



Technical and Vocational Education and Training (P087347)

AFRICA | Mozambique | Education Global Practice |
IBRD/IDA | Specific Investment Loan | FY 2006 | Seq No: 18 | ARCHIVED on 29-Sep-2015 | ISR20802 |

Implementing Agencies: Executive Secretariat for the Commission for Professional Education and Training Reform, Ministry of Science and Technology, Higher, Technical and Professional Education, Ministry of Labor, Employment and Social Security

Key Dates

Key Project Dates

Board Approval date:21-Mar-2006

Effectiveness Date:29-Jun-2006

Planned Mid Term Review Date:30-Sep-2013

Actual Mid-Term Review Date:23-Sep-2013

Original Closing Date:31-Oct-2011

Revised Closing Date:30-Sep-2015

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The Project Development Objective is to facilitate the transition of the existing TVET system to a demand-led training system and provide beneficiaries with more market relevant skills and improved economic opportunities.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

Yes

Board Approved Revised Project Development Objective (If project is formally restructured)

To improve the quality and relevance of technical and vocational training in Mozambique, with a focus on selected key TVET institutions and programs.

Components

Name

A- Development of an Institutional Framework:(Cost \$3.03 M)

B- Standard-based Qualifications and Training System:(Cost \$8.70 M)

C- Quality Improvements in Training Institutions:(Cost \$42.87 M)

D- Skills Development Fund -FUNDEC:(Cost \$5.37 M)

Executive Secretariate:(Cost \$14.90 M)

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	● Satisfactory	● Moderately Satisfactory



Overall Implementation Progress (IP)	● Satisfactory	● Moderately Satisfactory
Overall Risk Rating	● Moderate	● Moderate

Implementation Status and Key Decisions

In accordance with the established OPCS guidelines, this final ISR evaluates the Project's performance during the pre- and post-restructuring periods across the three harmonized criteria of: (i) relevance of objectives/design and implementation; (ii) efficacy; and (iii) efficiency. The Project's performance is assessed in relation to each of these three criteria with an overall outcome rating calculated based on the proportion of the net credit disbursed during the pre- and post-restructuring periods. A more thorough and comprehensive analysis based on most up-to-date data will be presented in the ICR.

Project Context

The Mozambique Vocational and Technical Education (TVET) project (US\$30 million) was approved by the World Bank's Board of Executive Directors on March 21, 2006 and became effective on June 29, 2006. In addition to a US\$30 million IDA credit, this Project received a grant in the amount of US\$7.5 million from the Government of the Netherlands. An Additional Financing (AF) in the amount of US\$37 million was approved on July 12, 2011. In addition to fill a financing gap resulting from high inflation and an underestimation of initial construction and equipment cost under the Project, this AF also introduced a number of modifications, including among others, an extension of the project closing date, simplification of the project development objective (PDO) to better reflect the intended outcome of the project, and adjustments to performance indicators and associated end-of-project targets. The Project was again restructured in March of 2014. This level 2 restructuring extended the project closing date, reallocated funds across activities and categories, and introduced minor modifications to the Project's Results Framework (RF).

Relevance of Objectives, Design and Implementation

Original and Revised Objectives. The original objectives were substantially relevant as they responded to key issues and challenges facing the technical and vocational education and training (TVET) sector in Mozambique at the time of appraisal including: limited relevance of skills to labor market needs; low quality of training provided; limited access to training; and fragmentation and limited coordination in the management of the TVET system. The Project's objectives were also strongly aligned with the Government's strategic agenda for the sub-sector as outlined in a number of key documents including the MINTRAB Employment and Vocational Training Strategy (2004-2010), the Education Sector Strategic Program (2005-2009) and the Letter of Sector Policy (2005). The PDO was firmly anchored in the Government's Action Plan for Reduction of Poverty which emphasized the importance of quality and relevance of training of TVET graduates as a means to increase national growth and productivity while reducing poverty. The original objectives of the Project were also consistent with the Country Assistance Strategy (CAS) for Mozambique which underscored the importance of reforming and expanding the TVET sub-sector in order to equip a larger number of graduates with market-relevant skills. While the original objectives were substantially relevant to address the country's needs within the sub-sector, these aims were overly ambitious in light of the five-year implementation period. The revised objectives were strategically narrowed in order to be more reflective of the Project-supported activities on the ground while also continuing to strongly focus on meeting prevailing needs within the TVET sub-sector. The revised objectives were, and remain, highly relevant today. In light of the above, the relevance of the original objectives is rated *Substantial*, while the relevance of the revised objectives is rated *High*.

Original and Revised Design. The original design was informed by lessons learned from other operations in the sector and had strong analytical underpinnings. Some of these lessons included the importance of: strong demand-side involvement from employers, industry representatives and civil society in planning, design and governance of the TVET sector; developing a standards based training paradigm; and providing increased autonomy to TVET institutions in decision-making. The Project's results chain was clear insofar as the activities and objectives supported across each of the Project's components were logically linked to the overall objectives. However, the original design was overly ambitious in scope as it sought to support legislative reorganization of the TVET subsector as well as to support the development of an occupational standards system, improve the quality of training within a select number of institutes, and provide competitive grants to increase access to employment-oriented TVET programs. The original Project design did not fully take into consideration the time required to create the system, develop curricula, train appropriate numbers of trainers in the new curricula and upgrade institutions to accommodate the training requirements. Further, the estimated costs at appraisal were insufficient to effectively fund and support key project-supported activities and interventions. The revised design reflected the strategic narrowing of the PDO and benefitted from increased financial resources to effectively support the Government in its efforts to improve the quality and relevance of TVET within a select number of institutions and programs. In light of the above, the relevance of the original design is rated *Modest*, while the relevance of the revised design is rated *Substantial*.

Original and Revised Implementation. The relevance of project implementation before restructuring was *Modest*. This can be attributed to a number of issues which appeared early in implementation and persisted through the first years of the project. Among these were: underestimation of costs of school rehabilitation and equipment at appraisal (not adequately taking into account inflation); delays in the launch of major activities especially school rehabilitation and procurement of teaching equipment; delays in the processing of contracts especially for TA necessary for the curriculum development process; and delays in the creation of the underlying regulatory and administrative framework necessary for the full reform of Mozambique's TVET system. After restructuring of the project with its simplification of the PDO and adjustment in the performance indicators to better reflect the intended outcome of the project, project implementation of improved substantially. The Executive Secretariat of COREP played an active role in supporting the



Government's development of the TVET regulatory framework which was passed by the legislature in the fall of 2014. In addition, the development of the National Training Fund proceeded with government budgetary commitments and private sector involvement, the Ministry of Labor, Employment and Social Security moved forward with the establishment of the Labor Market Observatory; and the Standard-based Assessment and Certification system was developed. By the close of the project, most Project targets had been achieved or exceeded. The relevance of project implementation post-restructuring is rated *High*.

Efficacy (Achievement of Project Development Objectives)

Efficacy during the pre-restructuring period. The initial project implementation period was characterized by significant delays as a result of the lengthy and complex process of adopting and enacting legislative reforms in the TVET sub-sector, including the establishment of a new institutional framework for TVET and the recruitment of Executive Secretariat staff. In addition, there had been difficulties in identifying firms with adequate technical capacity to support the development of occupational standards within the strategic sectors targeted by the Project. The underestimation of costs to support school construction and procurement of technical and teaching equipment, combined with high inflation rate and exchange rate losses, further challenged the timely implementation of project activities aimed at improving the overall quality and relevance of training institutions. Notwithstanding these initial implementation delays, a number of activities were successfully launched during the pre-restructuring period.

The following progress was observed with regards to the *development of an institutional framework*: The Government, in close collaboration with industry representatives, had drafted the TVET regulatory framework for reforming the system; an institutional management capacity study had been undertaken which informed the creation of a capacity building plan used to develop a training program for managers and teachers at target institutions; a quality management system (QMS) strategy and related implementation manuals had been developed; a management information system (MIS) was established; country-wide consultations were carried out resulting in agreement on alternative models for government, management and financing of the TVET sectors; and strategic studies were undertaken to inform the process for creation of the National Training Authority.

The following progress was observed with regards to the *development of standards-based qualification and training system*: a National Vocational Qualifications Framework (which was approved by COREP) was developed and new qualifications continued to be developed with representation from the private sector, civil society and the Government; the development and finalization and availability of policies, strategies, guides and manuals that support the qualification system; the development of new curricula in four areas (industrial maintenance; hospitality and tourism; agriculture and agrobusiness; and administration and management) and its piloting in five schools; the institutionalization of the framework; and capacity strengthening in curriculum development.

In terms of *quality improvements in training institutions*, as a result of the underestimation of costs and inflation, support to quality improvements was provided to six of the originally 12 planned institutions. Given the Government's strong focus on advancing the TVET agenda within the country, the Government had allocated funds for the rehabilitation of two of these institutions. In addition, as a result of the underestimated costs combined with higher inflation, limited funding was provided for in-service training of teachers and management training for school managers and administrative staff. Further, 3 year full-time courses in a number of areas (hospitality and tourism, accounting and management) and 4.5 year distance training courses in agriculture, industrial maintenance and administration and management were being held in collaboration with the *Instituto Superior Dom Bosco* with the first group of 25 students per sector expected to finish the full-time course by mid-2011.

In terms of progress made with regards to the *provision of small grants through the Skills Development Fund*, the following was observed: provision of grants to 128 sub-projects benefitting approximately 30,000 individuals nationwide (40 percent of whom were women); completion of an in-depth independent evaluation of the Skills Development Plan and dissemination of results in January 2011. This evaluation provided evidence that this seed money contributed to the livelihood of individuals and communities; created the conditions for the development of new competencies; disseminated new technology and, in turn, created opportunities for income generation. The evaluation also provides a series of concrete recommendations to further strengthen this competitive and demand-driven funding mechanism.

Despite the progress observed within each of the Project's four components, given the above-mentioned delays in the initial phase, the first graduates benefitting from the reform were only finalizing their training by the end of 2011. As such, a number of outcome-level indicators measuring labor market insertion, improved economic opportunities and employer satisfaction with graduates' skills could not be measured as the beneficiaries had not graduated by this point. Moreover, while the process of developing a robust institutional framework for the TVET sub-sector was underway, the enactment of the relevant legislation was pending final approval by the Government. On the basis of the above, efficacy during the pre-restructuring period is rated *Modest*.

Efficacy during the post-restructuring period. Following the restructuring/AF, the pace of project implementation significantly improved and a large number of outputs were completed and the majority of outcomes were achieved, if not exceeded.

During the post-restructuring period, the following had been achieved with regards to *development of an institutional framework*: a new regulatory framework for governance and financing of the TVET sub-sector was approved by the National Assembly in 2014 calling for the creation of a national regulatory body (ANEP), the creation of a national training fund (with contributions from the private sector through the introduction of a payroll levy system to be paid by employers and the framework for autonomy of TVET institutions and establishment of school governing bodies with representation of stakeholders). However, in light of the reorganization within the Government, minor adjustments to this legislation are currently being reviewed to ensure that these systems can become fully operational in short order. Further, during this period: the COREP-ES and COREP Board became fully



functional; all pilot training institutions had strategic plans in place; 9 out of 11 (approximately 82 percent) of training institutions were retaining part of their generated income for school improvements; all pilot and 55 percent of non-pilot institutions were participating regularly in tracer studies; all 11 training institutions were submitting enrolment and pass rates electronically through TVET MIS; and 1 annual report and two biannual bulletins from the labor market information system were produced annually (for each sector). Review of selected regulations is currently ongoing and expected to be approved by Government in short order.

Notable progress was also made in *the development of standards-based qualification and training system*. A total of 67 programs had been developed and validated based on the established set of competency-based standards.

In terms of *quality improvements in training institutions* progress, during the post-restructuring period: 50 percent of students were provided with internships; the pass rate of students enrolled in targeted courses was 84 percent; 2,027 teachers in target sectors received training under the new CBT system (of which 11.5 were female); 25 TVET institutions were aligned to the CBT system; 162 school managers (directors and deputies) had received training on quality school management; all competency-based training programs had been designed with private sector participation in qualification exams; 9 institutions were fully rehabilitated and equipped (with classrooms, laboratories and workshops) and the remaining 1 institution is in advanced stage of completion.

In terms of progress made with regards to the *provision of small grants through the Skills Development Fund*, seven calls for proposals were launched and a total of 405 applications were received of which 188 (approximately 46%) were approved indicating a highly competitive and selective process. These sub-projects benefitted approximately 126 institutions across the country and 128 of the 188 received matching grants. In addition, 25 partnerships had been formed between training providers or promoters and private sector institutions. This competitive funding mechanism supported innovative initiatives targeted at improving the relevance and quality of TVET training and increased access to employment-oriented TVET programs among underserved groups.

On the basis of the above, efficacy during the post-restructuring period is rated *Substantial*.

Efficiency

Efficiency during the pre-restructuring period. Despite progress observed during the pre-restructuring period, the initial implementation delays in enacting institutional reforms, recruitment of a technical firm to assist in the development of operational standards, and delays in the procurement of civil works activities, resulted in a modest rate of implementation efficiency. Moreover, the delays which were observed during the pre-restructuring period also made it difficult to systematically and comprehensively assess efficiency gains related to labor market insertion of graduates, employer satisfaction with beneficiaries' market-relevant skills, and improved labor market outcomes of beneficiaries who received support under this Project. The cost of civil work activities during the early years of the Project was also greater than the estimated costs at appraisal. In light of the above, efficiency during the pre-restructuring period was rated *Modest*.

Efficiency during the post-restructuring period. The Project's efficiency during the post-restructuring period improved significantly. Despite the exchange rate losses observed during the post-restructuring period, the vast majority of the project's outputs and outcomes were achieved or exceeded by the Project closing date. Substantial gains were observed in the percent of program graduates that find a job or creates a job which is directly related to their field of study and in the percent of employers/private sector representatives reporting satisfaction with the quality of CBT programs were observed. The financial management mechanism used for the Competitive Funding Grants Program was also made more robust during the post-restructuring period and ensured that the approved funds were used for their intended purposes and in an efficient and cost-effective manner. Recent analytical work within the Mozambican context provides strong evidence of the positive relationship between educational attainment and earnings. The economic justification for investing in TVET remains strong.

A detailed economic analysis will be included in the ICR and will draw on findings from the tracer study which will be available in full to the Bank in the coming weeks.

Overall Outcome Rating and Net Disbursements (as of September 25, 2015)

As of the AF approval on July 12, 2011, approximately US\$23.27 million of the original IDA credit and US\$6.18 million of the US\$7.5 million grant had been disbursed. During the post-restructuring/AF period (as of the writing of this ISR), approximately US\$6.2 million of the original credit was disbursed in addition to US\$30.37 million of the AF. In addition, US\$167,674 of the US\$7.5 grant (of which almost US\$1.1 million had been cancelled) and which had closed on October 31, 2011, was also disbursed. On March 27, 2014, a level 2 restructuring of the project was approved which extended the closing date by one year, reallocated funds across categories and introduced minor modifications to the RF. The modifications to the RF did not materially change the intent and overarching objectives of the Project (for this reason, the project is analyzed with respect to two phases rather than three). Given the significant fluctuations in the exchange rate observed over the life of the Project, the current estimates of the portion of the net funding disbursed during the pre-restructuring period will be recalculated and updated in the ICR. As of the writing of this ISR, the proportion disbursed in the pre-restructuring amounts to approximately 44 percent and during the post-restructuring period amounts to approximately 56 percent. Also, given that the financial accounts are still being reconciled the proportion of funding which was effectively disbursed during the post-restructuring period is likely to be greater than what is estimated in this ISR. These figures will be updated accordingly in the ICR. Based on the project's performance during the pre- and post-restructuring periods, weighted by the portion of the net credit disbursed during each period, the Overall Outcome Rating for the Project is *Moderately Satisfactory*.



Fiduciary and Safeguards Compliance

Financial Management (FM). FM under the Project is rated Satisfactory. Annual audit reports were received on time, revealed no irregularities, and were of unqualified opinion. Interim unaudited financial reports were also submitted in a timely manner and in accordance with Bank procedures. In instances in which minor issues were identified, corrective actions were enacted by the Bank and the Government. The FM staff had relevant and adequate experience to carry out their fiduciary responsibilities. An internal auditor performed independent and objective internal audit activities including inspections and verification of the use of funds at the sub-project level.

Procurement. Procurement under the Project was sound and is rated *Satisfactory*. Although some initial delays in provision of technical inputs related to the procurement of project-supported activities were observed in the early stages of the Project, these were fully rectified and addressed. Procurement performance remained strong until the end of the Project.

The Overall Safeguards Rating is *Satisfactory*. A system glitch has prevented this from being entered into the operations portal. This will be fixed by OPCS.

Sustainability. The recent approved AF for HEST will allow for consolidation of achievements made under this Project, in particular, in relation to curriculum reform with private sector involvement, development of partnerships with the private sector, and improvements in learning conditions. Approximately US\$2.0 million of HEST funds will be allocated for these activities. Further, it will also support the implementation of decentralized institutional management, quality and accreditation which are key elements in the future TVET governance set up. Despite improvements over the life of the Project, continued efforts on the part of the Government need to be put forth in order to ensure that the supply of qualified teachers is adequate to meet demand within the TVET sub-sector as well as to ensure that an adequate level of resources is allocated to recruit and retain qualified teachers. The full enactment of the recently approved National TVET Law will also be an essential element of the Government's continued support to the sub-sector.

An Implementation Completion and Results Report (ICR) mission was undertaken in August/September 2015 and the report is currently being drafted.

Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	--	● Low	● Low
Macroeconomic	--	● Low	● Low
Sector Strategies and Policies	--	● Moderate	● Moderate
Technical Design of Project or Program	--	● Moderate	● Moderate
Institutional Capacity for Implementation and Sustainability	--	● Moderate	● Moderate
Fiduciary	--	● Low	● Low
Environment and Social	--	● Low	● Low



Stakeholders	--	● Moderate	● Moderate
Other	--	--	--
Overall	--	● Moderate	● Moderate

Results

Project Development Objective Indicators

► Graduates of targeted programs that find a job or creates a job that is directly related to the field of study within 6 months from graduation (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	27.20	52.00	57.00	60.00
Date	08-Sep-2006	30-May-2014	25-Sep-2015	30-Sep-2014

► Learners assessed through the new competency based training regime (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	11413.00	8127.00	1300.00
Date	08-Sep-2006	30-Mar-2015	25-Sep-2015	30-Sep-2014

► Competency standard endorsed by STACs and qualifications approved by COREP (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	20.00	62.00	67.00	28.00
Date	08-Sep-2006	30-Sep-2014	25-Sep-2015	30-Sep-2014

► Employer's/Private sector representatives reporting satisfaction with quality of new competency based training programs (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	75.00	80.00	60.00
Date	--	--	25-Sep-2015	--



► Direct project beneficiaries (Number, Core)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	68145.00	78780.00	52500.00
Date	08-Sep-2006	31-Mar-2015	25-Sep-2015	30-Sep-2015

◄ Female beneficiaries (Percentage, Core Supplement)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	38.00	38.00	42.00

Overall Comments

Intermediate Results Indicators

► Partnerships formed between training providers or promoters and private sector institutions (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	--	25.00	25.00	25.00
Date	08-Sep-2006	10-Nov-2014	25-Sep-2015	30-Sep-2014



► Institutions benefiting from grants scheme (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	--	126.00	126.00	120.00
Date	08-Sep-2006	10-Nov-2014	25-Sep-2015	30-Sep-2014

► Number of school managers (directors and deputies) who have received training on quality school management (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	162.00	162.00	60.00
Date	08-Sep-2006	30-Oct-2014	25-Sep-2015	30-Sep-2014

► Number of TVET institutions aligned to the CBT system (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	19.00	25.00	16.00
Date	08-Sep-2006	30-Oct-2014	25-Sep-2015	30-Sep-2014

► Teachers in target sectors who received training under the new CBT system (number of which are female) (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	1366.00	2027.00	450.00
Date	08-Sep-2006	30-Oct-2014	25-Sep-2015	30-Sep-2014

Comments
 11.5% female



► Pass rate of students enrolled in targeted courses by gender (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	--	84.00	84.00	65.00
Date	08-Sep-2006	30-Mar-2014	25-Sep-2015	30-Oct-2014

► Students provided with internships (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	45.00	50.00	30.00
Date	08-Sep-2006	15-Apr-2013	25-Sep-2015	30-Sep-2014

► Programs developed based on competency standards (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	20.00	61.00	67.00	28.00
Date	08-Sep-2006	30-Apr-2013	25-Sep-2015	30-Sep-2014

► Targeted occupation levels with comprehensive occupational standards and qualifications fully accredited (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	20.00	30.00	67.00	28.00
Date	08-Sep-2006	30-Apr-2013	25-Sep-2015	30-Sep-2014



► Reports from labor market information system produced annually per sector (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	3.00	3.00
Date	08-Sep-2006	30-Apr-2013	25-Sep-2015	--

► Training institutions submitting enrollment and pass rates electronically through TVET MIS (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	7.00	11.00	10.00
Date	08-Sep-2006	30-Apr-2013	25-Sep-2015	30-Sep-2014

► % Training Institutions that participate regularly in tracer studies (Medium Technical Institutes) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	50.00	60.00	100.00	65.00
Date	08-Sep-2006	30-Apr-2013	25-Sep-2015	30-Sep-2014

► Training institutions which retain part of their generating income for school improvements (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	11.00	9.00	11.00
Date	08-Sep-2006	30-Oct-2014	25-Sep-2015	30-Sep-2014



► Matching grant projects successfully completed (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	--	110.00	128.00	120.00
Date	08-Sep-2006	30-Jun-2014	25-Sep-2015	30-Sep-2014

► Number of Institutions rehabilitated and equipped (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	8.00	9.00	10.00
Date	08-Sep-2006	10-Nov-2014	25-Sep-2015	30-Sep-2014

► Competency based training programs designed with private sector participation in qualification exams (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	--	100.00	100.00	100.00
Date	08-Sep-2006	15-Apr-2013	25-Sep-2015	30-Sep-2014

► % Pilot training institutions with school strategic plans in place (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	100.00	100.00	100.00
Date	08-Sep-2006	30-Oct-2014	25-Sep-2015	30-Sep-2014



► Agreement reached with stakeholders on framework for future financing of PIREP by Y3 (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	--	YES	YES	--
Date	--	30-Sep-2014	25-Sep-2015	30-Sep-2014

► COREP Executive Secretariate and COREP Board fully functional (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Legal framework for the establishment of COREP and its Executive Secretariate established. COREP is almost fully functional. Only 90% the executive positions have been filled.	YES	YES	COREP fully functional and 100% of the ES positions filled
Date	08-Sep-2006	30-Oct-2014	25-Sep-2015	30-Sep-2014

Overall Comments

The initial project implementation period was characterized by significant delays as a result of the lengthy and complex process of adopting and enacting legislative reforms in the TVET sub-sector, including the establishment of a new institutional framework for TVET and the recruitment of Executive Secretariat staff. In addition, there had been difficulties in identifying firms with adequate technical capacity to support the development of occupational standards within the strategic sectors targeted by the Project as well as underestimation of costs at appraisal. Notwithstanding these initial implementation delays, a number of important activities were successfully launched during the pre-restructuring period. Some of the progress observed during this period included: the development of the TVET regulatory framework; the establishment of an M&E system for the Project; the development of new curriculum in four areas; and the provision of grants to support sub-projects aimed at increasing the relevance and quality of TVET programs. Despite progress observed during this period, the first graduates benefitting from the reform were only finalizing their training by the end of 2011. As such, a number of outcome-level indicators measuring labor market insertion, improved economic opportunities and employer satisfaction with graduates' skills could not be measured as the beneficiaries had not graduated by this point. Following the restructuring/AF, the pace of project implementation significantly improved and a large number of outputs were completed and the majority of outcomes were achieved, if not exceeded. A major achievement of the Project observed during this period was the creation and approval of a regulatory institutional framework for governance and financing of the TVET sub-sector and the creation of a National Training Fund. In addition, another major achievement was the involvement of the private sector in the definition of occupational standards and validation of qualifications. Further, progress was made with regards to: an increase in the number of learners assessed through the new competency based training, the large number of project beneficiaries; an increase in the number of partnerships formed between training providers or promoters and private sector institutions, and a large number of training institutions submitting enrollment and pass rates electronically through TVET MIS. Substantial progress was also made in terms of the percentage of program graduates that found a job within their field of study within 6 months of graduation reflecting a marked improvement in the external efficiency of the Project.

Data on Financial Performance

Disbursements (by loan)

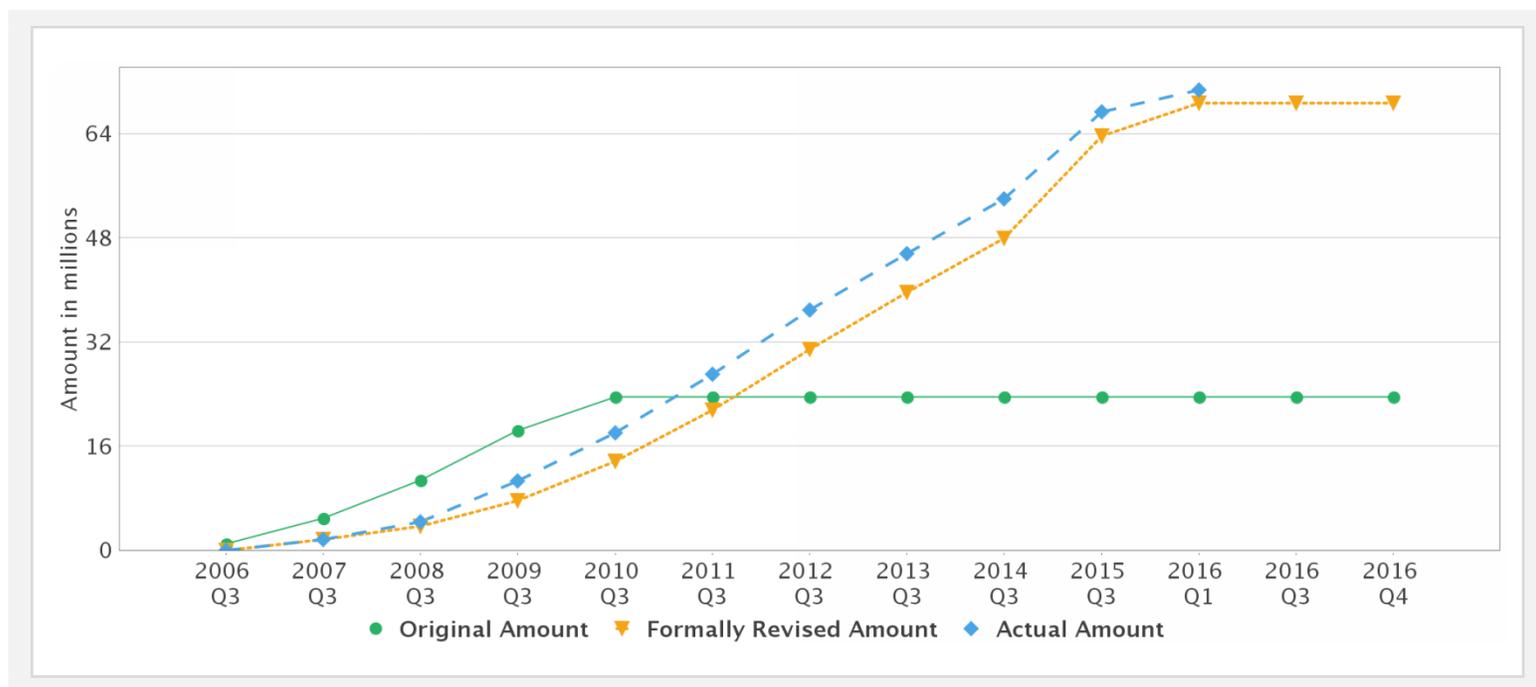


Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P087347	IDA-41560	Effective	USD	30.00	30.00	0.00	32.11	0.00	107%
P087347	IDA-49630	Effective	USD	37.00	37.00	0.00	32.33	2.69	87%
P087347	TF-56866	Closed	USD	7.35	6.25	1.10	6.25	0.00	100%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P087347	IDA-41560	Effective	21-Mar-2006	30-Mar-2006	29-Jun-2006	31-Oct-2011	30-Sep-2015
P087347	IDA-49630	Effective	12-Jul-2011	12-Sep-2011	12-Dec-2011	30-Sep-2014	30-Sep-2015
P087347	TF-56866	Closed	29-Jun-2006	29-Jun-2006	29-Jun-2006	31-Oct-2011	31-Oct-2011

Cumulative Disbursements



Restructuring History

Level Approved on 27-Mar-2014 ,Level 2 Approved on 27-Jun-2014



Related Project(s)

P125283-Additional Financing for Technical and Vocational Education and Training
