Budget Description	Amount
		Activity 1: Retraining formalization	Advocacy and dialogue with the MoES/MoLHSA and other stakeholders Developing a Concept of formalization of vocational re-training Workshops for identification of priority areas (professions and subjects)				X	X	GOVT/000622
Activity 2. MoES support	Support in developing a conceptual vision and relevant action plan for MoES for wide-scale application of teaching software and other technologies				X	GOVT/000622	UNDP	71205 International Consultant	30,000.00
Activity 3: VET Capacity Building	Support to MoES in developing conceptual vision and relevant action-plan for wide-scale application of QM systems		X			GOVT/000622	UNDP	75700 Learning	2,000.00
Activity 4: Labour force employability	Support to MoLHSA in application of effective methodologies and design of employment programmes.			X	X	GOVT/000622	UNDP	71300 Local consultant	5,000.00
ACTIVITY 5: Management	Contractual services (Program Manager/VET Policy Adviser 50%) Visibility	X	X			GOVT/000622	UNDP	71400 Contractual services-individual	13,650.00
					X	GOVT/000622	UNDP	72100 Contractual Services Companies	2,000.00
								TOTAL	69,650.00

Year: 2015

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESP. PARTY	PLANNED BUDGET/USD		
		Q1	Q2	Q3	Q4		Fund	Budget Description	Amount
		Activity 1: Retraining formalization	TA to MoES and MoLHSA and their bodies and partner agencies in piloting and testing identified schemes	X	X		X	X	GOVT/000622
Activity 2. MoES support	Purchase of softs and adaptation	X	X			GOVT/000622	UNDP	72800 IT equipment	15,000.00
Activity 3: VET Capacity Building	Training of relevant staff in application of softs Consultancy services for identification of the appropriate standard/system/regulations for internal organizational quality management system Support to MoES in developing conceptual vision and relevant action-plan for wide-scale application of QM systems	X	X			GOVT/000622	UNDP	72100 Contractual Services Companies	6,000.00
						GOVT/000622	UNDP	75700 Learning	3,000.00
		X	X			GOVT/000622	UNDP	71205 International Consultant	10,000.00

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESP. PARTY	PLANNED BUDGET/USD		
		Q1	Q2	Q3	Q4		Fund	Budget Description	Amount
	Consultancy, trainings to selected two colleges in application of quality management (QM) system and its certification			X	X	GOVT/000622	UNDP	72100 Contractual Services Companies	7,758.00
	Capacity development of management and other staff of the colleges in QM			X	X	GOVT/000622	UNDP	72100 Contractual Services Companies	7,000.00
Activity 4: Labour force employability	Technical assistance to Govt in developing national institutional set-up for employment programmes design and application.	X	X			GOVT/000622	UNDP	71300 Local consultant	5,000.00
	Piloting of the newly developed employment programmes scheme and its impact assessment.		X	X	X	GOVT/000622	UNDP	72100 Contractual Services Companies	20,000.00
ACTIVITY 5: Management	Salary (Program Manager/VET Policy Adviser 50%)	X	X	X	X	GOVT/000622	UNDP	71400 Contractual services-individual	23,400.00
	Visibility	X	X	X	X	GOVT/000622	UNDP	72100 Contractual Services Companies	3,356.50
	Audit fee		X			GOVT/000622	UNDP	72100 Contractual Services Companies	2,000.00
								TOTAL	137,852.53

Financial Summary:

	2014	2015	TOTAL
TRAC	69,650.00	137,852.53	207,502.53

V. IMPLEMENTATION ARRANGEMENTS

The project will be implemented under the National Implementation (NIM) modality under which the Ministry of Education and Science will serve as implementing partner, while UNDP will provide support for the execution of project activities and provision of inputs.

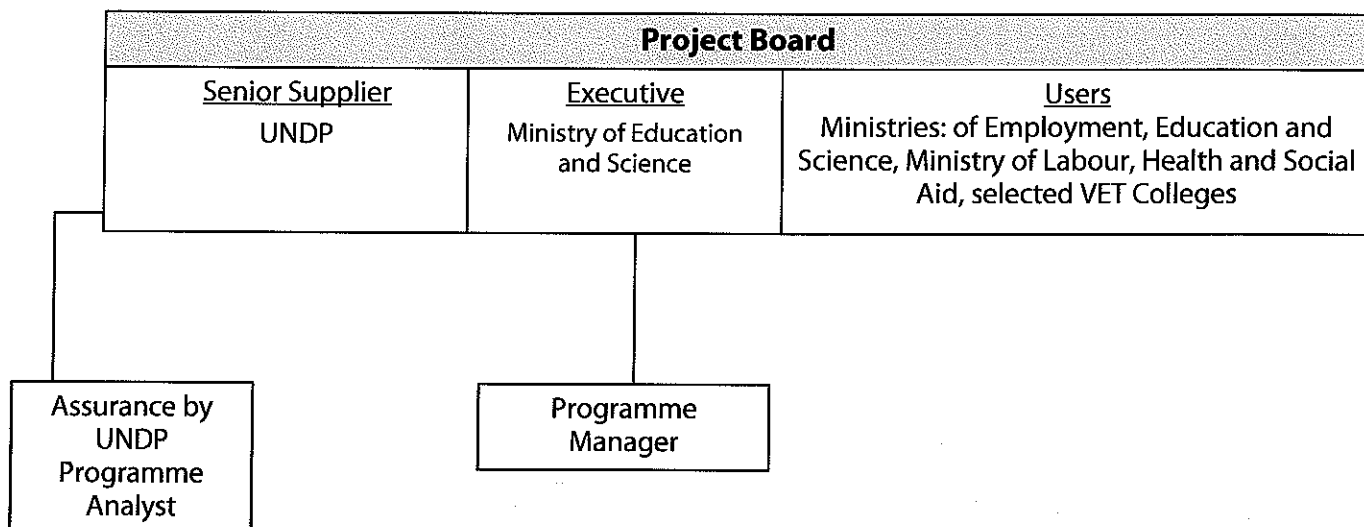
As per UNDP internal procedures and requirements, project activities will be steered by the Project Board. The Project Board will assume the roles of executive, senior supplier and senior user.

- Ministry of Education and Science will represent the Project Executive for this project, and will ensure that the project gives value for money, balancing the demands of beneficiary and supplier.;
- UNDP, will assume the role of the Senior Supplier and provide resources, skills and guidance to produce the project output.
- The Ministries of Education and Science a Labour, Health and Social Aid and selected VET Centers 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).

The Project Board will review and clear Annual Work Plans (AWP) and annual progress achieved by the project through Annual Project Reviews based on the approved annual work plans. The Project Board will meet on a bi-annual basis (more often if required). Prior to the meetings, the PM will duly submit the progress report on the previous period and the plan for the next one. The Board will evaluate submitted documents and be in charge of approving plans and budgets. In addition, the Program Manager will report regularly on an informal basis to the MoES to ensure that there is full transparency and effective liaison between the project and the Ministry.

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

Staffing. The project staff will consist of a Programme Manager who will be supported by the team of the project 'Support to Modernisation of VET and Extension related to Agriculture in Georgia'. Consultants will be recruited as required in the fields of in vocational education policy, quality management systems, modern methodologies of teaching, and others.



Following standard UNDP procedures, an internationally recognized auditing firm, contracted by the UNDP will carry out annual auditing of the project. The purpose of the audit is to certify that disbursements were made by UNDP in accordance with the activities specified in the project document;

disbursements by UNDP are supported by adequate documentation; appropriate management structure, internal controls and record keeping within UNDP is maintained.

VII. 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 Programme 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 set objectives.

Quarterly Progress Reports will be produced by the Programme Manager for presentation to the UNDP Country Office and the Programme Board. The Progress Reports will be drafted which will reflect progress towards results, factors contributing to or impeding achievement of results and lessons learnt.

Terminal Programme Report: the report will be prepared at the end of the period of implementation and will include an assessment and analysis of programme performance over the reporting period, including outputs produced, constraints, lessons learnt and recommendations for avoiding key problems in future programmes.

Preparation of the monitoring, evaluation and review is the responsibility of the UNDP Programme Team. The Programme Team will devise the system for programme monitoring, review and evaluation. They will also allocate sufficient resources to this task and will invite outside parties to conduct the mid-term review and final evaluation.

VIII. LEGAL CONTEXT

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 Standard Basic Assistance 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:

ANNEX 1: Budget

	Activities	Imp Agency	Atlas	2014 TRAC	2015 TRAC	TOTAL
1	Activity 1: Advocacy and dialogue with the MoES and other stakeholders					
1.1	Advocacy and dialogue with the MoES and other stakeholders	000622	75700	2,000.00		2,000.00
1.2	Developing a Concept of formalization of vocational re-training	000622	71205	30,000.00		30,000.00
1.3	TA to MoES and its bodies and partner agencies in piloting and testing identified schemes	000622	72100		35,338.03	35,338.03
	<i>Total Activity 1</i>			32,000.00	35,338.03	67,338.03
2	Activity 2: Support MoES in application of modern interactive teaching methodologies and technologies					
2.1	Workshops for Identification of priority areas (professions and subjects)	000622	75700	2,000.00		2,000.00
2.2	Support in developing a conceptual vision and relevant action plan for MoES for wide-scale application of teaching software and other technologies	000622	71300	5,000.00		5,000.00
2.3	Purchase of softs and adaptation	000622	72800		15,000.00	15,000.00
2.4	Training of relevant staff in application of softs	000622	72100		6,000.00	6,000.00
	<i>Total Activity 2</i>			7,000.00	21,000.00	28,000.00
3	Activity 3: Enhancing organisational capabilities of the VET colleges in application of internal quality management skills to make the VET competitive					
3.1	Consultancy services for identification of the appropriate standard/system/regulations for internal organizational quality management system	000622	75700		3,000.00	3,000.00
3.2	Support to MoES in developing a conceptual vision and relevant action plan for wide-scale application of QM systems	000622	71205	10,000.00	10,000.00	20,000.00
3.3	Consultancy, trainings to selected two colleges in application of quality management (QM) system and its certification	000622	72100		7,758.00	7,758.00
3.4	Capacity development of management and other staff of the colleges in QM	000622	72100		7,000.00	7,000.00
	<i>Total Activity 3</i>			10,000.00	27,758.00	37,758.00
4	Activity 4: Support the Government in increasing employability of labour force					
4.1	Support to MoLHSA in application of effective methodologies and design of employment programmes.	000622	71300	5,000.00		5,000.00
4.2	Technical assistance to Government in developing national institutional set-up for employment programmes design and application.	000622	71300		5,000.00	5,000.00
4.3	Piloting of the newly developed employment programmes scheme and its impact assessment	000622	72100		20,000.00	20,000.00
	<i>Total Activity 4</i>			5,000.00	25,000.00	30,000.00
	Activity 5: Project Management & M&E					
5.1	Contractual services (Program Manager/VET Policy Adviser 50%)	000622	71400	13,650.00	23,400.00	37,050.00
5.2	Visibility	000622	72100	2,000.00	3,356.50	5,356.50
5.3	Audit fee	000622	71200		2,000.00	2,000.00
	<i>Total Activity 5</i>			15,650.00	28,756.50	44,406.50
	TOTAL			69,650.00	137,852.53	207,502.53

ANNEX 2

Risk Analysis

Project Title: Skills for Employment Program-2	Award ID: 00063620	Date: 23 May 2014
---	---------------------------	--------------------------

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner
1	Political Failure of advocacy and non-acceptance of the vocational re-training system formalization, application of teaching technologies, QM systems and employment schemes application	23-May 14	Political	Impact: Failure of VET re-training schemes incorporation into the formal VET, wide scale application of teaching technologies and QM systems in colleges P: 2 I: 4	Mitigation measures: active involvement of relevant national and international stakeholders, including EU and Government for dialogue and demonstrating the results and impact of the piloting	Programme Manager
2	Weak capacities of the institutions in application and management of the vocational re-training schemes', teaching technologies application, Q and employment schemes'.	23-May 14	Environmental	Impact: Failure of effective implementation of the developed schemes P: 2 I: 4	Mitigation measures: capacity development and targeted TA to the target institutions staff and service providers	Programme Manager