

**UNITED NATIONS DEVELOPMENT PROGRAMME**  
**Programme of the Government of UKRAINE**  
**Project Document**

**PSD/Project number:** UKR/96/006/  
**PSD/Project title:** Introduction of flexible vocational training programmes for the unemployed  
**PSD/Project short title:** Vocational training  
**Estimated start date:** 01/07/99  
**Estimated end date:** 30/06/02

**Management arrangement:** ILO Execution  
**Designated institution:** Ministry of Labour and Social Policy  
**United Nations implementing agency:**  
**Programme support/project site:** Kyiv with country coverage  
**Beneficiary countries:** Ukraine

**Classification information**

ACC sector and subsector: 150 Employment  
 152 Employment promotion  
 DCAS sector and subsector: Human resources development  
 Technical and managerial education and training  
 Government sector and subsector:

Primary areas of focus/sub-focus: Poverty eradication and Livelihoods for the Poor/ Enhancement of income-earning potential  
 Secondary areas of focus/sub-focus: Poverty eradication and Livelihoods for the Poor/ Generation of employment and sustainable livelihood opportunities

Primary type of intervention: Capacity-building  
 Secondary type of intervention: Direct training

Primary target beneficiaries: The unemployed  
 Secondary target beneficiaries: Unemployed women

**LPAC review date:** 2 April 1999  
**BPAC review date:** [where applicable] **Programme officer:**

**Summary of UNDP and cost-sharing inputs**  
 [as per attached budgets]

<b>UNDP:</b>	<b>\$</b>	
TRAC (1 & 2)	-	
TRAC (3)	-	
STS	-	
Other (SPPD)	50,000	
<b>Cost-sharing:</b>		
Government	-	
Financial institution	-	
Third party	568,182	
<b>Total</b>		<b>618,182</b>

**Administrative and operational services** (where applicable)

SOF 03	-	
Cost-Sharing	45,455	
<b>Total:</b>		<b>45,455</b>
Country Office Administrative Cost		11,363
<b>TOTAL</b>		<b>675,000</b>

**Government inputs: (UAH)**

(in kind)	800,000	\$214,000
(in cash)	190,000	\$50,000

**Brief description:** The project will consolidate the results of the first phase and assist the Government in the creation of the capacity, throughout Ukraine, to organize and implement flexible modular training programmes adapted to the concrete requirements of enterprises and firms and the needs of individuals, with particular emphasis on training/retraining of the unemployed and other categories of the adult population who need specific skill acquisition or upgrading in order to be integrated into the labour market. The main thrust of the second phase of the project will be on the practical application of flexible modular programmes to training the unemployed and enhancing its impact on employment promotion. The Modules of Employable Skills (MES) methodology will be extended to a wide range of educational establishments nationwide, backed up by training of national staff, developing learning materials, diversifying modes of training, and putting in place an operational support infrastructure with modern means of communication. The project will also contribute to the Government's strategy on prevention of the spread of poverty through the piloting, in selected (depressed) localities, of specialist demand-driven training and support schemes to promote self-employment and income generation for local people, as well as through specific assistance to regions with particularly tense employment situation.

**On behalf of:**  
**Government**

**Signature**

**Date**

**Name/Title**

**Executing Agency**

**UNDP**

## **A. CONTEXT**

### **1. Development Problem**

The economy of Ukraine continues to be under the pressure of various cumulative negative factors acquired during recent years: persistent decline in production; a high proportion of shadow economy; financial problems; tax evasion; delays in wage, salary and pension payments; substantial deterioration of employment security; sharp decrease in income for the vast majority of people and the spread of poverty. The GDP declined by 54 percent between 1991 and 1997. The expected modest increase in GDP in 1998 has been waived off by the deepening financial crisis on world financial markets which coincided with deteriorating of the financial situation in Ukraine in the second half of the year.

In the employment sphere, the situation is continuing to worsen. The registered unemployment rate continues to increase and accounted for 3.96 per cent of the economically active population by the end of February 1999. Some 1,28 million people were seeking assistance from the State Employment Service in January - February 1999. Women account for more than 60 percent of all unemployed. In certain regions the unemployment rate is much higher than the national average. Underemployment and «hidden» employment aggravate the labour market situation. Projections made by the State Employment Service suggest that the open unemployment will continue to rise and is expected to reach the level of close to 7 percent by the end of year 2000.

Structural changes in the national economy severely affected the workforce preparation and development. The major problems are as follows:

- The substantial economic decline, reduction of the production sphere and the closure of many industrial enterprises resulted in the breaking of traditional relationships between training institutions and their social customers. Many professions, mainly in the declining industries, have become obsolete or their requirements have substantially changed, while many new skills connected with modern technologies and the functioning of a market economy are in shortage and in high demand.
- Training programmes offered by many training institutions do not meet the requirements of the current labour market.
- In view of the reduction in government funds for vocational training, re-orientation of training programmes towards current needs is slow.
- Adult training, skill upgrading and retraining of workers threatened by unemployment are very limited, as many enterprise-owned training centres have been closed down.

To reduce these skill development gaps a system of vocational training and retraining for the unemployed (adult) population has been put in place under the State Employment Service, a wing of the Ministry of Labour and Social Policy. The lack of training opportunities and appropriate training approaches and programmes remains a serious obstacle to enhancing the employability and mobility of the labour force and lifting tension on the labour market. It is primarily this development problem that the project will address.

The previous phase of the project (1997-1999) has been successful in the introduction of the Modules of Employable Skills (MES) methodology - a flexible and employment-oriented training approach, and in building the capacity of the Ministry of Labour and Social Policy to develop and implement flexible training schemes for the unemployed. However, due to the lack of expertise at a local level and necessary resources, extension of this activity throughout the country was possible

to a limited extent only. The project will address this issue with increased emphasis on a regional level. Particular attention during this phase of the project will be directed towards increasing its impact, i.e. actual implementation of modular training programmes and their contribution to employment/self-employment promotion.

The project activities will also focus at solving specific training-related problems of unemployment, especially those where the established regular retraining courses have their limit in reaching the target groups. Specifically, it has been noted that people with relatively good educational background are widely represented in registered unemployment. A particular group is older, well educated women who lost their jobs but cannot find new ones due to skill mismatch and difficulties in finding specific training opportunities. The project will address this problem through, among other things, the introduction of an «open» type of learning.

The project will also place more emphasis on the assistance to employed persons threatened by redundancy. Training programmes will be developed to help such persons acquire new skills in order to avoid layoffs or facilitate re-employment.

The need for strengthening local development initiative is very acute in many places of Ukraine. One example is the extremely difficult situation in the Chernobyl region which is facing an employment crisis due to the expected closure of the Nuclear Power Station, the only substantial employer in the region. The project will contribute to the preventive solution of this problem through the development and establishment, in cooperation with local authorities, of targeted retraining programmes for workers who will be made redundant.

Decline in the income and living standards of the majority of the population leads to the spread of poverty, especially in many rural areas. Hence, the urgent need to strengthen the technical capacities of the Employment Service in developing, in collaboration with partner institutions and local organizations, immediate job-creation measures and promoting self-employment. The project will also address this problem through piloting gender-sensitive community-based training and support schemes in several of the most affected locations to promote self-employment and income-generation. These activities will contribute to the capacity building of local institutions and organizations and developing national expertise in planning, designing and implementing training and self-employment/income-generation schemes as an integral part of employment promotion programmes.

Another persistent problem is the lack of suitable learning materials to be used in training of the project's target groups. The long period of economic decline has made the process of development of learning resources for vocational training very difficult, if not impossible. The accelerated method of developing the MES-type learning elements, which was experimented with during the first phase of the project is considered an important contribution to the solution of this problem. The present phase of the project will consolidate the experience acquired and establish a well coordinated and managed system of MES training/learning material production and its effective use. Networking arrangements and the use of modern information technology will be a major part of this system.

The following two main indicators of achieving the progress towards the solution of the development problem will be used by the project:

1. Substantial increase in the number of unemployed people trained for the employable skills using the modular (MES) training approach. A gender sensitive assessment will be applied to measure the success of the project.
2. Substantial increase in the number of trainees who find jobs or become self-employed in the

course of the first six months following the training.

The State Employment Centre together with the project will collect and analyze the relevant data for each modular training course conducted after the first six months following the training.

## **2. Previous experience and lessons learned**

Project UKR/96/006 «Introduction of flexible vocational training programmes for the unemployed» financed by UNDP and the Government of Switzerland (total US\$ 290,590) started in July 1997 for a duration of two years with the aim of assisting Ukraine in building the national capacity to develop and implement effective and efficient training schemes for job-seekers, displaced workers, employees at risk of losing their jobs, and other groups of adults and young persons who are in need of training to be in a better position to find a job or enhance their employment security.

The evaluation of the project which took place in June 1998 noted that the project was making good progress towards achieving its objectives. Specifically, the project was successful in the adoption of the training approach based on the Modules of Employable Skills (MES) methodology. The methodology has been well accepted by training organizations and institutions and is being introduced in some 30 collaborating training centres in all regions of the country. Local pedagogical and managerial staff in those centres have been trained in the design and application of modular programmes and learning material development. The project generated a multiplier effect: many more training institutions (about 100), not directly cooperating with the project, are introducing the modular training methodology into their courses. Teaching of MES methodology has started in the Ukrainian Industrial and Pedagogical Academy, Kharkiv - the institution which trains pedagogical staff for vocational training schools. Cooperation has been established with a TACIS project «Support to the development of active employment policy in Ukraine». The MES training approach is considered, by people associated with it, to be very effective, especially for the project's main target groups. The method of learning material development adopted - accelerated production of learning elements by training practitioners - proved to be an effective solution to the problem of scarcity of appropriate learning resources and enhancing the quality of training.

The Government strongly supports the project. A number of regulatory measures have been undertaken at the level of the Cabinet of Ministers, the Ministry of Labour and Social Policy and Regional Authorities to create an infrastructure and implementation framework for the successful operation of the project. Specifically, the Provisional Regulations on organization of vocational training for the unemployed population using modular approach were approved. The State Employment Centre of the Ministry of Labour and Social Policy characterizes the project's approach as the most practically-oriented of the technical assistance provided by various countries and aid agencies in the field of training for the unemployed.

The project, with the support from the Government, attempted to enlarge its scope beyond the activities envisaged by the original project document. Specifically, the establishment of regional centres of modular training has been initiated. This was a useful initiative to better meet the needs for modular training programmes, however, the limited project resources (funds, staffing and communication facilities) do not permit this work to be carried out effectively. The evaluation mission recommended to address this issue during the second phase of the project by providing support to the regional centres in terms of staff training, computer equipment and some incentives for modular training programmes development and implementation. The major problem of the first phase of the project is the delay in setting up of a National Resource Centre for Modular Training in view of difficult financial situation of the Ministry of Labour and Social Policy. The Centre is expected to be created by the end of the first phase of the project. Phase II will assist in building the capacity of the Centre in the coordinating modular training in the country and ensuring the sustainability of the results of the project.

The other lessons learned include the need for managerial and pedagogical staff development on a permanent basis; the need to place greater emphasis on training of workers in employment and gender-sensitive training approach in modular programme development; the need for inclusion of business/self-employment components into the training programmes.

### **3. The development objective**

The transition process has so far brought tremendous under-utilization of human resources in Ukraine, from both the quantitative and qualitative point of view. The government employment policies seek to reverse this negative trend by enhancing the demand for labour through stimulating economic growth and job creation, and simultaneously by improving the quality of labour supply. The overall goal of employment policy in the long run remains the same as in the past - the achievement of full employment<sup>1</sup>.

The project will contribute to the achievement of this development objective in two ways: firstly, through the introduction of an effective and efficient skill training approach, it will support the Government efforts in the development of human resources in general; and, secondly, it will facilitate the process of reintegration into the productive employment of a large number of the unemployed and under-employed people in the period of change. The project will also contribute to transforming the country's rigid vocational training system into a system of learning where any person who needs new skills would be able to find a suitable training programme.

### **4. Project strategy**

The main project strategy will be the progressive building of the capacity of training organizations and institutions nationwide to develop, organize and implement flexible modular training programmes adapted to the specific requirements of enterprises and firms, and the needs of individuals. These programmes will aim to promote the employment and self-employment of various groups of the population. This strategy will be realized through staff training activities (seminars, in-service training), improving coordination arrangements among those concerned, especially at the regional level, development of learning material and assistance in the actual implementation of training programmes. The strategy will emphasize the need to widen the scope of the project and to reach the maximum number of people seeking training opportunities. Further cooperation with UNDP and other technical assistance projects in the area of human resources development and employment will be actively sought during the second phase.

By the end of the project the increased capacity will be represented by a wide range of educational establishments applying the MES methodology for training/retraining of the unemployed and other categories of the adult population who need specific skill acquisition or upgrading. It will include the trained professionals for development of MES programmes and related training/learning materials, and a fully operational support infrastructure comprising a National Modular Training Resource Centre and regional methodological centres for modular training. An electronically connected network of institutions applying modular training will be put in place to facilitate coordination of work and exchange of materials. The necessary legislative basis for the promotion of modular training will be further developed.

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<sup>1</sup> Full employment in this case means employment for those who wish to work, and no longer reflects any obligation to work, equal opportunities to all workers, regardless of age, gender, ethnic or social origin, or political opinion.

To increase access to the modular training programmes and to enhance their social impact, the project will initiate the introduction of centre-based open learning. This mode of training will be promoted to extend skill development to people who are unable to attend full-time courses. The use of learning materials developed by the project will greatly facilitate the introduction of open learning. The necessary legislative basis for promoting open learning will be developed. By the end of the project the facilities for such programmes will be created and training will be piloted in at least three training institutions. More training institutions are likely to adopt this mode of training depending on the availability of the necessary facilities.

The development of training/learning material will continue to be a major activity of the project. This work will be based on a more profound analysis of the need to ensure the cost-effectiveness of learning material production. It will focus on the development of substantial materials, mainly the learning elements for the «activity» or «doing things» area, with theoretical and related knowledge covered by the instructional units (plans of study) as the guides for the use of conventional and other available instructional media. A comprehensive learning package approach will be adopted in modular training with a clear focus on the acquisition of professional competence in the respective occupation, including business skills, as well as transferable skills. It is estimated that some 300-350 learning elements will be developed annually in the framework of the project and by the end of it complete learning packages will be developed for at least 75 occupations or specific jobs.

The maximum use of national expertise will be a part of the project strategy.. The project will stimulate the national staff to actively participate in the development of learning materials and introduction of modular training programmes for the unemployed, specifically by payment of a small incentive (equivalent of US\$ 75 per month) to the managers and some key staff of the National and regional modular training resource centres. The remuneration for development of learning materials will be established in the amount of equivalent of US\$ 60 in average for one developed and approved learning element.

The project will extend its scope to include the development of specialist training-for-self-employment and support schemes, mainly in rural areas, using the acquired experience in modular training and the ILO methodology for Community-Based Training (CBT). The schemes will serve as a basis for capacity building and coordinating activities of the employment service and local institutions involved, and will demonstrate the possibilities of the local employment/self-employment promotion initiatives. By the end of the project such schemes will be piloted in at least five localities. The government contribution to the project in cash will be used to support this activity.

The strategy will also include direct assistance to the regions with a particularly tense employment situation (specifically, the Chernobyl area), as well as promotion of women's employment by giving priority to modular programmes development in the area of women's training, including open learning.

The capacity of the National Modular Training Resource Centre will be progressively built, through the direct assistance and close cooperation with the project, for the Centre to be able to continue the activities on modular training development and coordination after the termination of the project.

## **5. Beneficiaries of the project**

The major groups of beneficiaries of the project will be the unemployed adult population, both men and women, for whom better training opportunities will be created, which will help them to become more easily integrated into the labour market. The most vulnerable groups of the population, such as low-income rural citizens, and persons with disabilities will also be among the beneficiaries of the project through participation in training for self-employment and support schemes. Employed

workers in selected enterprises with a high risk of displacement due to changing technologies and structural adjustment will also be among the beneficiaries of the project through participation in retraining programmes.

## **6. Regulatory framework**

The necessary regulatory framework for successful operation of the project is available in Ukraine. The Law on Employment of the Population was enacted in 1991 and has been amended several times since then to reflect the changing needs. The Law guarantees to all able-bodied persons of working age the respective rights with regard to employment, specifically, free assistance in job searching and placement in a job corresponding to the person's interests, capabilities, education and skills, taking into consideration the needs of the society. The Law established the right to free training and retraining for unemployed persons.

According to the Law, the government has primary responsibility for promoting employment goals through economic policy. The Ministry of Labour and Social Policy is responsible for creating and updating labour legislation and for dealing with employment-related issues. In particular, it has an overall responsibility for formulating the national employment programme. It also designs special programmes aimed at promoting the employment of certain groups (e.g. youth, the long-term unemployed etc.).

The involvement of regional and district governments in employment issues is twofold: they coordinate the formulation of annual as well as longer-term regional employment programmes, and they supervise the activity and effectiveness of regional and local employment centres in moderating employment problems and promoting employment in their respective regions.

There is also a national tripartite body on employment issues, the Coordinating Committee for Employment Promotion. Its tasks are to discuss amendments to labour legislation, changes in employment policy to respond to urgent problems on the labour market, to coordinate the actions of government organizations, and trade unions and employers aimed at the effective utilization of manpower. The Regional Employment Coordination Committees look at regional employment problems and collaborate on the design of regional employment policies.

The objectives and priority activities of the labour market institutions for the current period are determined in a National Employment Programme, 1997-2000. It sets the following main goals: support for new job creation and productive employment; formulation of an effective structural and regional employment policy; a differentiated approach to layoffs and the provision of assistance to redundant workers; improvements in public works schemes to make them more attractive and accessible to non-employed persons; assistance in labour mobility; skills upgrading for both employed and non-employed persons through vocational orientation and training; promotion of self-employment, and improved income support for unemployed persons. The Programme emphasizes that all these goals should be achieved through the concerted action and close cooperation of central and regional governments, enterprises and employers' associations, trade unions and the State Employment Service.

The State Employment Centre is responsible for the methodological guidance of 26 regional employment centres, and plays a leading role in the implementation of the national employment programme. Regional employment centres play similar coordinating and analytical roles at the regional level, while 655 local offices deal directly with job seekers and employers. They are actively functioning and providing services to the unemployed through:

systematic studies of the labour market and making forecasts for labour force demands, needs of enterprises and job vacancies;

undertaking measures on vocational training, retraining and upgrading training for employees and the unemployed;

vocational guidance and social assistance to the temporarily unemployed;

operational resolution of issues on the regulation of population employment, ensuring the implementation of the national legislation on employment.

A Scientific and Methodological Centre to deal with vocational guidance and vocational training of the unemployed has been created within the structure of the National Institute of the Employment Service Staff Development.

A new Law on Vocational Training was adopted in February 1998. One of its tasks is to contribute to the implementation of the state employment policy. The Law established a basis for various forms of training and skill development of the population.

## **7. National resources**

The national resources committed to the project will consist of two components: in-kind contribution and contribution in cash. Specifically, the Government will designate training institutions and organizations and responsible staff of the State Employment Service to work with the project. The Government will also pay the salaries and allowances for national staff during their participation in seminars/workshops, regional and international study tours. The estimated cost is 300,000 UAH (US\$ 80,000).

The Government will provide premises for the project office. These premises will consist of a project office, a minimum of five workrooms, two training rooms and storage facilities for documents and will be equipped with telephone, fax, and E-mail connections. Access to a larger room (conference hall) for organizing seminars/workshops will also be provided. The government will supply basic office furniture and common office equipment, as well as bear the cost of water supply, electricity and heating. The estimated cost is 180,000 UAH (US\$ 48,000).

The Government contribution in kind will also include the cost of reproduction of learning elements and packages used for training of the unemployed. The estimated cost is 200,000 UAH (US\$ 53,000).

The necessary facilities will be provided for setting up a Modular Training Unit in Slavutyich: a workroom with office furniture and basic equipment, telephone, fax and E-mail connections. The cost of water supply, electricity and heating will be born by the Government. The estimated cost is 90,000 UAH (US\$ 24,000).

The Government contribution to the project in cash will be 190,000 UAH (US\$ 50,000). It will be used for support of the pilot community-based training schemes in the five identified depressed areas.

## **B. STRATEGY FOR USE OF UNDP RESOURCES**

The implementation of the first phase of the project laid foundations for the nationwide introduction and implementation of effective training/retraining services for the unemployed and other groups of the (adult) population, the need for which is on the increase. The Government of Ukraine is seeking further external assistance in order to sustain the results of the first phase and to make its impact on employment promotion more substantial, in particular at the regional and local levels.



The June 1998 evaluation mission composed of representatives of the UN Office in Ukraine, the Swiss Authorities, ILO and the Ukrainian Government considering the useful work done by the project during its initial stage, and taking into consideration the pressing needs of the country in the area of the reintegration of the unemployed, recommended a second phase of the project in order to sustain its results and to achieve a greater impact of this activity on employment promotion.

UNDP extends support to the project, as it fits to the Programme's country strategy, specifically as regards the action to overcome the long-term consequences of the Chernobyl accident and assistance in the integration of formerly deported peoples of Crimea, as well as poverty eradication, income generation and employment promotion to ensure sustainable livelihoods for all.

### **C. IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES**

1. **Immediate objective 1:** To have in place a consolidated and operational national network of educational establishments with the capacity to develop and introduce flexible modular training programmes designed primarily for training/retraining of the unemployed, workers in enterprises and firms with a high risk of losing employment due to economic restructuring and changing technologies, as well as various other categories of the adult population in need of skill training or upgrading.

**Time frame:** July 1999 - June 2002

**Indicators of achievement:** By the end of the project, a modular training approach is applied in at least 150 training institutions and organizations dealing with vocational training, retraining and upgrading for the unemployed. 27 regional methodological centres/key institutions are active in coordinating the introduction of modular training and learning material development. An electronically connected national network of modular training providers is established and operational.

**Beneficiaries:** The unemployed, both men and women, in all regions of the Ukraine.

**Output 1.1:** An operational national network of modular training providers comprising the National Modular Training Resource Centre and 27 Regional methodological centres/key institutions (by July 2000).

#### **Activities<sup>2</sup> for output 1.1**

- 1.1.1 Assign the national project coordinator, a national expert in information technology and a national expert in the introduction and implementation of modular training programmes.
- 1.1.2 Organize effective functioning of the Regional Centres by means of transforming formal decisions on their establishment into practical work, rectifying terms of reference and working and coordinating procedures.
- 1.1.3 Arrange for the purchase and supply of computer stations for the regional centres, their installation and connection into the network.
- 1.1.4 Develop a technical guide (instruction) on the systems of connection, communication and work procedures.

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<sup>2</sup>The timing of the activities as well as the persons/organizations responsible for carrying them out are shown in the Tentative Project Work Plan (Section I).

- 1.1.5 Elaborate and put into practice a guide on the coordinated development of learning materials/packages, maintaining databases, use and exchange of modular training materials.

**Output 1.2:** The managers and information technology specialists of the regional centres trained in the procedures of the network's activities and maintaining a database of modular training materials and other regional centres' professional staff (approx. 100 persons) trained in the modular training concept, modular training programmes development and preparation/adaptation of learning materials (by July 2000).

#### **Activities for output 1.2**

- 1.2.1 Assign a national expert in MES methodology and innovative training delivery.  
 1.2.2 Select and appoint the necessary personnel of regional centres.  
 1.2.3 Organize training of 100 staff of regional centres through conducting workshops and by way of in-service training.

**Output 1.3:** At least 150 training institutions and organizations/enterprises which adopted the MES methodology and conduct flexible modular training programmes (by June 2002).

#### **Activities for output 1.3**

- 1.3.1 Select in each region 5 - 7 collaborating training institutions and organizations/enterprises for introduction of modular training programmes.  
 1.3.2 Conduct a survey/analysis of the labour market to identify occupations and skills with a real and/or potential demand.  
 1.3.3 Develop regional strategies for the introduction of modular training methodology and actual training programmes.  
 1.3.4 Assist in organizing modular training in accordance with the identified priority needs.  
 1.3.5 Arrange for a formal decision on competency-based certification of skills acquired by modular-type training.  
 1.3.6 Evaluate the modular training courses with regard to their relevance, quality, cost-effectiveness, promotion of employability.

**2. Immediate objective 2:** To have in place a consolidated system of development, production and utilization of learning materials for modular training.

**Time frame:** July 1999 - June 2002

**Indicators of achievement:** A coordinated system of learning material development and production is established. At least 1,000 new learning elements are developed. Comprehensive learning packages are completed for about 75 occupations or jobs (in addition to 26 developed during the first phase) which are in demand on the labour market.

**Beneficiaries:** Institutions and organizations conducting training courses for the unemployed in all regions of Ukraine.

**Output 2.1:** 1,000 new learning elements (300-350 annually); 75 learning packages (by June 2002).

#### **Activities for output 2.1**

- 2.1.1 Assign a national expert in learning material development, validation and production.

- 2.1.2 Identify priority occupations for learning packages development.
- 2.1.3 Design and establish a structure of learning packages taking into consideration the competency-based job analysis approach.
- 2.1.4 Establish a system of identification and selection of learning elements and instructional units for development and inclusion in learning packages.
- 2.1.5 Conduct the necessary training for personnel engaged in learning material development, organize and coordinate the development of at least 1,000 new learning elements and complete learning packages for a minimum of 75 occupations or jobs.
- 2.1.6 Prepare methodological recommendations for learning material/packages developers.
- 2.1.7 Continue the work on enlargement of the bank of learning materials by way of exchange and/or purchase of MES learning elements through the ILO International Network of Modular Training Providers and operational projects in CIS countries, review and adaptation of materials to the local conditions and needs.

**3. Immediate objective 3:** To have the capacity of developing and implementing centre-based open learning mode of vocational training.

**Time frame:** January 2000 - June 2002.

**Indicators of achievement:** Open learning is introduced and operational in at least three training institutions.

**Beneficiaries:** The unemployed, mostly women, in selected localities where there is special demand for training by way of open learning.

**Output 3.1:** Three training institutions with the capacity of carrying out skill training by way of open learning for selected occupations with special emphasis on a gender-sensitive approach (by September 2001).

#### **Activities for output 3.1**

- 3.1.1 Select training institutions with the capacity to pilot open learning.
- 3.1.2 Organize a technical workshop for the staff in charge of the selected institutions to analyse experience available and to decide on strategy and procedures.
- 3.1.3 Prepare a normative basis and necessary procedures for the introduction and use of open learning as a mode of skill development.
- 3.1.4 Prepare the methodological recommendations on open learning and train staff through workshops, in-service training and study tours.
- 3.1.5 Assist in the establishing multimedia training rooms in the selected training institutions.
- 3.1.6 Adapt learning packages for open learning and computer-based training.
- 3.1.7 Assist in selecting trainees and conducting training.
- 3.1.8 Evaluate the programmes and prepare a report on pilot open learning with recommendations for dissemination of the experience acquired.

**4. Immediate objective 4:** To have the capacity of implementing active labour market measures based on promotion of self-employment and income generation at the regional and local levels.

**Time frame:** July 1999 - June 2002.

**Indicators of achievement:** Pilot projects implemented in five localities with positive results as regards promotion of self-employment and income generation for the participants. At least 50

persons trained and assisted in starting business/self-employment. The acquired experience analysed, documented and prepared for dissemination.

**Beneficiaries:** Some 50 people, mainly women, from low-income population groups in five identified depressed areas.

**Output 4.1:** Regional teams organized, trained and operational in five identified regions (Crimea, Kyiv, Kharkiv, Lviv, Lugansk) for piloting the local community-based projects. These teams will be formed on the basis of the existing staff of regional and local Employment Service and their partners, including business development centres (by June 2000).

#### **Activities for output 4.1**

- 4.1.1 Assign a national expert in community-based and gender training.
- 4.1.2 Take formal decision on the composition of regional teams, their main tasks and, if necessary, on functional adjustments to be made at the Employment Centres.
- 4.1.3 Prepare terms of reference for the teams in accordance with the ILO-developed community-based training (CBT) methodology to promote self-employment and income generation.
- 4.1.4 Appoint members of the teams in accordance with services to be provided, namely:
  - local surveys and monitoring of vulnerable groups, community needs and local development plans;
  - local surveys of economic resources, opportunities and possibilities for employment, small business, various forms of income generation;
  - feasibility studies of economic potentials;
  - training provision - in this respect, full use will be made of the approach for modular training for the unemployed and learning materials being developed by the project and also the existing network of training centres;
  - training needs assessment, training content development;
  - support services and access to credit through, for example, the setting up of revolving loan funds and/or credit guarantee schemes established through the commercial banking system using resources provided for this purpose by the Government under this project
- 4.1.5 Organize in-service training (workshops in each of the regions on various components of the CBT and the MES methodology) for members of the teams in planning, designing and implementing highly practical programmes based on potential economic opportunities.
- 4.1.6 Organize regional study tours for key personnel involved to visit similar project in the neighbouring countries.

**Output 4.2:** Vulnerable (target) groups identified and economic opportunities and training needs surveys conducted in the regions (by January 2001).

#### **Activities for output 4.2**

- 4.2.1 On the basis of available data on employment and additional research, identify the most vulnerable groups in need of additional income and work (women, youth, long-term unemployed, etc.).
- 4.2.2 Conduct a survey of economic opportunities for these groups and their training needs, if any, in accordance with ILO-developed guidelines/manuals. Analyse the results.

- 4.2.3 Prepare a feasibility study for each economic opportunity identified and/or suggested, so as to demonstrate the profitability and viability of the proposed activities.
- 4.2.4 Present the results of the surveys to the local administration with a view to agreeing priority options, which will become the basis for deciding on the provision of necessary inputs, such as a training package (technical and entrepreneurial skills) and support activities (credit, marketing, suppliers, etc.).

**Output 4.3:** Training courses planned and modular training materials developed for pre-identified economic opportunities (by June 2001).

#### **Activities for output 4.3**

- 4.3.1 Assess the capacity of the existing training centres to offer the courses selected.
- 4.3.2 In collaboration with training institutions, finalize training course plans which include details on the training content, equipment, materials and budgets.
- 4.3.3 Introduce the MES concept for training for self-employment promotion.
- 4.3.4 Produce or provide modular training material for identified self-employment activities, if appropriate.
- 4.3.5 Identify and interview potential beneficiaries to determine if they fall within the target groups and their interest in receiving training, if necessary, and becoming self-employed or engaging in entrepreneurial activities.
- 4.3.6 Work out contractual procedures and arrangements with potential beneficiaries on the terms and conditions of training and business support measures.

**Output 4.4:** Training courses organized and implemented for 10-15 trainees in each of the regions identified (by January 2002).

#### **Activities for output 4.4**

- 4.4.1 Arrange appropriate contracts with training institutions and/or individual instructors.
- 4.4.2 Conduct skills and entrepreneurial training as designed. Apply modular training concept.
- 4.4.3 Monitor training progress in accordance with the training course plan and objectives, prepare progress and final reports on each course.

**Output 4.5:** Programmes for support services initiated and promoted (by January 2002).

#### **Activities for output 4.5**

- 4.5.1 Design procedures for the preparation and implementation of post-training support activities.
- 4.5.2 Design and test a special credit scheme to be established for these purposes using the government contribution to the project (in cash).
- 4.5.3 Establish a database on the locally available equipment/technology/modular training materials suitable for the purposes of the projects.
- 4.5.4 Establish links with organizations dealing with the supply of equipment/material, various funds and banks to work out arrangements for increased access of beneficiaries to sources of supply and credit and various consultancy services, including legal/administrative support.

**Output 4.6:** ILO Manual on Community-Based Training for self-employment and income-generation tested, adapted and validated (by June 2002).

### Activities for output 4.6

- 4.6.1 Based on the experience gained from the implementation of the pilot activities, adapt the ILO manual in accordance with local conditions.
- 4.6.2 Publish the manual for wider distribution and application.

**Output 4.7:** A system of monitoring, evaluation and documentation of the activities initiated (by June 2002).

- 4.7.1 Develop monitoring forms and guidelines.
- 4.7.2 Conduct evaluation of training courses, how supportive they are and their impact on beneficiaries.
- 4.7.3 Evaluate the cost-effectiveness and the labour market outcome of the scheme in the five regions.
- 4.7.4 Develop specific materials for the transfer of expertise, such as workbooks, manuals and case studies based on the evaluation's findings.
- 4.7.5 Conduct a seminar, with participants from the five pilot regions as well as others, as appropriate, to present the findings and work out recommendations on the dissemination of the experience acquired during the pilot projects.
- 4.7.6 Prepare a report examining the role played by various actors: local government, employment service, training institutions, trade unions, employers' associations, communities' representatives, enterprises, etc. in the pilot project.

- 5. **Immediate objective 5:** To have, in the town of Slavutych (the Chernobyl area), an operational Unit for the development and implementation of modular programmes for training and retraining of the displaced personnel of the Nuclear Power Station.

**Time frame:** July 1999 - June 2002

**Indicators of achievement:** An operational Modular Training Unit at the Centre of Professional Development in Slavutych with a noticeable contribution to the retraining measures of the Employment Service with regard to the personnel of the Nuclear Power Station.

**Beneficiaries:** The displaced personnel of Nuclear Power Station, as well as other unemployed people of Slavutych.

**Output 5.1:** An operational Modular Training Unit at the Centre of Professional Development in Slavutych (by January 2000).

### Activities for output 5.1

- 5.1.1 Assign a national expert in the development and introduction of modular training programmes in localities with a particular tense employment situation.
- 5.1.2 Assist in setting up a Modular Training Unit in Slavutych.
- 5.1.3 Conduct a labour market development and training needs analysis in Slavutych and identify priority occupations for modular training programmes.
- 5.1.4 Identify the possible ways of modular training implementation including centre-based courses, on-the-job training (in Slavutych and outside), open learning, etc.

- 5.1.5 Develop proposals for special (provisional) regulations with regard to the increasing flexibility in training organization and implementation to meet specific needs of the target groups of people.
- 5.1.6 Train the managerial and pedagogical staff (10 persons) of the Centre for Professional Development in modular training methodology.

**Output 5.2:** At least 10 modular training programmes/packages prepared and/or adapted and implemented in the town of Slavutych for the unemployed population (by June 2002).

#### **Activities for output 5.2**

- 5.2.1 Identify and train the necessary number of local pedagogical staff as developers of modular training material and learning elements.
- 5.2.2 Organize preparation of the required learning packages using learning material available with the project and developing new learning elements and instructional units.
- 5.2.3 Assist in and coordinate the implementation of modular training programmes for the unemployed in Slavutych.
- 5.2.4 Evaluate the training programmes for dissemination of the Slavutych experience in training for the unemployed to other regions with particularly tense employment situation.

#### **D. INPUTS**

Inputs from UNDP and cost-sharing funds from the Swiss Government will cover the following project components:

- National project professional staff (NPPS) (7x36 w/m). The team of national experts will include professional specialists to cover all the activities envisaged by the project, specifically:
- National Project Coordinator
  - National Expert in Modular Training Methodology and Innovative Training Delivery
  - National Expert in Information Technology
  - National Expert in Introduction and Implementation of Modular Training Programmes
  - National Expert in Learning Material Development, Validation and Production
  - National Expert in Community-Based Training/Gender Training Issues
  - National Expert in the Development and Introduction of Modular Training Programmes in Localities with a Particular Tense Employment Situation (Slavutych).

Cost estimate:  $36(1 \times 1100 + 3 \times 800 + 3 \times 700) = \underline{\text{US\$ 201,600}}$

- Administrative and support personnel:
- Secretary with administrative assistant functions
  - Learning material development, production, distribution and handling assistant
  - Driver-messenger

Cost estimate:  $36(2 \times 500 + 1 \times 400) = \underline{\text{US\$ 50,400}}$

- Official travel by project staff: US\$15,000

➤ Mission costs for ILO staff: US\$14,800

**Sub-total personnel including NPPS: US\$ 281,800**

➤ Training

- Regional study tours: US\$ 5,000
- Seminars: US\$ 15,000
- In-service training: learning material development and regional methodological support of the introduction of modular programmes; support to the National Centre and to the Modular Training Unit in Slavutysh

Estimated cost: US\$ 143,382

**Sub-total training: US\$ 163,382**

➤ Equipment:

Non-expendable equipment

- Computer stations for the National Centre (2), regional centres (27) and Slavutysh(1):  
30xUS\$3,000 = US\$ 90,000
- Photocopying equipment: US\$ 10,000
- Project car: US\$ 20,000

Expendable equipment

- Learning materials: US\$ 6,000
- Paper raw materials, office provisions, publications, etc.: US\$ 15,000
- Operation and maintenance of equipment: US\$ 18,000

**Sub-total equipment: US\$ 159,000**

➤ Miscellaneous

- Reporting costs: US\$ 4,000
- Sundries: US\$ 10,000

**Sub-total miscellaneous: US\$ 14,000**

<b>Project sub-total:</b>	<u><b>US\$ 618,182</b></u>
AOS:	US\$ 45,455
COA:	US\$ 11,363

**Project total: US\$ 675,000**

## **E. RISKS AND PRIOR OBLIGATIONS**

The implementation of the first phase of the project shows that there are no major risks which would prevent the achievement of the project objectives. However, in view of enlargement of the scope of the project its success will depend, to a great extent, on the active cooperation with the project of the regional and local authorities and institutions. To minimize this risk the project will establish a national network of modular training providers with a modern means of communication. Also, the regulatory basis for promotion of modular training created during the first phase of the



project, in particular the Provisional Regulations on organization of vocational training for the unemployed population using modular approach will support the project activities at a regional level.

There are no prior obligations of the parties involved. On the part of the Government of Ukraine, the following conditions should be met: to ensure the timely delivery of the national inputs to the project as detailed in Section A.7 of this document. The project document will be signed by UNDP, subject to UNDP receiving satisfaction that the above-mentioned conditions have been fulfilled or are likely to be fulfilled. When anticipated fulfilment of those conditions fails to materialise, UNDP may, at its discretion, either suspend or terminate its assistance.

## **F. MANAGEMENT**

The institutional framework for the project will be, in principle, the same as for the first phase. The ILO will be an executing agency for the project. It will be implemented jointly with the State Employment Centre of the Ministry of Labour and Social Policy, specifically with its Department of Professional (Vocational) Training of the Unemployed Population which has direct responsibility for training activities.. Responsibility for the day-to-day activities of the project will be vested in the National Project Coordinator employed by the ILO. He/she will be the leader of the project team composed of national experts in the respective areas, as detailed in Section D above, and will be responsible for planning of the project work and delivering the project's outputs. He/she will also coordinate the implementation of the project with other organizations involved.

The current planing of work will be done on a quarterly basis in accordance with the Project Work Plan as defined in Section I. The project progress reports will be submitted to the ILO and UNDP at the end of each quarter. The ILO will be submitting these reports to the Swiss Agency for Development and Cooperation (SDC). Financial accounting will be channelled through the UN Office in Kyiv.

A Project Implementation Coordinating Committee headed by the Minister of Labour and Social Policy, with the Deputy Minister of Education as a co-chairperson, will continue to supervise the project activities. The Committee members will be representatives from the relevant government bodies, industries, employers' and workers' organizations, as well as leading pedagogical and training institutions (Annex 1).

The project's activities will be coordinated with the technical assistance provided to Ukraine in the area of human resources development and employment by other agencies and programmes in the sub-sector. This will be organized by the National Project Coordinator through the Government Implementing Agency (The State Employment Centre). Relevant workers' and employers' organizations will participate in the consultations regarding the implementation of the project.

The Ministry of Education, which is responsible for the development of vocational training in the country, will be a cooperating agency for the implementation of the project. It will coordinate the involvement of regional educational bodies and vocational training centres in the implementation of the project. Coordination with the regional educational authorities will be facilitated through the network arrangement with the regional methodological centres for modular training which will be equipped with modern communication facilities. The 'community-based training-for-self-employment' component of the project will be implemented in close cooperation with the Regional Administrations and local development institutions and organizations.

The project will benefit from cooperation with other institutions/projects through an international network of modular training providers, especially in gaining access to modular training resources of the ILO and other institutions. A permanent coordination mechanism will continue to function

between the Moscow International (CIS) Centre for Modular Training Development and its branch in St. Petersburg (Russian Federation) in order to avoid duplication of efforts in the development of learning materials.

## **G. MONITORING AND EVALUATION**

The ILO HQ Unit, COTEF (Technical Cooperation Team in Employment and Training) will monitor the implementation of the project in coordination with the UN office on Kyiv and the Ministry of Labour and Social Policy of Ukraine. A senior officer of that Unit will be designated as a focal point for the project. Monitoring will be performed through regular communication, advisory and technical support missions. The project will be a subject to review (joint review by representatives of the Government, ILO, UNDP and the Swiss Government) at least once every 12 months. The timing of these reviews will be established by consultation with the parties concerned. The National Project Coordinator will prepare and submit to each review meeting a Project Performance Evaluation Report. An in-depth evaluation of the project will be held six months prior to its termination with the participation of an independent expert chosen by SDC in collaboration with ILO and UNDP and employed under separate funding from the Swiss Government. A draft project terminal report will be prepared by the National Project Coordinator for consideration at the final review meeting in June 2002.

## **H. LEGAL CONTEXT**

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Ukraine and the United Nations Development Programme, signed by the parties on 18 June 1993. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government cooperating agency described in that Agreement.

## **I. WORK PLAN**

The project tentative work plan is presented in the following pages.

Activities	Responsibility <sup>3</sup>	1999				2000				2001				2002	
		3	4	1	2	3	4	1	2	3	4	1	2	1	2
<p><b>1. Immediate objective 1:</b> To have in place a consolidated and operational national network of educational establishments with the capacity to develop and introduce flexible modular training programmes designed primarily for training/retraining of the unemployed, workers in enterprises and firms with a high risk of losing employment due to economic restructuring and changing technologies, as well as various other categories of the adult population in need of skill training or upgrading.</p> <p><b>Output 1.1:</b> An operational national network of modular training providers comprising the National Modular Training Resource Centre and 27 Regional methodological centres/key institutions (by July 2000).</p> <p><b>Activities for output 1.1</b></p> <p>1.1.1 Assign the national project coordinator, a national expert in information technology and a national expert in the introduction and implementation of modular training programmes.</p> <p>1.1.2 Organize effective functioning of the Regional Centres by means of transforming formal decisions on their establishment into practical work, rectifying terms of reference and working and coordinating procedures.</p> <p>1.1.3 Arrange for the purchase and supply of computer stations for the regional centres, their installation and connection into the network.</p> <p>1.1.4 Develop a technical guide (instruction) on the systems of connection,</p>	<p>ILO, UNDP, MLSP</p> <p>NPC, SEC, NE (02,04)</p> <p>ILO, UNDP, NPC, NE (03)</p> <p>NE(03)</p>														

<sup>3</sup> ILO - International Labour Organisation; UNDP - United Nations Development Programme; MLSP - Ministry of Labour and Social Policy; SEC - State Employment Centre; NPC - National Project Coordinator; NE (02-07) - National Expert (02 - Modular Training Methodology/Innovative Training Delivery; 03 - Information Technology; 04 - Modular Programme Introduction and Implementation; 05 - Learning Material Development, Validation and Production; 06 - Community-Based and Gender Training; 07 - Development and Introduction of Modular Programmes (Slavutich)); RCM - Regional Centre Manager.

Activities	Responsibility <sup>3</sup>	1999		2000			2001			2002			
		3	4	1	2	3	4	1	2	3	4		
1.1.5 communication and work procedures. Elaborate and put into practice a guide on the coordinated development of learning materials/packages, maintaining databases, use and exchange of modular training materials.	NPC, NE (02, 03, 05)	—	—	—	—	—	—	—	—	—	—	—	—
<b>Output 1.2:</b> The managers and information technology specialists of the regional centres trained in the procedures of the network's activities and maintaining a database of modular training materials and other regional centres' professional staff (approx. 100 persons) trained in the modular training concept, modular training programmes development and preparation/adaptation of learning materials (by July 2000).													
<b>Activities for output 1.2</b>													
1.2.1 Assign a national expert in Modular Training Methodology and Innovative Training Delivery.	ILO, UNDP, MLSP	—											
1.2.2 Select and appoint the necessary personnel of regional centres.	NPC, SEC	—											
1.2.3 Organize training of 100 staff of regional centres through conducting workshops and by way of in-service training.	NPC, NE (02-05)	—											
<b>Output 1.3:</b> At least 150 training institutions and organizations/enterprises which adopted the MES methodology and conduct flexible modular training programmes (by June 2002).													

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Activities	Responsibility <sup>3</sup>	1999				2000				2001				2002	
		3	4	1	2	3	4	1	2	3	4	1	2	1	2
<b>Activities for output 1.3</b>															
1.3.1 Select in each region 5 - 7 collaborating training institutions and organizations/enterprises for introduction of modular training programmes.	NE (04), RCMS	—	—	—	—	—	—	—	—	—	—	—	—	—	—
1.3.2 Conduct a survey/analysis of the labour market to identify occupations and skills with a real and/or potential demand.	NE (04), RCMS	—	—	—	—	—	—	—	—	—	—	—	—	—	—
1.3.3 Develop regional strategies for the introduction of modular training methodology and actual training programmes.	NPC, RCMS, NE (04)	—	—	—	—	—	—	—	—	—	—	—	—	—	—
1.3.4 Assist in organizing modular training in accordance with the identified priority needs.	NE (04), RCMS	—	—	—	—	—	—	—	—	—	—	—	—	—	—
1.3.5 Arrange for a formal decision on competency-based certification of skills acquired by modular-type training.	NPC, NE (04)	—	—	—	—	—	—	—	—	—	—	—	—	—	—
1.3.6 Evaluate the modular training courses with regard to their relevance, quality, cost-effectiveness, promotion of employability.	RCMS, NE (04)	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>2. Immediate objective 2: To have in place a consolidated system of development, production and utilization of learning materials for modular training.</b>															
<b>Output 2.1: 1,000 new learning elements (300 - 350 annually); 75 learning packages (by June 2002).</b>															
<b>Activities for output 2.1</b>															

<sup>3</sup> ILO - International Labour Organisation; UNDP - United Nations Development Programme; MLSP - Ministry of Labour and Social Policy; SEC - State Employment Centre; NPC - National Project Coordinator; NE (02-07) - National Expert (02 - Modular Training Methodology/Innovative Training Delivery; 03 - Information Technology; 04 - Modular Programme Introduction and Implementation; 05 - Learning Material Development, Validation and Production; 06 - Community-Based and Gender Training; 07 - Development and Introduction of Modular Programmes (Slavutich)); RCM - Regional Centre Manager.

Activities	Responsibility <sup>3</sup>	1999		2000			2001			2002			
		3	4	1	2	3	4	1	2	3	4	1	2
2.1.1 Assign a national expert in learning material development, validation and production.	ILO, UNDP, MLSP	—	—	—	—	—	—	—	—	—	—	—	—
2.1.2 Identify priority occupations for learning packages development.	NE (02, 05)	—	—	—	—	—	—	—	—	—	—	—	—
2.1.3 Design and establish a structure of learning packages taking into consideration the competency-based job analysis approach.	NE (02, 05)	—	—	—	—	—	—	—	—	—	—	—	—
2.1.4 Establish a system of identification and selection of learning elements and instructional units for development and inclusion in learning packages.	NE (02, 05)	—	—	—	—	—	—	—	—	—	—	—	—
2.1.5 Conduct the necessary training for personnel engaged in learning material development, organize and coordinate the development of at least 1,000 new learning elements and complete learning packages for a minimum of 75 occupations or jobs.	NE (02, 05)	—	—	—	—	—	—	—	—	—	—	—	—
2.1.6 Prepare methodological recommendations for learning material/packages developers.	NE (02, 05)	—	—	—	—	—	—	—	—	—	—	—	—
2.1.7 Continue the work on enlargement of the bank of learning materials by way of exchange and/or purchase of MES learning elements through the ILO International Network of Modular Training Providers and operational projects in CIS countries, review and adaptation of materials to the local conditions and needs.	NE (02, 03, 05)	—	—	—	—	—	—	—	—	—	—	—	—
<b>3. Immediate objective 3: To have the capacity of developing and implementing centre-based open learning mode of vocational training</b>													

<sup>3</sup> ILO - International Labour Organisation; UNDP - United Nations Development Programme; MLSP - Ministry of Labour and Social Policy; SEC - State Employment Centre; NPC - National Project Coordinator; NE (02-07) - National Expert (02 - Modular Training Methodology/Innovative Training Delivery; 03 - Information Technology; 04 - Modular Programme Introduction and Implementation; 05 - Learning Material Development, Validation and Production; 06 - Community-Based and Gender Training; 07 - Development and Introduction of Modular Programmes (Slavutich)); RCM - Regional Centre Manager.

Activities	Responsibility <sup>3</sup>	1999		2000			2001			2002			
		3	4	1	2	3	4	1	2	3	4	1	2
		<p><b>Output 3.1:</b> Three training institutions with the capacity of carrying out skill training by way of open learning for selected occupations with special emphasis on a gender-sensitive approach and serving the most vulnerable groups of the population, including persons with disabilities.(by September 2001).</p> <p><b>Activities for output 3.1</b></p> <p>3.1.1 Select training institutions with the capacity to pilot open learning.</p> <p>3.1.2 Organize a technical workshop for the staff in charge of the selected institutions to analyse experience available and to decide on strategy and procedures.</p> <p>3.1.3 Prepare a normative basis and necessary procedures for the introduction and use of open learning as a mode of skill development.</p> <p>3.1.4 Prepare the methodological recommendations on open learning and train staff through workshops, in-service training and study tours.</p> <p>3.1.5 Assist in establishing multimedia training rooms in the selected training institutions.</p> <p>3.1.6 Adapt learning packages for open learning and computer-based training.</p> <p>3.1.7 Assist in selecting trainees and conducting training.</p> <p>3.1.8 Evaluate the programmes and prepare a report on pilot open learning with recommendations for dissemination of the experience acquired.</p> <p><b>4. Immediate objective 4:</b> To have the capacity of implementing active labour market measures based on promotion of self-employment and</p>	<p>NPC, NE (02) NE (02)</p> <p>NPC, NE (02)</p> <p>NE (02)</p> <p>NE (02)</p> <p>NE (02, 05)</p> <p>NE (02) NE (02)</p>	—	—	—	—	—	—	—	—	—	—

<sup>3</sup> ILO - International Labour Organisation; UNDP - United Nations Development Programme; MLSP - Ministry of Labour and Social Policy; SEC - State Employment Centre; NPC - National Project Coordinator; NE (02-07) - National Expert (02 - Modular Training Methodology/Innovative Training Delivery; 03 - Information Technology; 04 - Modular Programme Introduction and Implementation; 05 - Learning Material Development, Validation and Production; 06 - Community-Based and Gender Trainings; 07 - Development and Introduction of Modular Programmes (Slavutich)); RCM - Regional Centre Manager.

Activities	Responsibility <sup>3</sup>	1999		2000			2001			2002			
		3	4	1	2	3	4	1	2	3	4	1	2
income generation at the regional and local levels.													
<b>Output 4.1:</b> Regional teams organized, trained and operational in five identified regions (Crimea, Kyiv, Kharkiv, Lviv, Lugansk) for piloting the local community-based projects. These teams will be formed on the basis of the existing staff of regional and local Employment Service and their partners, including business development centres (by June 2000).													
<b>Activities for output 4.1</b>													
4.1.1 Assign a national expert in community-based and gender training.	ILO, UNDP, MLSP SEC, NE (06)	—	—	—	—	—	—	—	—	—	—	—	—
4.1.2 Take formal decision on the composition of regional teams, their main tasks and, if necessary, on functional adjustments to be made at the Employment Centres.													
4.1.3 Prepare terms of reference for the teams in accordance with the ILO-developed community-based training (CBT) methodology to promote self-employment and income generation.	NE (06)	—	—	—	—	—	—	—	—	—	—	—	—
4.1.4 Appoint members of the teams in accordance with services to be provided, namely: <ul style="list-style-type: none"> <li>• local surveys and monitoring of vulnerable groups, community needs and local development plans;</li> <li>• local surveys of economic resources, opportunities and possibilities for employment, small business, various forms of</li> </ul>	NPC, SEC, NE (06)	—	—	—	—	—	—	—	—	—	—	—	—

<sup>3</sup> ILO - International Labour Organisation; UNDP - United Nations Development Programme; MLSP - Ministry of Labour and Social Policy; SEC - State Employment Centre; NPC - National Project Coordinator; NE (02-07) - National Expert (02 - Modular Training Methodology/Innovative Training Delivery; 03 - Information Technology; 04 - Modular Programme Introduction and Implementation; 05 - Learning Material Development, Validation and Production; 06 - Community-Based and Gender Training; 07 - Development and Introduction of Modular Programmes (Slavutich)); RCM - Regional Centre Manager.



Activities	Responsibility <sup>3</sup>	1999		2000				2001				2002	
		3	4	1	2	3	4	1	2	3	4	1	2
<p>income generation;</p> <ul style="list-style-type: none"> <li>· feasibility studies of economic potentials;</li> <li>· training provision - in this respect, full use will be made of the approach for modular training for the unemployed and learning materials being developed by the project and also the existing network of training centres;</li> <li>· training needs assessment, training content development;</li> <li>· support services and access to credit through, for example, the setting up of revolving loan funds and/or credit guarantee schemes established through the commercial banking system using resources provided for this purpose by the Government under this project</li> </ul>													
<p>4.1.5 Organize in-service training (workshops in each of the regions on various components of the CBT and the MES methodology) for members of the teams in planning, designing and implementing highly practical programmes based on potential economic opportunities.</p>	NE (06)	—	—	—	—								
<p>4.1.6 Organize regional study tours for key personnel involved to visit similar project in the neighbouring countries.</p>	NPC, NE (06)	—	—	—	—								
<p><b>Output 4.2: Vulnerable (target) groups identified and economic opportunities and training needs surveys conducted in the regions (by January 2001).</b></p>													

<sup>3</sup> ILO - International Labour Organisation; UNDP - United Nations Development Programme; MLSP - Ministry of Labour and Social Policy; SEC - State Employment Centre; NPC - National Project Coordinator; NE (02-07) - National Expert (02 - Modular Training Methodology/Innovative Training Delivery; 03 - Information Technology; 04 - Modular Programme Introduction and Implementation; 05 - Learning Material Development, Validation and Production; 06 - Community-Based and Gender Training; 07 - Development and Introduction of Modular Programmes (Slavutich)); RCM - Regional Centre Manager.

Activities	Responsibility <sup>3</sup>	1999				2000				2001				2002	
		3	4	1	2	3	4	1	2	3	4	1	2		
<b>Activities for output 4.2</b>															
4.2.1 On the basis of available data on employment and additional research, identify the most vulnerable groups in need of additional income and work (women, youth, long-term unemployed, etc.).	SEC, NE (06)														
4.2.2 Conduct a survey of economic opportunities for these groups and their training needs, if any, in accordance with ILO-developed guidelines/manuals. Analyse the results.	NE (06)														
4.2.3 Prepare a feasibility study for each economic opportunity identified and/or suggested, so as to demonstrate the profitability and viability of the proposed activities.	NE (06)														
4.2.4 Present the results of the surveys to the local administration with a view to agreeing priority options, which will become the basis for deciding on the provision of necessary inputs, such as a training package (technical and entrepreneurial skills) and support activities (credit, marketing, suppliers, etc.).	SEC, NE (06)														
<b>Output 4.3: Training courses planned and modular training materials developed for pre-identified economic opportunities (by June 2001).</b>															
<b>Activities for output 4.3</b>															
4.3.1 Assess the capacity of the existing training centres to offer the courses selected.	NE (06)														
4.3.2 In collaboration with training institutions, finalize training course plans which include details on the training content, equipment,	NE (06)														

<sup>3</sup> ILO - International Labour Organisation; UNDP - United Nations Development Programme; MLSP - Ministry of Labour and Social Policy; SEC - State Employment Centre; NPC - National Project Coordinator; NE (02-07) - National Expert (02 - Modular Training Methodology/Innovative Training Delivery; 03 - Information Technology; 04 - Modular Programme Introduction and Implementation; 05 - Learning Material Development, Validation and Production; 06 - Community-Based and Gender Training; 07 - Development and Introduction of Modular Programmes (Slavutich)); RCM - Regional Centre Manager.

Activities	Responsibility <sup>3</sup>	1999		2000				2001			2002	
		3	4	1	2	3	4	1	2	3	4	1
<p>materials and budgets.</p> <p>4.3.3 Introduce the MES concept for training for self-employment promotion.</p> <p>4.3.4 Produce or provide modular training material for identified self-employment activities, if appropriate.</p> <p>4.3.5 Identify and interview potential beneficiaries to determine if they fall within the target groups and their interest in receiving training, if necessary, and becoming self-employed or engaging in entrepreneurial activities.</p> <p>4.3.6 Work out contractual procedures and arrangements with potential beneficiaries on the terms and conditions of training and business support measures.</p>	<p>NE (02, 06)</p> <p>NE (05, 06)</p> <p>NE (06)</p> <p>NE (06)</p>											
<p><b>Output 4.4:</b> Training courses organized and implemented for 10-15 trainees in each of the regions identified (by January 2002).</p> <p><b>Activities for output 4.4</b></p> <p>4.4.1 Arrange appropriate contracts with training institutions and/or individual instructors.</p> <p>4.4.2 Conduct skills and entrepreneurial training as designed. Apply modular training concept.</p> <p>4.4.3 Monitor training progress in accordance with the training course plan and objectives, prepare progress and final reports on each course.</p>	<p>NE (06)</p> <p>NE (06)</p> <p>NE (06)</p>											

<sup>3</sup> ILO - International Labour Organisation; UNDP - United Nations Development Programme; MLSP - Ministry of Labour and Social Policy; SEC - State Employment Centre; NPC - National Project Coordinator; NE (02-07) - National Expert (02 - Modular Training Methodology/Innovative Training Delivery; 03 - Information Technology; 04 - Modular Programme Introduction and Implementation; 05 - Learning Material Development, Validation and Production; 06 - Community-Based and Gender Training; 07 - Development and Introduction of Modular Programmes (Slavutich)); RCM - Regional Centre Manager.

Activities	Responsibility <sup>3</sup>	1999				2000				2001				2002	
		3	4	1	2	3	4	1	2	3	4	1	2	1	2
		<p><b>Output 4.5:</b> Programmes for support services initiated and promoted (by January 2002).</p> <p><b>Activities for output 4.5</b></p> <p>4.5.1 Design procedures for the preparation and implementation of post-training support activities.</p> <p>4.5.2 Design and test a special credit scheme to be established for these purposes, using the government contribution to the project (in cash).</p> <p>4.5.3 Establish a database on the locally available equipment/technology/modular training materials suitable for the purposes of the projects.</p> <p>4.5.4 Establish links with organizations dealing with the supply of equipment/material, various funds and banks to work out arrangements for increased access of beneficiaries to sources of supply and credit and various consultancy services, including legal/administrative support.</p>	<p>SEC, NE (06)</p> <p>NE (06)</p> <p>NE (06)</p> <p>NE (06)</p>												
<p><b>Output 4.6:</b> ILO Manual on Community-Based Training for self-employment and income-generation tested, adapted and validated (by June 2002).</p> <p><b>Activities for output 4.6</b></p> <p>4.6.1 Based on the experience gained from the implementation of the pilot</p>	<p>NE (06)</p>														

<sup>3</sup> ILO - International Labour Organisation; UNDP - United Nations Development Programme; MLSP - Ministry of Labour and Social Policy; SEC - State Employment Centre; NPC - National Project Coordinator; NE (02-07) - National Expert (02 - Modular Training Methodology/Innovative Training Delivery; 03 - Information Technology; 04 - Modular Programme Introduction and Implementation; 05 - Learning Material Development, Validation and Production; 06 - Community-Based and Gender Training; 07 - Development and Introduction of Modular Programmes (Slavutich)); RCM - Regional Centre Manager.

Activities	Responsibility <sup>3</sup>	1999		2000				2001			2002		
		3	4	1	2	3	4	1	2	3	4	1	2
4.6.2 activities, adapt the ILO manual in accordance with local conditions. Publish the manual for wider distribution and application.	NE (06), NPC												
<b>Output 4.7:</b> A system of monitoring, evaluation and documentation of the activities initiated (by June 2002).													
<b>Activities for output 4.7</b>													
4.7.1 Develop monitoring forms and guidelines.	NE (06)												
4.7.2 Conduct evaluation of training courses, how supportive they are and their impact on beneficiaries.	NE (06)												
4.7.3 Evaluate the cost-effectiveness and the labour market outcome of the scheme in the five regions.	NE (06)												
4.7.4 Develop specific materials for the transfer of expertise, such as workbooks, manuals and case studies based on the evaluation's findings.	NE (06)												
4.7.5 Conduct a seminar, with participants from the five pilot regions as well as others, as appropriate, to present the findings and work out recommendations on the dissemination of the experience acquired during the pilot projects.	NPC, NE (06)												
4.7.6 Prepare a report examining the role played by various actors: local government, employment service, training institutions, trade unions, employers' associations, communities' representatives, enterprises, etc. in the pilot project.	NE (06)												

<sup>3</sup> ILO - International Labour Organisation; UNDP - United Nations Development Programme; MLSP - Ministry of Labour and Social Policy; SEC - State Employment Centre; NPC - National Project Coordinator; NE (02-07) - National Expert (02 - Modular Training Methodology/Innovative Training Delivery; 03 - Information Technology; 04 - Modular Programme Introduction and Implementation; 05 - Learning Material Development, Validation and Production; 06 - Community-Based and Gender Training; 07 - Development and Introduction of Modular Programmes (Slavutich)); RCM - Regional Centre Manager.

Activities	Responsibility <sup>3</sup>	1999		2000			2001			2002			
		3	4	1	2	3	4	1	2	3	4		
<b>Output 5.2:</b> At least 10 modular training programmes prepared and/or developed and implemented in the town of Slavutych for the unemployed population (by June 2002).													
<b>Activities for output 5.2</b>													
5.2.1 Identify and train the necessary number of local pedagogical staff as developers of modular training material and learning elements.	NE (02, 05, 07)												
5.2.2 Organize preparation of the required learning packages using learning material available with the project and developing new learning elements and instructional units.	NE (02, 05, 07)												
5.2.3 Assist in and coordinate the implementation of modular training programmes for the unemployed in Slavutych.	NE (07)												
5.2.4 Evaluate the training programmes for dissemination of the Slavutych experience in training for the unemployed to other regions with particularly tense employment situation.	NPC, NE (07, 04)												

<sup>3</sup> ILO - International Labour Organisation; UNDP - United Nations Development Programme; MLSP - Ministry of Labour and Social Policy; SEC - State Employment Centre; NPC - National Project Coordinator; NE (02-07) - National Expert (02 - Modular Training Methodology/Innovative Training Delivery; 03 - Information Technology; 04 - Modular Programme Introduction and Implementation; 05 - Learning Material Development, Validation and Production; 06 - Community-Based and Gender Training; 07 - Development and Introduction of Modular Programmes (Slavutych)); RCM - Regional Centre Manager.

Activities	Responsibility <sup>3</sup>	1999			2000			2001			2002	
		3	4	1	2	3	4	1	2	3	4	1
<p><b>5. Immediate objective 5:</b> To have, in the town of Slavutych (the Chornobyl area), an operational Unit for the development and implementation of modular programmes for training and retraining of the displaced personnel of the Nuclear Power Station.</p> <p><b>Output 5.1:</b> An operational Modular Training Unit at the Centre of Professional Development in Slavutych (by January 2000).</p> <p><b>Activities for output 5.1</b></p> <p>5.1.1 Assign a national expert in the development and introduction of modular training programmes in localities with a particular tense employment situation.</p> <p>5.1.2 Set up a Modular Training Unit in Slavutych.</p> <p>5.1.3 Conduct a labour market development and training needs analysis in Slavutych and identify priority occupations for modular training programmes.</p> <p>5.1.4 Identify the possible ways of modular training implementation including centre-based courses, on-the-job training (in Slavutych and outside), open learning, etc.</p> <p>5.1.5 Develop proposals for special (provisional) regulations with regard to the increasing flexibility in training organization and implementation to meet specific needs of the target groups of people.</p> <p>5.1.6 Train the managerial and pedagogical staff (10 persons) of the Centre for Professional Development in modular training methodology.</p>	<p>ILO, UNDP, MLSP</p> <p>NPC, SEC, NE (04, 07)</p> <p>NE (07)</p> <p>NE (07)</p> <p>NPC, NE (07)</p> <p>NE (02, 07)</p>	—	—	—	—	—	—	—	—	—	—	—

<sup>3</sup> ILO - International Labour Organisation; UNDP - United Nations Development Programme; MLSP - Ministry of Labour and Social Policy; SEC - State Employment Centre; NPC - National Project Coordinator; NE (02-07) - National Expert (02 - Modular Training Methodology/Innovative Training Delivery; 03 - Information Technology; 04 - Modular Programme Introduction and Implementation; 05 - Learning Material Development, Validation and Production; 06 - Community-Based and Gender Training; 07 - Development and Introduction of Modular Programmes (Slavutich)); RCM - Regional Centre Manager.

**J. BUDGETS****Project budget covering government contribution  
in Ukrainian Hryvnias (UAH)**

	<b>Total</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
Personnel cost	300,000	50,000	100,000	100,000	50,000
Premises	180,000	30,000	60,000	60,000	30,000
Modular Training Unit in Slavutyich	90,000	15,000	30,000	30,000	15,000
Reproduction of learning material	200,000	30,000	70,000	70,000	30,000
Support of self- employment schemes (in cash)	190,000		90,000	100,000	
Miscellaneous	30,000	5,000	10,000	10,000	5,000
<b>TOTAL</b>	<b>990,000</b>	<b>130,000</b>	<b>360,000</b>	<b>370,000</b>	<b>130,000</b>

Note: The UNDP exchange rate is US\$ 1,0 = 3,74 UAH.



**ANNEX I****Proposed Composition of Project Implementation Coordinating Committee**

- Minister of Labour and Social Policy, Chairman of Joint Coordination Committee on the matters of introduction of modular training
- Deputy Minister of Education, Deputy Chairman of Joint Coordination Committee on the matters of introduction of modular training
- National Project Coordinator of ILO Project in Ukraine, Deputy Chairman of Joint Coordination Committee on the matters of introduction of modular training
- Deputy Minister of Labour and Social Policy
- Deputy Minister on Emergency Situations and on the Matter of Populace Protection against Consequences of Chornobyl Catastrophe
- Deputy Minister of Coal Mining
- Deputy Minister of Industrial Policy
- Director of the Donetsk Regional Centre on the development of modular training
- Director of the Scientific-Methodical Centre of Agricultural Education, Ministry of Agricultural Industry Complex
- Rector, Institute of Personnel Training, State Employment Centre
- Head of Training Institutions Branch, Ministry of Transport
- Head of Personnel Training, Ministry of Industrial Policy
- Director of State Employment Centre, Ministry of Labour and Social Policy
- Head of Personnel Training on Emergency Situations and on the Matter of Populace Protection against Consequences of Chornobyl Catastrophe
- Vice-rector on scientific work at the Institute of Pedagogics and Psychology in Vocational Training of the Ukrainian Pedagogical Sciences Academy

- Director of Training Centre, Institute of Electric Welding
- Head of Sector of occupational orientation, training of personnel and job opportunities, Scientific-Research Institute of Labour and Employment
- Head of the Main Vocational Training Department, Ministry of Education
- Head of Department for Training and Retraining of Junior Specialists, Main Department of Personnel Provisions and Agricultural Education, Ministry of Agricultural Industry Complex
- Head of Branch, Organization of Profession Orientation and Retraining for Unemployed, State Employment Centre
- Director of Ukraine Scientific Research Institute of Youth problems