

***SETTING UP VET CENTRES OF EXCELLENCE & INNOVATION
IN UKRAINE: LEARNING PRACTICES FOR POLICY
IMPLEMENTATION***

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★ 2016-2017

Decentralizing VET in Ukraine: Momentum for Action. A green paper to lead discussion and capacities needed for and attractive high-quality VET system in Ukraine.

https://www.etf.europa.eu/sites/default/files/m/1B1E7FCCA73C09F4C12581B60043CB00_VET%20decentralisation%20Ukraine%20Green%20Paper.pdf

- VET Centres of Excellence & Innovation option:

Optimization/Rationalization of VET networks, VET School **Autonomy** and VET & Skills **PPPs**-.

★ 2017

Activating Regional VET Councils together: the case of Ukraine

<https://www.etf.europa.eu/sites/default/files/201810/Activating%20regional%20VET%20councils%20in%20Ukraine.pdf>

★ 2018-2019

Improving Effectiveness of VET Networks- Setting up VET Centres of Excellence & Innovation in Ukraine: Major Issues and Policy Options for Supporting Policy Learning and Dialogue to Reform Ukrainian VET Networks (policy paper validated 7 November 2018) .

Desk Research (Inception) (+) **Discussion Groups** (6 Oblast) (+) Interviews & National Workshops (+) **Statistical Mapping 25 Oblast** (annexes): **7 Socioeconomic** dimensions disaggregated on **43 Regional Development Indicators** (+) **24 EU & Worldwide** (10 more detailed) Country Experiences which are **Activating Institutional Set-Ups** for Establishing & Sustaining VET CoEs.

Policy Paper on VET Centres of Excellence & Innovation in Ukraine (*Main Menu*): *Creating Knowledge for supporting decision-making*



1. Introduction & Methodology

- ✓ **Overview of VET system in Ukraine** (VET Network & Governance & Financing).
- ✓ **The Patterns of Ukrainian Regions** (Mapping).

2. Proposed Options for activating VET COEs Set-Ups in Ukraine

- ✓ **Rationales: policy background and other needed reasons** (IV Industrial Revolution, Regional Socio-Economic Strategies; Industrial pacts; Budget support priorities, rationalization/ optimization of VET Network, etc.)
- ✓ **Characteristics:** Definition, Objectives, Functions/Tasks.
- ✓ **Legal Status:** Governance & Financing; Founders, Board, Executive.
- ✓ **Competition for Selecting Regions & VET institutions** (structure procedures, criteria).
- ✓ **Other Practical issues for activating set-ups.**

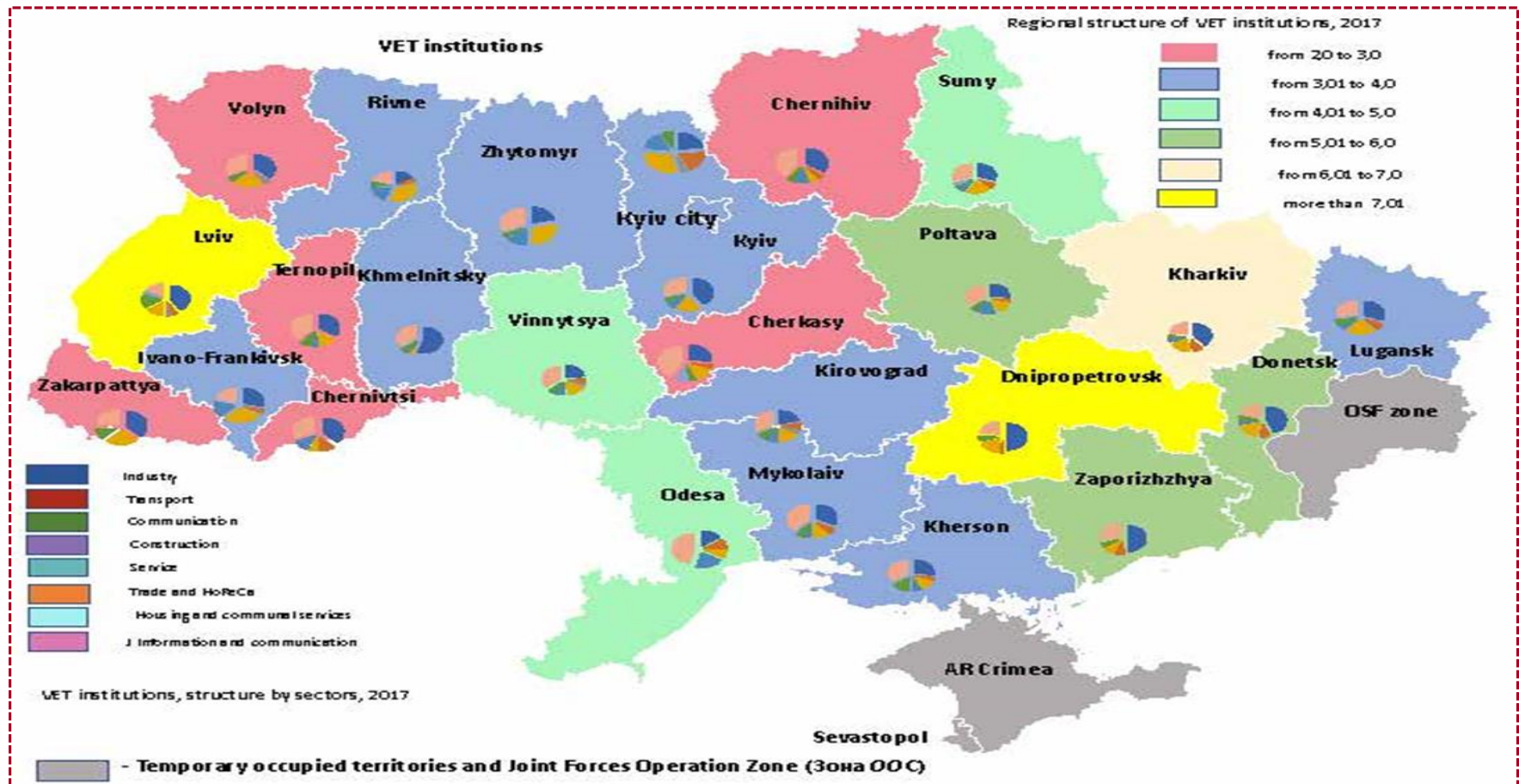
3. Other general and option-specific issues

- ✓ **Partnerships, Funding, Management, Monitoring & Evaluation; Quality Assurance**
- ✓ **Forms:** state, communal, private or corporate .
- ✓ **Type of** (based on Reorganisation, Merging/Closures, Acquisition, Foundation) **vs. Status options** (Awarding existing institution, group of institutions or clustering based on agreement association)
- ✓ **Examples on Capacity Development Needs & Budget/Costing estimations.**

4. Conclusions & other policy pointers.

5. Annexes (International practices & Regional data fiches)

Mapping Network of Ukrainian VET institutions: Demography, Size & Sectors (2017)



VET institutions mostly concentrated in industrial centres with –some- developed infrastructure (e.g. Dnipropetrovsk & Lviv oblasts). In 2017, out of total **756 institutions, 58 (7.7%) and 59 (7.8%)** were located in these two regions. Total numbers in 10 oblasts are larger than the country average (~30 VET Centres x Oblast). In Zakarpattia and Chernivtsi are almost two times less.

Focussing on Sectoral *flavours* : % of Oblasts organisations by economic sector (2017)



REGION	SECTORS			NACE
Kirovograd	A (23.1%)	G (10.5%)		A – Agriculture, forestry and fishing B – Mining and quarrying C – Manufacturing D – Electricity, gas, steam and air conditioning supply E – Water supply; sewerage, waste management and remediation activities F – Construction G – Wholesale and retail trade; repair of motor vehicles and motorcycles L – Real estate activities M – Professional, scientific and technical activities
Mykolaiv	A (20.3%)	G (10.8%)		
Kherson	A (16.9%)	G (10.8%)		
Vinnitsya	A (13.4%)	G (10.5%)		
Odesa	A (12.7%)	G (12.2%)		
Poltava	A (12.5%)	G (11.5%)		
Cherkasy	A (11.9%)	G (10.8%)		
Khmelnitsky	A (9.7%)	G (8.8%)		
Lugansk	A (7.7%)	G (5.1%)		
Ternopil	A (8.4%)	G (6.5%)	B, C, D, E (5.9%)	
Chernivtsi	A (8.4%)	G (8.2%)		
Kyiv city	G (23.6%)	M (12.6)	L (7.4%)	
Dnipropetrovsk	G (18.6%)	A (8.9%)	B, C, D, E (7.5%)	
Kharkiv	G (17.1%)	B, C, D, E (9.5%)	C (8.5%)	
Kyiv	G (15.4%)	B, C, D, E (8.5%)		
Zaporizhzhya	G (15.1%)	A (10.9%)		
Lviv	G (12.7%)	B, C, D, E (6.9%)		
Volyn	G (11.1%)	A (7.0%)		
Chernihiv	G (11.0%)	A (9.9%)		
Sumy	G (10.9%)	A (9.1%)		
Ivano-Frankivsk	G (10.6%)	F (5.6%)		
Donetsk	G (10.0%)	B, C, D, E (5.0%)	A (4.7%)	
Rivne	G (9.6%)	A (5.7%)		
Zhytomyr	G (8.7%)	B, C, D, E (8.6%)		
Zakarpattya	G (8.5%)	A (7.7%)		

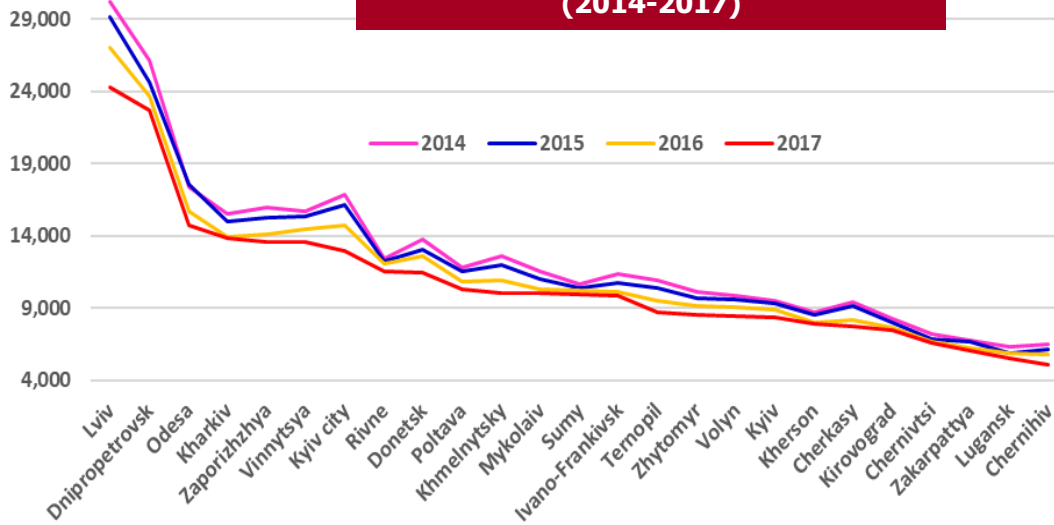
NACEs A&G: dominant ones in Ukrainian Oblasts. **NACE M** is mostly in Kiev.

Data on **business activity & capital investments in oblasts** are also key for **decisions approaching sectors, assesing regional imbalances** and for **building employers policy networks**.

WHAT ABOUT USERS? VET POPULATION & STAFF ISSUES IN UKRAINE



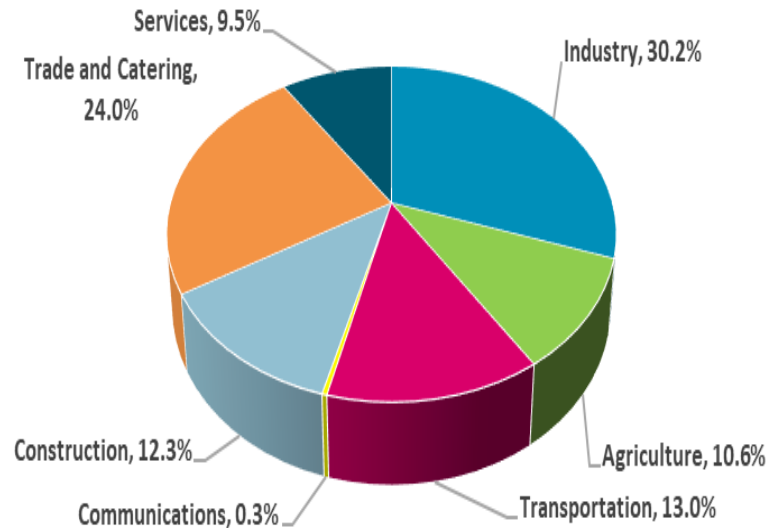
Dynamics of VET Students by Oblasts (2014-2017)



Stable decrease of the students' population (and yearly enrolments):
Low VET attractiveness and **Demographic** issues.
 VET students' & learners' **drop-out** rate increased by 1.7% from 2014 (7.0%) to 2017 (8.7%).
VET Staff is also **declining**

The **largest share of students** is involved in the **industry-related professions (30.2%)**, followed by Trade and Catering (24.0%). Other sectors have considerable less enrollees (e.g. **Communication & IT only 0.3%** of all VET students).

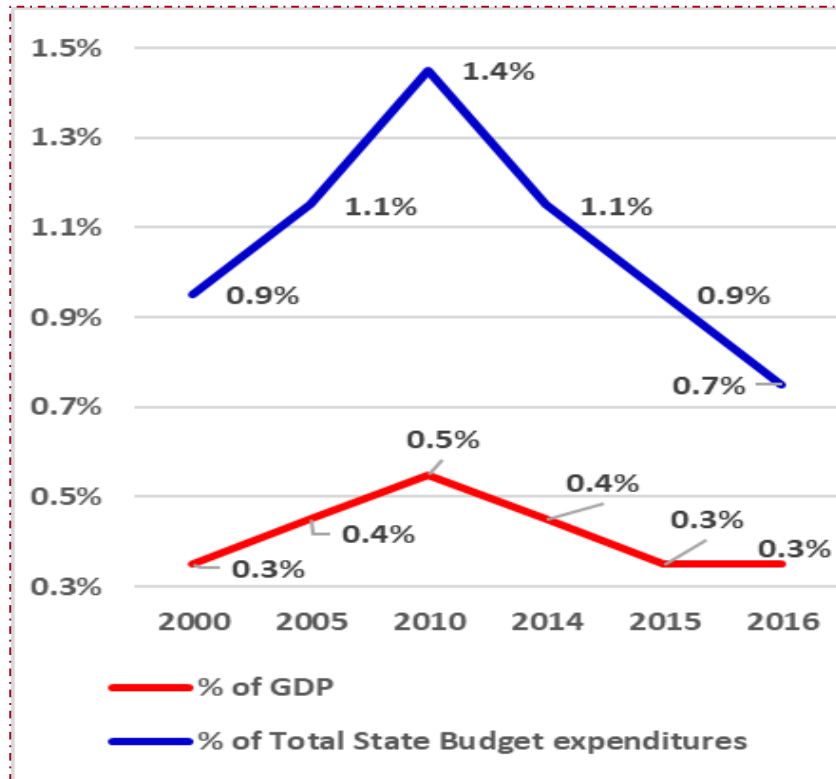
Distribution of VET Students by Sectors (Academic year 2017-2018)



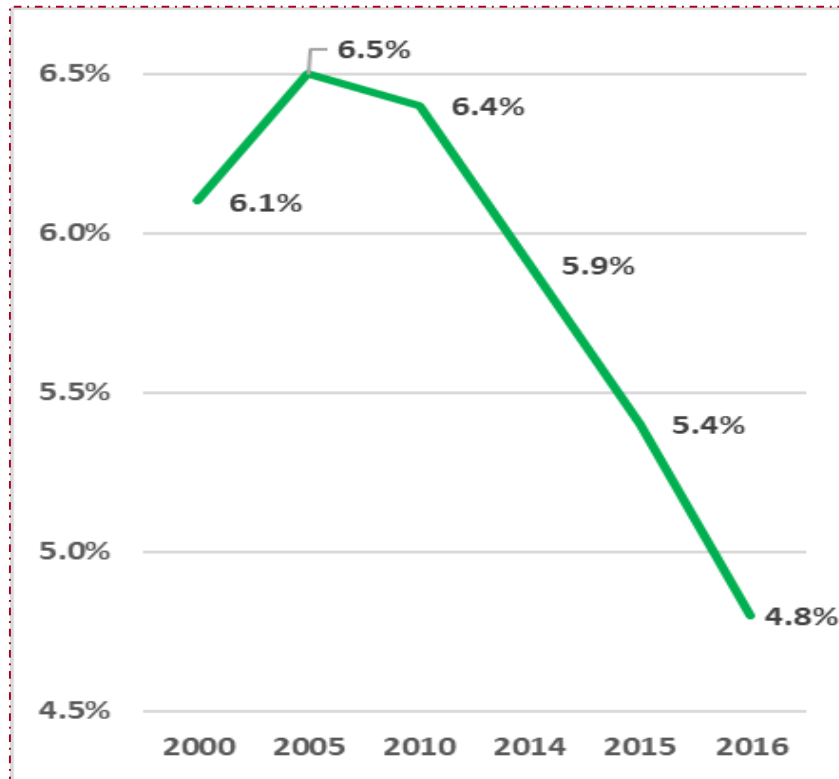
VET PUBLIC FINANCING TRENDS IN UKRAINE: *Is it explaining unsustainability of large VET –Quality- Regional Networks ?*



Share of expenditures on VET as % of GDP & Total State Budget expenditures (2000-2016)



Share of expenditures on VET as % of State Budget expenditures on Education (2000-2016)



VET public expenditures related to GDP & State Budget in continuous **decline**.

(2015-2017) Capital expenditures in VET sector constituted only from 1 to 2 % of the total public expenditures

Smart & Efficient Multichannel Financing + VET & Skills PPPs is a must. Formula Funding design should be re-discussed and aligned for improving efficiency of regional VET Networks.

KEY FEATURES SHAPING UNDERSTANDING ON WHAT ARE VET COEs

- ⊛ A **network organisation**, comprised of VET institutions, linked together by a public-private partnership, established in different regions of the country (*learning ecosystems*).
- ⊛ Reflecting **national priorities** in terms of **industrial and economic development**, with a strong orientation towards technological and innovative sectoral or multi-sectoral training;
- ⊛ Thus, balancing **Regional & Sectoral Approaches** (e.g. via *Smart Specialization*).
- ⊛ Provide **high quality -level of- qualifications** (EQF 2-8 or 5-8 ?) via IVET & CVET programmes (+ WBL) : they may be connected to tertiary education routes.
- ⊛ Take a **variety of different forms & names** : *industrial training institutes, industrial training centres, industry skills centres, expertise or multifunctional centres* (etc.).
- ⊛ Can become **strategic ambassadors** for marketing VET laid on the pillars of **excellence and innovation**, and also influence on optimisation of VET providers' networks.
- ⊛ Require both **high-level human and financial capacities**.



BROAD OPTIONS FOR SETTING UP VET CENTERS OF EXCELLENCE & INNOVATION (in UA) (I)

TABLE XXX. TAXONOMY OF VET CENTERS OF EXCELLENCE & INNOVATION

IMPLEMENTATION MODALITIES	KEY FEATURES & CHARACTERISTICS	INSTITUTIONAL SCOPE	INTERNATIONAL CASE STUDIES	OTHER REMARKS (*)
<i>Partnership-based organisations and/or networks forming ecosystems of excellence and innovation for providing high level skilled specialists required in national and international labour markets and for contributing on the development of national and regional economies</i>				
<p style="font-size: 2em; margin: 0;">A</p> <p style="font-size: 1.2em; margin: 0;">VET Centres of Excellence created as a new and independent training provider.</p>	<ul style="list-style-type: none"> ▪ These centres might be set up <i>from the scratch</i> in a new urban or even rural area isolated and/or just not connected to other existing institutions. This can be done in new buildings or existing ones by profiting suitable land spaces for refurbishing renewed establishments, which might be also geographically connected to an industrial area. ▪ Involving industry to finance or co-finance from the beginning should be the way for setting up these centres. Intensive resources allocation are needed for kick-starting. However, this is also strong asset for this option as early and quick involvement from industrial actors brings benefits on effective public-private governance as new centre is aligned to both employers and government policy goals. 	<p>Type of institution which might be linked to industrial/sectoral body or cluster. Sectoral-based organisations remit.</p>	<p>Morocco Industrial Centres in Automotive and Aeronautic sectors.</p> <p>Bangladesh has set up centres of excellence in different sectors (e.g. leather industry).</p> <p>Singapore: Centre on Innovative materials used in construction sector.</p>	<ul style="list-style-type: none"> ▪ Land properties of some VET schools closer to industrial clusters in Ukraine regions might be suitable ground for launching this type of projects. ▪ Foundation of new type of institutions might be granted for having Centres of Excellence status. International partnerships, approaches and/or standards for accreditation of training/skills might be strong assets.

BROAD OPTIONS FOR SETTING UP VET CENTERS OF EXCELLENCE & INNOVATION (in UA) (II)

IMPLEMENTATION MODALITIES	KEY FEATURES & CHARACTERISTICS	INSTITUTIONAL SCOPE	INTERNATIONAL CASE STUDIES	OTHER REMARKS (*)
<p><u>B</u></p> <p>VET Centres of Excellence as independent training institutions created from existing provider which might deploy extended functions.</p>	<ul style="list-style-type: none"> ▪ These centres are not set up from the scratch. They are existing institutions that become centres of excellence indeed. This option should be seen as a natural way to set up centres profiting resources within network of existing institutions, including suitable land spaces for having renewed establishments which might be also geographically connected to an industrial area. ▪ At the same time, this type of VET Centers can become hubs of a kind of conditional networks. This means that such institutions are drivers of excellence and innovation for VET network by contributing on methodological developments, research and/or capacity building of other institutions and/or overall VET community at national and/or (cross) regional levels. 	<p>These type or status institutions/ organisations might become recipients for pooling regional resources in VET and sectoral/multi-sectoral skill priorities.</p>	<p>Moldova regulated and legislated VET Centers of Excellence merging institutions targeting 11 sectors. Type of institutions feeding VET colleges acting in the same sector.</p> <p>Armenia regulated status of regional state VET institutions in one of each 10 regions and 2 in Yerevan capital reorganised into Regional State Colleges. They are networked with VET colleges act in the same region (1).</p>	<ul style="list-style-type: none"> ▪ Strategic component can be balanced with regulatory or legal frameworks for redefining the role of VET in the country. ▪ Combination of both <i>soft</i> (memorandums of understanding) and <i>hard</i> tools (<i>framework regulations</i>) might bring benefits on effective dialogue for enhancing social partnerships function to implement such modalities.

BROAD OPTIONS FOR SETTING UP VET CENTERS OF EXCELLENCE & INNOVATION (in UA) (III)

IMPLEMENTATION MODALITIES	KEY FEATURES & CHARACTERISTICS	INSTITUTIONAL SCOPE	INTERNATIONAL CASE STUDIES	OTHER REMARKS (*)
<p style="text-align: center;">C</p> <p style="text-align: center;">VET Centres of Excellence as a part of other Training Institutions.</p>	<ul style="list-style-type: none"> ▪ This option might be another natural form of establishing centres as facilities of providers should be already profited for being improved. This can be done on Tertiary institutions or VET provider which are high level performers. ▪ The <i>new</i> VET Centre of Excellence becomes a reference and/or good practice on excellence/ innovation, based on its high level practice/performance as it is profiting social and educational reputation held by previous institution (<i>cost-effectiveness</i>). 	<p style="text-align: center;">Type of institutions which can be granted to have such status after accreditation, assessment and/or quality assurance processes. Mostly sectoral remits.</p>	<p style="text-align: center;">Belarus <i>International Innovation Environment Park</i> on renewable energy.</p> <p style="text-align: center;">Netherlands: Regional Education & Training Centers (ROC).</p> <p style="text-align: center;">Canada (Oil& Gas Centre).</p> <p style="text-align: center;">Vietnam (technology and machinery colleges).</p> <p style="text-align: center;">Asia Pacific School of Logistics at the Inha University in the Republic of Korea.</p>	<ul style="list-style-type: none"> ▪ Reputed Colleges on which might cohabiting VET & Higher Education educational pathways might be good grounds for testing this option. ▪ Industrial Employer Centres or others owned by other Ministers (e.g. Social Policies) might be also good grounds for implementing this option. Enhancing and integrating functions of innovation, research and/or excellence would be needed alongside Quality Assurance processes to reach such status.

BROAD OPTIONS FOR SETTING UP VET CENTERS OF EXCELLENCE & INNOVATION (in UA) (IV)

IMPLEMENTATION MODALITIES	KEY FEATURES & CHARACTERISTICS	INSTITUTIONAL SCOPE	INTERNATIONAL CASE STUDIES	OTHER REMARKS (*)
<p style="text-align: center;"><u>D</u></p> <p style="text-align: center;">VET Centres of Excellence as Network Organisations for feeding Excellence & Innovation values into VET Community.</p>	<ul style="list-style-type: none"> ▪ Leading institutions, organisations, institutes, agencies (etc.) coordinate network of high quality training providers to support them operating in cooperation for forging links with industry. ▪ Such institutions might be both providers and reference leaders on methodological developments, innovative learning practices and/or introduction of new equipment/technologies (etc.). ▪ Networking provides the opportunity to improve sharing experience and performance based on building partnerships with industrial actors for excellence and innovation. ▪ Networks of excellent might be highly valuable for aligning quick identification of needs of the industry on innovative solutions linked to national and/or regional governments' priorities. They can have international dimension. 	<p>This <i>status-based or just</i> type of institutions have leading role on creating a culture of excellence and innovation in the country/regions/schools.</p> <p>They can offer platform for sectoral or multisector training and/or teaching and other innovative learning solutions, qualifications (etc.).</p>	<p>Netherlands: <i>Katapult Network</i>. STC group (Shipping, logistics, transport & process industries)</p> <p>Spain-Country Basque-TKNIKA & Aragón- (Centre for Innovation in VET)</p> <p>Ukraine i-HUB network of innovation and entrepreneurship.</p> <p>France <i>Campus the metiers et qualifications</i> gathering VET & H.E institutions.</p> <p>UK-National Skills Academy for Nuclear (NSAN) New Zeeland: <i>Vi Virtual Centre</i> led by Education Council.</p>	<ul style="list-style-type: none"> ▪ Selection procedures and technical specifications should be carefully considered for selecting leading institutions. ▪ Networks might bring useful solutions when skills needs in sectors or related sub- sectors are different. ▪ Communication and vision-building capacities are key for implementation and success on networking to link industry and public stakeholder views.

BROAD OPTIONS FOR SEETING UP VET CENTERS OF EXCELLENCE & INNOVATION (in UA) (V)

IMPLEMENTATION MODALITIES	KEY FEATURES & CHARACTERISTICS	INSTITUTIONAL SCOPE	INTERNATIONAL CASE STUDIES	OTHER REMARKS (*)
<p style="text-align: center;"><u>E</u></p> <p>VET Centres of Excellence as a Multi-profile/ Sectoral Provider institutions.</p>	<ul style="list-style-type: none"> ▪ Multisector education providers might offer high-level qualifications, at least, in occupations related to two or more major/priority economic sectors acting as regional development <i>hub</i> centres. ▪ These type of VET providers should contribute <i>inter alia</i>, to diversifying VET offer whilst avoiding overlapping provision of same specialities/profiles in different institutions which can create inefficient competition on VET offer between VET establishments. ▪ Some VET centres decreed under the types A-E above (e.g. those in Moldova and Armenia), can also be attributed to this category. 	<p style="text-align: center;">This type of institutions ensures a wide scope of institutional services not only regarding both youngest and adult learners but on access to difficult geographical areas.</p>	<p>OMNIA in Finland is multisector provider offering innovative learning environments and beneficial partnerships both in national and international education development projects.</p> <p>Multifunctional VET Centres/Colleges in Albania set up in flexible way across regions.</p>	<ul style="list-style-type: none"> ▪ This option might be very suitable as previous step for rationalising larges and costly-effective/efficient VET public networks. ▪ Sectoral social partners & employers might be easily attracted by this way of reorganising network from inter-sectoral participation and cooperation logics.

Key **Assets** vs. **Critical Issues** setting up CoEs & Innovation in Ukraine



- ✧ **Shaped Criteria at National level.**
- ✧ **VET Community Commitment.**
- ✧ **Large & Regionally balanced VET Network.**
- ✧ **Vision on contributing to Socioeconomic & Regional Development.**
- ✧ **International Partners support.**
- ✧ **New Funding Sources.**
- ✧ **Attractiveness of new VET centres.**
- ✧ **More empowered Regional/Local decision making.**
- ✧ **VET CoEs is moving high in policy agenda.**

- ✧ **Measurable indicators for evaluating criteria & Quality Performance Assessment of VET network.**
- ✧ **Multilevel Coordination & Partnership models.**
- ✧ **Poor conditions of many VET institutions & inefficient network.**
- ✧ **Address how to balance regional disparities reforming VET network & missing innovation dimension.**
- ✧ **Building consensus on institutional set-ups among National & International partners.**
- ✧ **Smart allocation & (local) partnership strategies.**
- ✧ **VET image is still very poor & population/staff is declining. Leadership of CoEs governing boards**
- ✧ **Not clear model of VET Decentralization**
- ✧ ***Ecosystem* vision & involving employers in efficient/effective manner: far away.**

TAGGING VET CoES & INNOVATION

**Regional Development-Smart Specialization-
Knowledge triangles- LLL(IVET & CVT)-
Business Incubators-Innovation hubs-**

**Business & Education Partnerships-Joint VET
Curricula- EQF (levels 2-8)- Internationalization-
Innovative Learning & Teaching methods- Teachers
continuous professional development-**

**Project Based Learning-Guidance Services-VNFIL-
Sustainable Financing models (PPPs; income
generation, etc.)- Work Based Learning (WBL)**

THANK YOU VERY MUCH !!!

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