

Document of  
**The World Bank**

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Report No: PAD2110

INTERNATIONAL DEVELOPMENT ASSOCIATION

PROJECT APPRAISAL DOCUMENT

ON A

PROPOSED GRANT

IN THE AMOUNT OF SDR 11.1 MILLION  
(US\$15 MILLION EQUIVALENT)

TO THE

REPUBLIC OF TOGO

FOR A

EMPLOYMENT OPPORTUNITIES FOR VULNERABLE YOUTH PROJECT  
FEBRUARY 28, 2017

Social Protection & Labor  
AFRICA

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## CURRENCY EQUIVALENTS

(Exchange Rate Effective January 31, 2017)

Currency Unit = Francs CFA

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Francs CFA 619 = US\$1

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US\$1.35 = SDR 1

## FISCAL YEAR

January 1 - December 31

Regional Vice President: Makhtar Diop

Country Director: Pierre Frank Laporte

Senior Global Practice Director: Michal J. Rutkowski

Practice Manager: Stefano Paternostro

Task Team Leader(s): John Van Dyck

## ABBREVIATIONS AND ACRONYMS

AfDB	African Development Bank
AGAIB	Community Development Support Agency
AGEI	Adolescent Girls Employment Initiative
AIDE	Hiring and Employment Support Program
ANADEB	National Community Development Support Agency
ANPE	National Employment Promotion Agency
ANVT	National Volunteer Agency of Togo
BOAD	West African Development Bank
CFA	African Financial Community
CPF	Country Partnership Framework
ESMF	Environmental and Social Management Framework
FAIEJ	Youth Economic Initiative Support Fund
FM	Financial Management
FODA	Business Development Training
GDP	Gross Domestic Product
GMT	Grassroots Management Training
GoT	Government of Togo
IDA	International Development Association
IEG	Independent Evaluation Group
IFR	Interim Financial Report
INSEED	National Institute for Statistics and Economic and Demographic Studies
IPF	Investment Project Financing
ISN	Interim Strategy Note
JCF	Training Program for Youth with Potential
JDS	Out-of-school Youth Program
LICUS	Low Income Countries under stress
M&F	Monitoring and Evaluation
MDBAJEJ	The Ministry of Community Development, Artisanry, Youth, and Youth Employment
MDG	Millennium Development Goal
MIS	Management Information system
PAEU-SP	Employability and Jobs Program for High-Potential Sectors
PAIPJA	Youth Vocational Employment Support Project
PAPEA/UEOMA	Commission of the African Monetary Union, which finances the Support Project for Small Artisanal enterprises
PATCM	Multi-sectorial Technical Assistance Project
PCR	Primary Completion Rate
PDC	Community Development Project
PDO	Project Development Objective

PDCplus	Community Development and Safety Nets Project
PIM	Project Implementation Manual
PIU	Project Implementation Unit
PMT	Proxy-Means Test
PNE	National Employment Policy
PNJ	National Youth Policy
PPP	Purchasing Power Parity
PRADEB	Community Development Support Program
ProFoPEJ	Youth Vocational Training and Jobs Program
PSDCC	Decentralized Community Driven Services Project
PSNEJ	National Strategic Plan for Youth Employment
PUDC	Emergency Community Development Project
QUIBB	Basic Wellbeing Indicators Questionnaire
RAP	Resettlement Action Plan
RCT	Randomized Control Trial
RDD	Regression Discontinuity Design
SCAPE	Strategy for Boosting Growth and Promoting Employment
SCD	Strategic Country Diagnostic
SDG	Sustainable Development Goals
SNBSP	Safety Nets and Basic Services Project
SORT	Systematic Operations Risk-Rating Tool
SYSCOHADA	Accounting System of the Organization for the Harmonization of Business Law in Africa
UN	United Nations
UNDP	United Nations Development Program
UNICEF	United Nations Children Fund
WB	The World Bank
WINGS	Women's Income Generation Support
YOP	Youth Opportunity Project

**BASIC INFORMATION**

Is this a regionally tagged project? No	Country(ies)	Lending Instrument Investment Project Financing
<input type="checkbox"/> Situations of Urgent Need of Assistance or Capacity Constraints <input type="checkbox"/> Financial Intermediaries <input type="checkbox"/> Series of Projects		
Approval Date 21-Mar-2017	Closing Date 31-Dec-2020	Environmental Assessment Category B - Partial Assessment
Bank/IFC Collaboration No		

**Proposed Development Objective(s)**

The objective of the proposed project is to provide access to income generating opportunities to targeted poor and vulnerable youth in Togo.

**Components**

Component Name	Cost (US\$, millions)
Community Service and Training	8.50
Support for Income Generating Activities	2.50
Capacity Building	1.00
Project Management	3.00

**Organizations**

Borrower : Republic of Togo



Implementing Agency : Agence National d'Appui au Développement à la Base (ANADEB)

**PROJECT FINANCING DATA (IN USD MILLION)**

<input type="checkbox"/> Counterpart Funding	<input type="checkbox"/> IBRD	<input type="checkbox"/> IDA Credit <input type="checkbox"/> Crisis Response Window <input type="checkbox"/> Regional Projects Window	<input checked="" type="checkbox"/> IDA Grant <input type="checkbox"/> Crisis Response Window <input type="checkbox"/> Regional Projects Window	<input type="checkbox"/> Trust Funds	<input type="checkbox"/> Parallel Financing
Total Project Cost: 15.00		Total Financing: 15.00  Of Which Bank Financing (IBRD/IDA): 15.00		Financing Gap: 0.00	

**Financing (in US\$, millions)**

Financing Source	Amount
IDA Grant	15.00
<b>Total</b>	<b>15.00</b>

**Expected Disbursements (in US\$, millions)**

Fiscal Year	2018	2019	2020	2021
Annual	2.00	5.00	5.00	3.00
Cumulative	2.00	7.00	12.00	15.00

**INSTITUTIONAL DATA**



### Practice Area (Lead)

Social Protection & Labor

### Contributing Practice Areas

Agriculture

Education

Jobs

Trade & Competitiveness

### Climate Change and Disaster Screening

This operation has been screened for short and long-term climate change and disaster risks

### Gender Tag

Does the project plan to undertake any of the following?

a. Analysis to identify Project-relevant gaps between males and females, especially in light of country gaps identified through SCD and CPF

No

b. Specific action(s) to address the gender gaps identified in (a) and/or to improve women or men's empowerment

No

c. Include Indicators in results framework to monitor outcomes from actions identified in (b)

No

## SYSTEMATIC OPERATIONS RISK-RATING TOOL (SORT)

Risk Category	Rating
1. Political and Governance	Moderate
2. Macroeconomic	Substantial
3. Sector Strategies and Policies	Low
4. Technical Design of Project or Program	Moderate
5. Institutional Capacity for Implementation and Sustainability	Substantial
6. Fiduciary	Substantial
7. Environment and Social	Moderate
8. Stakeholders	Low



9. Other

10. Overall

● Moderate

**COMPLIANCE****Policy**

Does the project depart from the CPF in content or in other significant respects?

☐ Yes ☒ No

Does the project require any waivers of Bank policies?

☐ Yes ☒ No

Safeguard Policies Triggered by the Project	Yes	No
Environmental Assessment OP/BP 4.01	✓	
Natural Habitats OP/BP 4.04		✓
Forests OP/BP 4.36		✓
Pest Management OP 4.09	✓	
Physical Cultural Resources OP/BP 4.11	✓	
Indigenous Peoples OP/BP 4.10		✓
Involuntary Resettlement OP/BP 4.12	✓	
Safety of Dams OP/BP 4.37		✓
Projects on International Waterways OP/BP 7.50		✓
Projects in Disputed Areas OP/BP 7.60		✓

**Legal Covenants**

## Sections and Description

Not later than three (3) months after the Effective Date, the Recipient and the Project Implementing Entity shall adopt the Project Implementation Manual in accordance with the provisions of the Financing Agreement.

**Conditions**

Type	Description
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Effectiveness	The Subsidiary Agreement has been executed on behalf of the Recipient and the Project Implementing Entity.
Type Effectiveness	Description The Project Implementing Entity has established the ANADEB Project Unit and appointed all key staff as referred to in Section IA 1 (b) of the Schedule to the Project Agreement.
Type Disbursement	Description No withdrawals shall be made under Category (2) until and unless the Association has received satisfactory evidence that: (i) at least one Implementation Agreement has been executed; (ii) at least one Community Service Contract has been executed, all in form and substance satisfactory to the Association; and (iii) the Recipient and the Project Implementing Entity have adopted the Project Implementation Manual in accordance with the provisions of Section 1.C of Schedule 2 to the Financing Agreement
Type Disbursement	Description No withdrawals shall be made under Category (3) until and unless the Association has received satisfactory evidence that: (i) the Payment Agency Contract has been executed; (ii) at least one Business Start-up Grant has been executed, all in form and substance satisfactory to the Association; and (iii) the Recipient and the Project Implementing Entity have adopted the Project Implementation Manual in accordance with the provisions of Section 1.C of Schedule 2 to the Financing Agreement

## PROJECT TEAM

Bank Staff			
Name	Role	Specialization	Unit
John Van Dyck	Team Leader(ADM Responsible)		GSP07
Mathias Gogohounga	Procurement Specialist(ADM Responsible)		GGO07
Angelo Donou	Financial Management		GGO13



Specialist			
Abdoul Ganyi Bachabi Alidou	Environmental Specialist		GEN07
Armande Tatiana S. Mensah	Team Member		AFMTG
Friederike Uta Rother	Team Member		GSP05
Gbetoho Joachim Boko	Team Member		GSP07
Mariam Denise Brain	Team Member		GSP01
Matthieu Louis Bonvoisin	Counsel		LEGAM
Nadia Mireille Zenia Amoudji Agnegue	Team Member		AFMTG
Paivi Koskinen-Lewis	Safeguards Specialist		OPSPF
Pamela Mulet	Team Member		GED07
Thomas Bossuroy	Team Member		GSP07

**Extended Team**

Name	Title	Organization	Location
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## I. STRATEGIC CONTEXT

### A. Country Context

1. Togo is one of the smaller countries in Africa, with an estimated land surface area of 56 600 square km and, an estimated population of 7.3 million with an annual population growth of about 2.6 percent. After gaining independence in 1960, Togo's per capita GDP rose from US\$272 (in 1960) to US\$534 (in 1980) (2005 PPP). However, per capita income in 1980 represented Togo's peak, and Togo has now fallen behind many previously poorer countries in both living standards and social indicators. Togo's ranking in the UN's Human Development Index has fallen to 162nd out of 188 countries in 2015, and extreme poverty ranks among the highest in Africa at over 28 percent.
2. As Togo's average incomes have declined, the estimated poverty headcount rate rose -- from 32.8 in 1987 to 61.7 percent in 2006 (World Bank 1996, QUIBB 2006). Growth over the past decade, averaging nearly 5.5 percent per year, has been associated with a decline in the poverty rate to 55.1 percent in 2015. Nonetheless, without a rapid acceleration of poverty reduction, Togo will remain wide of the target with respect to the Sustainable Development Goals (SDGs) and the World Bank's Twin Goals.
3. While Togo enjoyed strong economic growth averaging over 5 percent per year between 2012 and 2015, the macroeconomic situation has worsened, with increased indebtedness and an increasing fiscal deficit. Economic growth between 2012 and 2015 was mainly fueled by strong public investments in infrastructure, but also good performance in the agricultural sector. However, public investment is expected to slow as public debt reached 74.5 percent of GDP in 2015, while the fiscal deficit was 7.8 percent. In January 2017, Togo initiated discussions on a new program with the International Monetary Fund (IMF) under an Enhanced Credit Facility.

### B. Sectoral and Institutional Context

4. The Togolese population contains a high proportion of youth – 75 percent below the age of 35, 60 percent below the age of 25 and 42 percent below the age of 15. Fifty-four percent of the working age population is 35 years old or younger. Given the annual population growth rate, it is projected that about 35,000 youth will enter the job market in 2017. Labor force participation, which stands at 94.9 percent for those aged 35-54, is at 64.2 percent for youth aged 15-24 and 88.4 percent for those aged 25-34. The unemployment rate is generally quite low for all age groups (see Table 1), though it is higher in urban areas than in rural areas. As in many countries, unemployment also rises with the level of education, likely because higher educated individuals are more selective. Although youth poverty rates are lower than the national average (52.7 percent for youth compared to 57 percent nationally, in 2012), the severity of poverty is higher for this demographic.



**Table 1. Main Labor Market Indicators (in percent)**

	Share of the working age population	Labor force participation	Employment-to-population ratio	Unemployment rate
<i>All</i>	100.0	80.8	78.3	2.4
<i>Gender</i>				
Male	48.0	83.5	80.5	3.0
Female	52.0	78.2	76.4	1.9
<i>Living area</i>				
Rural	53.8	87.1	86.2	1.0
Urban	46.2	73.3	69.2	4.1
<i>Age group</i>				
15-24	30.8	64.2	61.5	2.7
25-34	23.2	88.4	85.5	2.9
35-54	31.6	94.9	92.4	2.5
55-64	6.5	84.9	84.0	0.9
<i>Poverty</i>				
Non poor	22.3	73.1	72.8	1.7
Poor (not extreme)	37.7	77.3	80.9	3.6
Extremely poor	40.0	83.8	82.6	1.8
<i>Education level</i>				
No schooling	30.4	84.1	83.0	1.1
Last year of primary	14.2	84.4	82.7	1.8
Last year of secondary	7.1	77.6	71.1	6.6
Undergrad	5.7	71.0	62.9	8.1
Masters	1.5	85.4	77.5	7.9
Doctorate	0.3	74.1	57.4	16.7

Source: Enquête Quibb 2015. Poverty line is defined at 344,408 CFA francs annually per individual. Extreme poverty line is defined at 202,560 CFA francs annually per individual.

5. The low unemployment rates—which measure the percentage of individuals who have not worked even one hour in the week before the survey and are available and looking for work—mask the real challenges of underemployment. Some 35 percent of the workforce is estimated to be underemployed, compared to less than 3 percent unemployed. Underemployment can be described in three ways: i) involuntarily working part time (underemployment by hours); ii) working full-time but earning less than a minimal salary, such as the minimum wage or poverty line (underemployment by earnings); and iii) a mismatch between one's job and education, training and experience (underemployment by mismatch). Poorer and vulnerable youth tend to not meet the formal definition of unemployed as they often perform ad hoc work to earn a survival livelihood at very low levels of productivity. As shown in Table 2, poor and extremely poor individuals have much greater levels of underemployment than the non-poor. While underemployment rates for youth are not generally worse than those for non-youth, youth earn significantly less (Table 3). Raising productivity and earnings for youth has a longer-lived impact on the economy than for older individuals with fewer working years ahead of them.



**Table 2: Involuntary Underemployment (in percent)**

	<i>Living Area</i>			<i>Age Group</i>				<i>Poverty</i>		
	<i>All</i>	<i>Rural</i>	<i>Urban</i>	<i>15-24</i>	<i>25-34</i>	<i>35-54</i>	<i>55-64</i>	<i>Non Poor</i>	<i>Poor</i>	<i>Extreme poor</i>
<i>All</i>	34.9	39.6	29.4	20.8	43.4	49.5	27.9	21.5	43.4	41.5
<i>Gender</i>										
Male	35.9	39.3	31.8	21.5	40.3	53.3	29.0	23.2	44.7	41.5
Female	34.0	39.8	27.3	19.9	45.7	45.9	26.9	19.8	42.2	41.4

Source: Enquête Quibb 2015. Underemployment is defined as those who are employed and are willing to work in the next four weeks, and who meet one or more of the following criteria: (a) work less than 8 hours per day, (b) have an income below the minimum wage (35,000 CFA francs monthly), or (c) feel overqualified for their job.

**Table 3: Mean and median annual earnings of the self- employed (in 000s FCFA)**

	<i>Mean earnings</i>	<i>Median earnings</i>
<i>All</i>	231.4	175.5
<i>Gender</i>		
Male	276.7	192.5
Female	212.8	170.5
<i>Living area</i>		
Rural	205.5	158.4
Urban	327.5	290.5
<i>Age group</i>		
15-24	227.5	174.2
25-34	221.7	176.8
35-54	250.1	183.7
55-64	262.5	189.9
<i>Industry</i>		
Agriculture, forestry, fishing	216.8	170.3
Extractive activities	160.9	160.9
Manufacturing	229.5	168.8
Electricity	588.7	588.7
Construction	195.5	176.8
Trade	250.4	199.4
Transportation	377.1	424.3
Accommodation	135.5	127.5
Administrative services	420.1	420.1
Personal services	299.0	314.0
Health	503.7	426.2

Source: Enquête Quibb 2015. Earnings are approximated with household per capita expenditure.



6. The Government of Togo (GoT) has adopted several strategic documents that aim to improve youth employment indicators, attesting to strong political will and the prioritization of this issue in the overall socio-economic development of the country. Documents such as the National Employment Policy (PNE, 2013 - 2017), National Youth Policy (PNJ, 2014 - 2017), Strategy for Boosting Growth and Promoting Employment (SCAPE, 2013 - 2017), Youth Employment Program (PEJ, 2013 - 2017) and the National Strategic Plan for Youth Employment (PSNEJ 2013 - 2017) all lay out concrete policy measures, intending to combat youth unemployment and under-employment in the medium term.

**Table 4. Togo: Strategic Axes of Youth Employment Policy**

PEJ, PSNEJ, SCAPE	PNE	PNJ
<ul style="list-style-type: none"> <li>• Advocacy for and Promotion of Sectorial Policies Promoting Youth Employment;</li> <li>• Improvement of Youth Employability;</li> <li>• Improvement of Self-employment capacities</li> <li>• Diversification, Retraining and Reduction of under-employment;</li> <li>• Promoting Youth Access to Finance;</li> <li>• Steering, Coordination, Planning and M&amp;E;</li> </ul> <p><i>SCAPE Specific Axes</i></p> <ul style="list-style-type: none"> <li>• Promote the HIMO (high labor intensity) approach;</li> <li>• Improve the Information System on Youth Employment.</li> </ul>	<ol style="list-style-type: none"> <li>1. Training youth in entrepreneurship;</li> <li>2. Establishment of an incubator facility that supports the development of implementation of projects;</li> <li>3. Creation of a guarantee fund for the creation of SMEs;</li> <li>4. Establishment of a guarantee fund for youth entrepreneurs;</li> <li>5. Adoption of measures that aim to reduce the costs of loans intended for youth entrepreneurs;</li> <li>6. Assist agricultural entrepreneurship and the development of rural employment;</li> <li>7. Implement an effective plan to assist/mentor young entrepreneurs;</li> <li>8. Adoption of a microfinance strategy aimed at broadening and improving access to microcredits, specifically for most vulnerable youth and women;</li> <li>9. Creation of a bank promoting diaspora investments with interest rates favoring vulnerable youth;</li> <li>10. Promotion of entrepreneurship for people with disabilities through inclusive programs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provision of vocational training adapted to labor market needs;</li> <li>2. Provision of an adequate socio-educational, cultural and sports framework conducive to youth development, its civic education and active participation in development;</li> <li>3. Ensuring quality education and facilitate access to information technologies;</li> <li>4. Ensuring access to better healthcare, and health communication to ensure behavior change;</li> <li>5. Reduction of inequalities among young men and women in accessing means of production and decision making.</li> </ol>





7. The Government's strategy is based on principles of improved youth entrepreneurship; strengthened employability through provision of labor market adapted vocational training; improved education quality; access to finance; and decentralization of services. Table 4 outlines strategic axes of the aforementioned documents. Note that although PEJ, PSNEJ and SCAPE have overlapping axes, PNE and PNJ also contain similar policy measures throughout the document that may not be specifically listed under youth employment.

8. PEJ, PSNEJ and SCAPE also contain strategic goals to increase the supply of jobs by improving the business climate of Togo and attracting additional investment, as well as to provide incentives for the private sector to increase the number of employees. Various sectorial policies (Education Sector Policy, Grassroots development policy etc.) are complimentary to all aforementioned youth employment planning documents. The Ministry of Community Development, Artisanry, Youth, and Youth Employment has the main mandate for youth employment in Togo. The National Employment Promotion Agency (ANPE), under the Ministry of Civil Service, Labor, and Administrative Reform, has the mandate of promoting employment for all age groups.

9. Youth employment programs in Togo frequently have overlapping goals, target groups and/or activities, thus resulting in fragmentation of resources. The list below outlines a few of the largest public programs:

- (a) *National Volunteer Agency of Togo (ANVT)* – launched in 2011 to strengthen employability and promote civic engagement through voluntary internships in predominantly public institutions with a maximum duration of three years. It targets young graduates and first-time job seekers (18-35 years). They had a budget of approximately 4 billion FCFA (partially financed by UNDP) (2011-2013). In the first 2 years, the program touched 3,900 youth. ANVT has recently launched a program for out-of-school youth (Out-of-school Youth Program - JDS) which is being scaled up after a pilot phase of 582 beneficiaries;
- (b) *Hiring and Employment Support Program (AIDE)* – implemented since 2011 by the National Employment Agency (ANPE). The program subsidizes six-month long internships (with the ability to extend to 1 year) in private companies. With a total budget of 2 billion FCFA, it subsidized 1,623 internship allowances between 2011-2013;
- (c) *Youth Economic Initiative Support Fund (FAIEJ)* – launched in 2007 to provide technical, institutional and financial support for youth entrepreneurs. FAIEJ guarantees loans, and provides mentorship to orient youth towards prospective economic areas, in addition to a number of other services. Their overall budget is 1 billion FCFA, targeting 4000 youths per year;
- (d) *Youth Vocational Employment Support Project (PAIPJA)* – launched in March 2011. It aims to promote and encourage self-employment, particularly for young graduates of vocational training, by supporting and assisting in the consolidation of their skills. With a budget of 2.5 billion FCFA, between 2011-2013, 2050 youths received labor market integration kits and training on enterprise creation and management;
- (e) *Community Development Support Program (PRADEB)* – a five-year program launched in 2013. It contains a specific component on the promotion of youth employment. With a total budget of 6 billion FCFA, it has contributed to the creation of 3,500 jobs since its inception.

10. The scale-up of the national volunteer program to cover out-of-school youth through the JDS presents an important opportunity to fill a major gap in the coverage of current youth programs, which have mainly targeted youth with university or secondary degrees rather than poor and vulnerable youth. The proposed



project will support the Government in achieving this important expansion of youth programs to cover poor and vulnerable youth.

### **C. Higher Level Objectives to which the Project Contributes**

11. A new Country Partnership Framework (CPF) for the World Bank's support to Togo is under preparation, building on a Strategic Country Diagnostic (SCD) which examines the main constraints as well as the most important opportunities the country faces for accelerating economic growth, expanding opportunities, and sustaining progress toward the goal of ending extreme poverty. The SCD notes the challenges of youth employment and underemployment. The draft CPF aims to help Togo to pave the way to a more sustainable and inclusive growth, led both by a more dynamic private sector and more effective government policies, public investments, and services. Under the draft CPF's Focus Areas of Promoting Private Sector Performance and Job Creation and of Economic and Social Inclusion, the World Bank will aim to support employment creation and improved incomes and safety nets for the most vulnerable, respectively. The World Bank Group's proposed approach to promoting employment in Togo during the CPF period will be by strengthening the business environment and boosting private sector productivity, as well as maximizing employment opportunities in proposed new operations. New operations investing in economic sectors would assess the skills needed in those sectors and incorporate training components and related employment opportunities. This operation complements those efforts by targeting a particular demographic that faces the greatest employment challenges. The operation is also in line with the most recent World Bank strategy for Togo, the Interim Strategy Note (ISN) covering FY 12-13. The ISN has three main objectives: (i) deepening the economic recovery process and promoting sustainable development; (ii) supporting economic governance and transparency; and (iii) addressing urgent poverty reduction and social needs. The proposed project will contribute primarily to the third objective, and in particular to outcome 3.1 "Improved access of communities to basic social and local development services (including youth employment)." Finally, the project reflects the emphasis on job creation in both the IDA 17 and 18 replenishments.

12. The SCAPE (2013-2017), the Government's poverty reduction strategy, contains five pillars. This project is closely aligned with the third pillar, "Development of Human Capital, Social Protection, and Jobs." The draft National Development Plan (2018-2022) for Togo to reach the Sustainable Development Goals proposes as the first pillar of its strategy "Improving living conditions for all Togolese by providing universal access to adequate social services." This is in line with the Prime Minister's June 29, 2015 statement announcing economic and social inclusion as among the new government's top policy priorities.

## **II. PROJECT DEVELOPMENT OBJECTIVES**

### **A. PDO**

The objective of the proposed project is to provide access to income generating opportunities to targeted poor and vulnerable youth in Togo.



## **B. Project Beneficiaries**

13. The project will target poor and/or vulnerable Togolese young men and women aged 15-35. Poor communities in all 5 Regions of Togo will be selected based on available national statistics. Within these villages, poor and vulnerable youth will be identified through a two-part targeting process consisting of community-based targeting and a Proxy-Means Test (PMT). For the purposes of the project, youth will be considered to be vulnerable if they are living with a disability or have not finished primary school. The project will seek to benefit at least 50 percent young women, and the number of beneficiaries will be disaggregated by gender in the project monitoring.

## **C. PDO-Level Results Indicators**

14. The key results of the project will be measured using the following indicators:
- (a) Direct project beneficiaries (number), of which female (percentage) (core)
  - (b) Number of person-days of participation in community service subprojects
  - (c) Targeted youth initiating or expanding household enterprises with support from the project (number)
  - (d) Beneficiaries of components 1 and 2 under the national poverty line, living with a disability, or not having finished primary school (percentage)
  - (e) Beneficiaries that feel project investments reflected their needs (percentage)

# **III. PROJECT DESCRIPTION**

## **A. Project Components**

15. The Government's national volunteer initiative aims to provide an opportunity for youth to gain work skills and experience, as well as to perform community service and help their community. Initially designed for university graduates, the Government has piloted an expansion of the initiative to cover youth with little or no education through the *Volontariat des Jeunes Déscolarisés* (JDS) program. This component will support the expansion and refinement of the JDS program.

16. The JDS program consists of two main phases: 1) participation in community service projects which provide a platform for on-the-job training in technical skills as well as training on life skills and running a microenterprise; and 2) financial and coaching support for launching and operating an income generating activity. These phases are reflected in components 1 and 2 of the project.

### **Component 1: Community Service and Training (US\$8.5 million)**

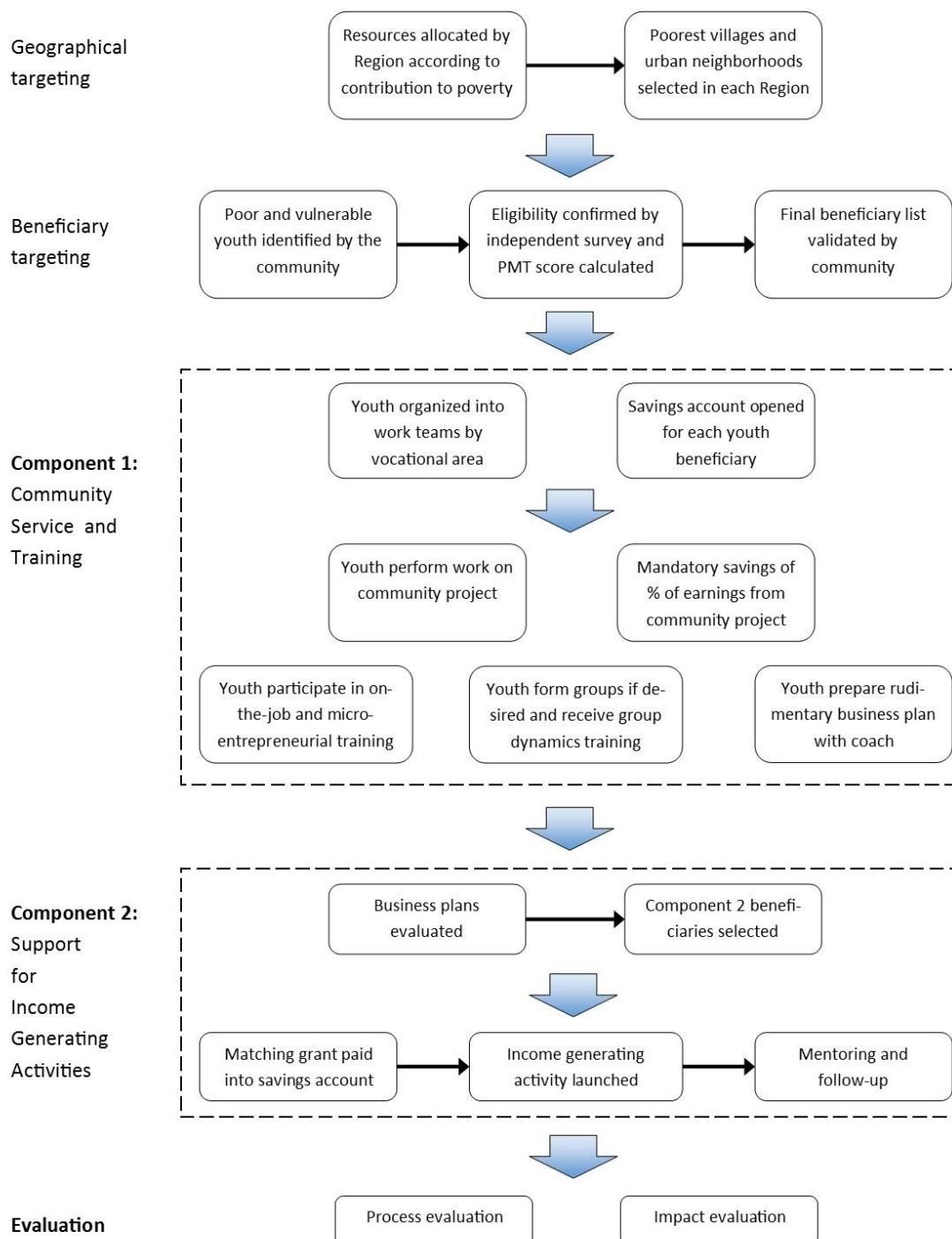
17. Community service is the entry point for the JDS program. It gives poor and vulnerable youth beneficiaries, who have generally never held a structured work opportunity, the chance to develop good work



habits and gain civic values in participating in something of value to the community. The community service activities also provide an opportunity over a period of months to provide on-the-job training as well as soft skills and micro-entrepreneurial training. The stipend paid to beneficiaries for their community service, while low, will permit beneficiaries to address immediate constraints related to poverty in order to devote their mental “bandwidth” towards working, learning, and eventually launching an income-generating activity. The community service is also expected to serve as a “commitment device” which will separate the more serious and motivated beneficiaries from those who are less motivated. Only those beneficiaries who complete the community service will receive cash grants under component 2.



**Figure 1: Project process flow**





18. *Subcomponent 1.1: Community service subprojects (US\$3.5 million).* Building on the JDS experience to date as well as the successful experience in implementing labor-intensive public works under the PDC and PDCplus, this component will provide community service opportunities to targeted poor and vulnerable youth. As in PDC and PDCplus, the subprojects would be implemented using a community-driven approach. The community works projects would be managed by elected Village Development Committees (VDCs) which exist already in many villages, or which would be formed with support from the project. Village Development Committees would also be trained to help identify potential beneficiaries based on criteria provided by the project, and their selection would be confirmed by a PMT survey.

19. The subprojects would finance payment of stipends for the youth beneficiaries (minimum of 60 percent of total sub-project amounts) and a limited amount to cover inputs, on-the job training, and administrative costs incurred by the communities in the implementation of the subprojects (maximum of 40 percent of total sub-project amounts). Beneficiaries would be provided a bank account and a specified portion of their earnings would be retained in the account to provide part of the seed capital for launching an income-generating activity under Component 2.

20. Depending on the predominant economic activities in each subproject location, community projects would follow one of two tracks. Track 1 would focus on agriculture. Beneficiaries will perform agricultural work on land allocated by the community, with the proceeds after expenses accruing to beneficiaries. Where possible, this agricultural work could involve the creation of school gardens to be used in the context of the school feeding program also to be administered by ANADEB under the Safety Nets and Basic Services Project. For areas where agriculture is not predominant (track 2), activities would be selected by communities from a menu of eligible options requiring high percentages of unskilled labor, such as road maintenance, rehabilitation of public buildings, drainage, environmental rehabilitation, processing of agricultural products, and maintenance of public places and trash collection. Communities would be encouraged to select and design subprojects that are attractive to young women, so that a minimum of 50 percent of beneficiaries are female.

21. *Subcomponent 1.2: Life skills, micro-entrepreneurial training, and on-the-job technical training (US\$5 million).* Community services sub-projects would be structured to include an on-the-job training component to boost technical skills and knowledge. In addition, during the course of the implementation of community service subprojects, youth will also receive one to two days of life skills and micro-entrepreneurial training per week paid at the same stipend as a normal work day. The training will be based on the *Formation en Développement d’Affaires* (FODA) model developed by GiZ and the Government of Togo. The FODA model has the ability to be customized for youth with low levels of education and those with handicaps. It includes i) discussions on entrepreneurial behaviors and identification of one’s strengths and weaknesses; ii) generation of ideas for income-generating activities; iii) a rudimentary market assessment; iv) an evaluation of inputs and equipment required; v) a basic financial analysis; and vi) bringing all of these elements together in a business plan with assistance from a facilitator. The model also includes training on financial literacy including using a bank account, calculating profit/loss, and keeping an inventory. Gender specific modules for both young women and men will be created to take into account gender-specific life skills. The modules will be delivered in local languages by Togolese facilitators, some of whom are already training with the support of GiZ, though more will need to be trained with support from the project.



**Component 2: Support for Income Generating Activities (US\$2.5 million)**

22. Beneficiaries who have successfully completed the activities under Component 1, including preparation of a satisfactory business plan, will be eligible to receive support to launch or enlarge an income generating activity. Support will consist of:

- (a) A matching grant to top-up the savings realized by beneficiaries during the community service component of the project, in order to provide start-up capital for their business.
- (b) Mentoring to help youth address problems that may confront them as they establish or scale up their business, market themselves, and identify opportunities, followed by ongoing periodic follow-up of the income generating activity.

**Component 3: Capacity Building (US\$1.0 million)**

23. *Subcomponent 3.1. Capacity building for implementation of youth employment programs (US\$800,000).* This component will support the Government to design, strengthen and put into action key operational tools for implementing youth employment programs targeting the poor and vulnerable. This includes building capacity for: (a) geographical targeting of programs; (b) targeting poor and extremely poor households with youth through community-based targeting and a proxy means test (PMT); (c) developing well-functioning MIS and electronic payments systems; (d) improving program evaluation, including support for using a regression discontinuity design (RDD) approach if feasible; and (e) ensuring a well-functioning grievance redress system. The World Bank and project team would work in coordination with other Ministries, programs, and partners to ensure that capacities built and tools developed are harmonized with national policy and can spill over to other interventions implemented by Government.

24. *Subcomponent 3.2. Community capacity-building (US\$200,000).* Capacity building and empowerment of communities to i) take a key role in implementing project activities and ii) promote accountability and transparency is a key element of the project's approach. This sub-component will support the training of communities through the Grassroots Management Training approach (GMT), which has already been successfully utilized in the Education and Institutional Strengthening Project (PERI) and the PDCplus. The GMT will largely follow the methodology used under PDCplus, with modules covering: 1) information and communication, 2) community organization and dynamics, 3) participatory poverty and needs assessment, 4) participatory and operational planning of the sub-project, 5) community procurement of inputs, 6) financial management, 7) participatory monitoring and evaluation, and 8) servicing and maintenance of infrastructure. The participatory poverty and needs assessment module will be revised to include training on community identification of poor youth, following the experience of the Benin Decentralized Community Driven Services Project (PSDCC).



#### **Component 4: Project Management (US\$3.0 million)**

25. The objective of this component is to support activities related to project management and coordination. This includes staff-related costs, equipment, vehicles, fuel, office space, and communications costs, and operating costs related to the procurement, supervision, auditing and evaluation of project activities.

#### **B. Project Cost and Financing**

26. The proposed Investment Project Financing (IPF) project is expected to be financed by an IDA grant in the amount of US\$15 million. The table below summarizes project costs by component and provides the share of each component in the total IDA budget.

**Table 5: Project Financing**

<b>Project Components</b>	<b>Project cost</b>	<b>IBRD or IDA Financing</b>	<b>Trust Funds</b>	<b>Counterpart Funding</b>
<b>1. Community Service and Training</b>	<b>8.5</b>	<b>8.5</b>	<b>0.0</b>	<b>0.0</b>
1.1 Community Service Subprojects	3.5	3.5	0.0	0.0
1.2: Life skills, micro-entrepreneurial training, and on-the-job technical training	5.0	5.0	0.0	0.0
<b>2. Support for Income Generating Activities</b>	<b>2.5</b>	<b>2.5</b>	<b>0.0</b>	<b>0.0</b>
<b>3. Capacity Building</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>
3.1. Capacity building for implementation of youth employment programs	0.8	0.8	0.0	0.0
3.2. Community capacity-building	0.2	0.2	0.0	0.0
<b>4. Project Management</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Costs</b>	<b>15.0</b>	<b>15.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Project Costs</b>	<b>15.0</b>			
<b>Front End Fees</b>	<b>0.0</b>			
<b>Total Financing Required</b>	<b>15.0</b>			





### C. Lessons Learned and Reflected in the Project Design

27. A recent meta-analysis reviewing the evidence on the impact of youth employment programs on labor market outcomes<sup>1</sup> and a 2012 evaluation of World Bank support for youth employment prepared by the World Bank's Independent Evaluation Group (IEG) find strong evidence that programs that integrate multiple interventions are more likely to succeed because they are better able to respond to the different needs of beneficiaries. Along these lines, the project's design aims to address constraints beneficiaries are likely to face in multiple areas – such as soft/behavioral skills, money management skills, marketing/planning, mentoring, and access to capital.

28. The meta-analysis also finds evidence about the importance of profiling and follow-up systems in determining program performance, and some evidence about the importance of incentive systems for services providers. Profiling, for example, allows program managers to better understand and respond to the needs/constraints facing different groups of beneficiaries. A program proactively taking information from participants to enable them to succeed, such as the Programa de Capacitación Jóvenes con Futuro (JCF) in Colombia or the Galpao Program in Brazil, uses information about participant aptitudes to place them in the type of training where candidates may be most likely to succeed. However, profiling does not necessarily imply that each individual needs to have a differentiated treatment. Instead, the ability to group beneficiaries into broad categories – from those who require minimal support to those who are hard to serve – seems to be critical for the performance of the program. The proposed project will aim to group beneficiaries into cohorts by types of income generating activities to be undertaken. The Adolescent Girls Employment Initiative (AGEI) in Nepal and the Sierra Leone Youth Opportunities Project successfully applied an innovative approach by incorporating a results-based system whereby training providers received bonus payments if certain percentages of beneficiaries achieving specified employment outcomes. The project will also aim to incorporate incentive clauses into service provider contracts.

29. Similarly, continuous follow-up and engagement of beneficiaries is important for program performance. Following up beneficiaries is not only necessary to assess whether a given intervention is delivering the expected results, but also to help beneficiaries with business challenges as they arise and to obtain timely feedback in terms of whether adjustments to the intervention are required, both in the composition and intensity of different services. In general, this requires having in place adequate monitoring and evaluation systems. For example, the Women's Income Generation Support (WINGS) in Uganda, which focused on entrepreneurship promotion activities, required that staff maintain close supervision of business activities for the first few business cycles and provide advice on meeting market challenges and implementing sound business practices. While continuous follow-ups and monitoring also address the problem of beneficiary drop-out, evidence shows that providing incentives for beneficiaries to stay in the program can also be used for this purpose – as applied in this program through the savings component of the community service subprojects. The Satya/Pratham program in India, which provided young women with specific skills training, required beneficiaries to deposit Rs 50 per month for continuing in the program. This required participants to be ready

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<sup>1</sup> Jochen Kluve, Susana Puerto, David Robalino, Jose Manuel Romero, Friederike Rother, Jonathan Stöterau (June 2016): *Do Youth Employment Programs Improve Labor Market Outcomes? A Systematic Review*, IZA Discussion Paper.



to commit a total of Rs 300 for the entire duration of the training program with a promise that upon program completion, they would be repaid Rs 350.

30. Another important finding from international experience suggests that programs that include training in socio-emotional and behavioral skills can make a difference as long as programs are set up to address the needs of beneficiaries through good profiling and follow-up systems, appropriate contracting and payments systems, and a diversified package of interventions.

## IV. IMPLEMENTATION

### A. Institutional and Implementation Arrangements

31. The Ministry of Community Development, Artisanry, Youth, and Youth Employment (MDBAJEJ), as the ministry responsible for youth employment in Togo, will be responsible for supervising the implementation of the project.

32. Following the successful implementation of two consecutive IDA-funded projects (PDC and PDCplus), the MDBAJEJ has developed extensive experience in implementing World Bank financed projects. Responsibility for implementation of this project will remain with the Ministry, but the project will not be implemented through a PIU dedicated only to the project. To build sustainable national capacity, the Ministry has created the National Community Development Support Agency (*Agence Nationale d'Appui au Développement à la Base -- ANADEB*), which will be responsible for executing the project under the supervision of MDBAJEJ. The ANADEB, which is operational since 2013, has already implemented some JDS activities in collaboration with ANVT, and developed experience in managing labor-intensive public works projects modeled after those under PDC and PDC plus. The ANADEB will also implement the IDA-supported Safety Nets and Basic Services Project (SNBSP), with which this project shares the FGB approach and as well as the same methodology for combined community/PMT targeting of the poorest. The ANADEB was also recently appointed as the focal point for the implementation of a new UNDP-supported Emergency Community Development Project (*Projet d'Urgence de Développement Communautaire -- PUDC*). Implementation of the project by ANADEB will ensure coherence and coordination with the SNBSP, PUDC and other similar Government community development programs. To prepare for increased volume of activity, ANADEB has recently recruited additional staff. The World Bank has evaluated ANADEB's procurement and financial management capacities and found them satisfactory, pending compliance with recommendations.

33. ANADEB was established under Decree No. 2011-017/PR dated January 19, 2011. It has its own legal personality and financial autonomy. Therefore, in addition to the Financing Agreement to be signed between the World Bank and Government, ANADEB will sign a Project Agreement with the World Bank describing its obligations in the implementation of the project. Furthermore, as a condition of effectiveness of the project, the Government will also sign a Subsidiary Agreement with ANADEB describing how the latter will implement the project on behalf of the former, and the rights and responsibilities of each party. The legal texts establishing ANADEB should not be amended, suspended, abrogated, repealed or waived in a manner that affects ANADEB's ability to implement the project.



34. In order to manage the increased workload associated with the project, as well as the SNBSP, the government has agreed to revise the organigram of ANADEB to reinforce certain functions. This will include a unit reporting to the Director General of ANADEB which will include a project coordinator as well as technical staff. Where justified by their skills and performance evaluations, certain staff from the PDCplus are expected to be recruited by ANADEB to fill some positions for which they have valuable experience, at the request of Government and with the no objection of the World Bank. Furthermore, to ensure rapid start up and cost savings, ANADEB will receive the vehicles, computers, office furniture and other equipment from the closing Technical Secretariat of the PDCplus.

35. The implementation of the project components will require the operational implication of a number of other institutions, with whom ANADEB would sign partnership agreements detailing the expected implementation arrangements, roles, and responsibilities. Component 1.1 would require contractual agreements in each Region with service providers capable to supervise community service subprojects. Contractors will be selected competitively. These contractors may include the *Agences d'Appui aux Initiatives de Base* (AGAI Bs) which implemented labor intensive public works sub-projects under PDCplus, NGOs or other relevant entities. AGAI Bs are private non-profit entities, whose boards of directors comprise representatives of NGOs, Government and civil society. There is one AGAI B in each of the country's five Regions.

36. Components 1.2 and 2 will require recruitment of individual consultants for provision of training and mentoring services and a payment agency to handle the payment of start-up grants. Under Component 3, the PMT and impact evaluation end-line surveys will require contracts with the National Statistics Institute or private sector service providers.

## **B. Results Monitoring and Evaluation**

37. ANADEB will develop a computerized monitoring system to track all outcome and intermediate indicators as well as other information required for effective project management. Outcome and intermediate indicators are provided in Section VII. Technical and process evaluations will be carried out at mid-project to examine the quality of community service subprojects and training and the extent to which project procedures are effective and respected, as well as to make recommendations to increase implementation effectiveness.

38. The project will be subject to an impact evaluation. Since the selection of beneficiaries will be on the basis of PMT scores that correlate with their poverty status, the World Bank and Government will analyze the possibility of using a regression discontinuity design (RDD) approach to measure the impact on beneficiaries. This approach could use the fact that a cutoff point for PMT scores will be used to determine whether an individual is eligible for the program, but that beneficiaries and non-beneficiaries close to the cutoff point may be for all intents and purposes similar in terms of poverty status prior to their participation in the project. If judged feasible, an end-of-program survey of beneficiaries and non-beneficiaries near the cutoff point could aim to discern what impact if any the program had on beneficiaries just below the cutoff point relative to their statistically comparable counterparts who did not benefit due to being just above the cutoff point.



### C. Sustainability

39. While complete financial sustainability of youth employment initiatives may not be possible without external support in the short to medium term due to the country's limited revenue base, the Government is highly committed to this area as it represents a key policy priority in Togo. The commitment is evidenced by the continued funding of multiple programs in the area by the Government, including the volunteer programs of the ANVT, the programs of ANPE such as AIDE, as well as the FAIEJ, PAIPJA, PRADEB, and others. In particular, Government's parallel support to the Out-of-school Youth Program JDS is encouraging as a sign of ownership and likely continuity of the activities supported by the project.

40. The outlook for institutional sustainability is positive, as the Government has been pro-active in moving from a projectized approach to a more systematic approach. The Technical Secretariat which implemented PDC and PDCplus will give way to the National Community Development Agency (ANADEB). The ANADEB, along with its regional office will take over the role previously played by the Technical Secretariat and the AGAIBs.

### D. Role of Partners

41. The German *Gesellschaft für Internationale Zusammenarbeit* (GIZ) will be a key partner in the delivery of life skills and micro-entrepreneurship skills to youth, given its pre-existing work to develop the FODA training package in partnership with the Government. GIZ is also providing technical assistance to ANPE Employment Observatory, assists in the maintenance of MDBAJEJ Youth Employment database, and supports the *Programme de Formation Professionnelle et Emploi des Jeunes* (ProFoPEJ).

42. A number of other international agencies support youth employment initiatives, notably: (i) UNDP, which supports ANVT and PAIPJA; (ii) ILO, which is winding down its program in Togo but has supported technical assistance in the creation of strategy papers and resource mobilization and in the area of migration; (iii) African Development Bank (AfDB) which supports the Multi-sectorial Technical Assistance Project (PATCM) and *Projet d'appui à l'employabilité et l'insertion des jeunes dans les secteurs porteurs* (PAEIJ-SP); (iv) the Commission of the African Monetary Union, which finances the Support Project for Small Artisanal enterprises (PAPEA/UEMOA); and (v) the West African Development Bank (BOAD) which has provided financial assistance in the form of a loan to PRADEB. The proposed project has been designed to be complementary to and not duplicate these interventions, and brings a unique value-added in terms of i) its scale, which will make it among the largest of these programs, helping to address the vast unmet need of youth in situations of underemployment or unemployment; ii) its focus on poor and vulnerable youth, which is a large proportion of the population that is relatively underserved; and iii) its unique model of addressing youth employment through community service and on-the-job training, life skills and micro-entrepreneurial training, and financial support.



## **V. KEY RISKS**

### **A. Overall Risk Rating and Explanation of Key Risks**

43. The overall risk level is judged to be moderate. While MDBAJEJ has experience with World Bank projects and knowledge of World Bank procedures, ANADEB will need to recruit staff with prior experience in IDA-funded projects, or those who can become quickly operational in working with World Bank procedures. It will be especially key to ensure that qualified fiduciary staff are in place. As in many countries, the past track record of youth employment interventions is mixed. The World Bank will provide support in developing clear implementation procedures, M&E, MIS and in providing capacity building and training on fiduciary aspects and management for PIU staff. To ensure that resources are received by the intended population, the World Bank will also provide technical assistance for targeting and beneficiary identification. This will help to mitigate the overall level of risk.

## **VI. APPRAISAL SUMMARY**

### **A. Economic and Financial (if applicable) Analysis**

44. While a cost-benefit analysis is not possible due to limited data, the two operational components (1 and 2) of the proposed Project are expected to improve economic opportunities for youth and produce important social benefits. The project is expected to have an important direct impact on project beneficiaries as well as on the impact of future youth employment programs by reinforcing the capacity of the institutions in charge of defining policies and implementing employment programs to target, implement and monitor such programs.

45. The project will set up a pathway of support aimed at improving access to economic opportunities, and in turn, while not part of the formal Project Development Objective, improving their livelihood and future employment prospects in a sustainable way – a goal that is expected to be measured through the project's impact evaluation. This pathway of support will: (i) provide youth with immediate access to income through the community service subprojects, a portion of which will be saved to form part of the capital for an income generating activity; and (ii) provide a prolonged period of training and mentorship for youth beneficiaries through the phases of community service projects, business plan formulation, and implementation of their income generating activity. To the extent that its implementation is successful, the project is expected to have an important impact on poverty reduction, given its target population of poor and vulnerable underemployed youth, many of whom have little or no education.

46. The community service subprojects under component 1 is intended to not only provide immediate consumption smoothing, but also improve the earnings opportunities for the youth in the longer term by enabling them to accumulate saving to invest in an income-generating activity, and to provide a platform to provide training and mentorship. In recognition of the consumption needs of the poor and vulnerable target population, beneficiaries will not be expected to save all of their earnings, but the injection of some of their



earnings into the future income generating activity, alongside a matching grant from the project, is expected to increase their feeling of ownership of the activity and increase the amount of resources for the activity.

60. Many of the community service subproject activities – including road rehabilitation and environmental activities -- are expected to have economic and social value beyond the stipends received by beneficiaries. Furthermore, the use of the community driven development approach in identifying the type of works will ensure that activities respond to local priorities. Broad-based participation creates local ownership which can make the subprojects more sustainable and extends the life of the investment's benefits.

47. The economic objective for the project's support for mentorship and micro-entrepreneurial skills training is to address the gap that many youth face in terms of the skills required for conducting a successful business. A set of competencies have been identified as crucial for job productivity, such as life skills, small business management skills, and the ability to think in the medium term and think through the key aspects of implementing an income-generating activity by preparing a simplified business plan. Such training modules are relevant even for those of the beneficiaries who successfully completed primary education or more as the skills are typically not delivered in the formal education system.

48. The cash grants in component 2 aim at mitigating imperfections on the credit market. The lack of information and the absence of collateral hamper the provision of credit to the bottom of the distribution by financial institutions. Self-employed youth in the informal sector have difficulty in accessing finance at the start of their work career, which makes it difficult to mobilize a start-up capital necessary to purchase tools, set up a workshop or market their small business. By providing start-up grants and referrals to financial institutions offering microloans, component 2 will help youth overcome this barrier. Grants will be capped at a maximum level per person, depending on demonstrated needs, regardless of whether the person is applying as an individual or as part of a group. This level is similar to start-up support in other West African countries. The fact that it is restricted to young people who have successfully completed the community service subprojects program in Component 1, and saved part of their stipend to combine with the grant, reduces the moral hazard and enhances the likelihood that capital is put to productive use.

49. Without assistance, those youth will most likely find work in an economic activity with very low productivity. According to the national statistics, about 32 percent of youth aged 15-24 and 21 percent of youth aged 25-34 earn less than the minimum wage of 35,000 FCFA (US\$60) per month while working full time. Earnings for self-employed youth and those working less than full time are lower. The median wage for all self-employed youth (including those working less than full time) is estimated at around 13,000 FCFA per month (US\$22) for youth with no education and 20,000 FCFA (US\$34) per month for youth with primary education, compared to 33,000 FCFA (US\$56) per month for youth with secondary education and 44,000 FCFA (US\$75) per month for those with an undergraduate degree. By addressing the skills and capital constraints faced by poor and vulnerable youth, the project aims to improve their productivity and improve their possibilities to work more hours per week, thereby increasing their incomes.



## B. Technical

50. The project's design is based on the lessons learned and best practices from relevant youth employment projects in sub-Saharan Africa, including in Cote d'Ivoire, Uganda, Kenya, Benin and Sierra Leone.

51. The focus on community service subprojects as an entry point for youth employment, especially for vulnerable youth, is supported by the experience of the projects such as the Sierra Leone Youth Opportunities Project and the Cote d'Ivoire Youth Employment and Skills Development Project, which used labor-intensive public works in a similar fashion, through with less emphasis on On-the-Job Training. In Sierra Leone participation in labor-intensive public works led not only to increased incomes but to 16 percent greater savings and 33 percent greater investment in income generating activities as compared to a control group. These impacts rose to 25 and 39 percent respectively in rural areas. Furthermore, those in the treatment group were nearly four times more likely than control households to establish new enterprises: only 9 percent of the control households reported that household members had set up new enterprises during the previous three months, compared with 34 percent in the treatment group.<sup>2</sup> In Cote d'Ivoire, a randomized evaluation of a public works program for youth found a 32 percent increase in self-employment income 12-15 months after exit from the program – though there was no increase in income for those seeking wage employment.<sup>3</sup> The evaluation also found that the most vulnerable youth benefitted the most.

52. Provision of cash grants to address capital constraints is also supported by impact evaluations of youth employment projects in sub-Saharan Africa. Based on a Randomized Control Trial (RCT) conducted on the Youth Opportunities Project in Northern Uganda in 2013, the YOP participants increased business assets by 57 percent, hours of work by 17 percent, and earnings by 38 percent compared to the control group four years after the intervention. The project did so with an average cash grant of US\$382 per participant, as well as facilitation to create a simple business plan.<sup>4</sup> Through the provision of a cash grant of US\$150 and enterprise training, the Women's Income Generating Support (WINGS) program doubled the monthly cash earnings and tripled cash savings of participants as compared to the control group after one year, again as measured through an RCT.<sup>5</sup>

53. The community service projects under Component 1 are accompanied by the following measures to increase participants' employability and improve the sustainability of employment beyond the six months provided by the project: (i) basic skills development both in "soft" skills (e.g. safe-awareness, communication, conflict management, assertiveness) and in business related skills (e.g. financial literacy, basic accounting, business planning); and (ii) a savings program to help participants put aside a start-up capital for a micro-enterprise venture. The Cote d'Ivoire program evaluation found that outcomes were better for those who received self-employment training as opposed to no training.

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<sup>2</sup> Rosas and Sabarwal. 2016. *Can You Work it? Evidence on the Productive Potential of Public Works from a Youth Employment Program in Sierra Leone*

<sup>3</sup> Bertrand, Marianne; Bruno Crépon; Premand, Patrick. 2016. *Résultats de l'évaluation d'impact de la composante THIMO du Projet Emploi Jeunes et Développement des compétences (PEJEDEC) en Côte d'Ivoire*.

<sup>4</sup> Blattman, Fiala, and Martinez. 2013. *Generating Skilled Self-Employment in Developing Countries: Experimental evidence from Uganda*.

<sup>5</sup> Blattman et al. 2013. *Building Women's Economic and Social Empowerment through Enterprise: An experimental assessment of the Women's Income Generating Support Program in Uganda*.





54. Component 3 will include a focus on the establishment of robust M&E systems across project activities to ensure effective implementation of the interventions. Given the fact that this exact configuration of interventions has not been evaluated elsewhere, an impact evaluations will be carried out to distill lessons and inform future efforts for youth employment projects.

### C. Financial Management

55. A FM assessment of the implementing unit ANADEB designated to manage the Employment Opportunities for Vulnerable Youth Project, was carried out in December 2016. The objective of the assessment was to determine whether ANADEB has acceptable FM arrangements in place to ensure that the project funds will be used only for intended purposes, with due attention to consideration of economy and efficiency. The financial management assessment was carried out in accordance with the Financial Management Practices Manual issued by the Financial Management Board on March 1, 2010 and retrofitted on February 4, 2015.

56. The FM arrangements are acceptable if they are capable of recording accurately all transactions and balances, supporting the preparation of regular and reliable financial statements, safeguarding the Project's assets, and are subject to auditing arrangements acceptable to the World Bank. These arrangements should be in place when project implementation starts and be maintained as such during project implementation. The assessment concluded that the financial management of ANADEB satisfies the World Bank's minimum requirements under OP/BP 10.00, and therefore is adequate to provide, with reasonable assurance, accurate and timely financial management information on the status of the project required by the World Bank.

57. The overall fiduciary risk rating is assessed as Substantial and mitigation measures proposed (see FM Action Plan) will strengthen the internal control environment and maintain the continuous timely and reliability of information produced by ANADEB and an adequate segregation of duties.

**Table 6: FM action plan**

No.	Activity/Action	Target Completion Date	Responsibility
1	Configuration of the multi-projects version of accounting software to accommodate the new project's activities.	Not later than three (3) months after effectiveness	ANADEB
2	Writing of an annex to ANADEB's Financial and Accounting manual of procedures to reflect the new project specificities.	Not later than three (3) months after effectiveness	ANADEB
3	The revision of ANADEB's Internal Auditor's work program to cover the new project's activities.	Not later than three (3) months after effectiveness	ANADEB
4	Appointment of the external auditor acceptable to IDA.	Not later than three (3) months after effectiveness	ANADEB

### Country issues





58. The 2016 PEFA assessment revealed the following main weaknesses in Togo's public financial management system: (i) poor budget credibility, particularly concerning expenditures (ii) budgetary coverage and transparency is limited by the high level of off-budget operations (over 10 percent of total expenditures) (iii) budgeting experience based on public policies still needs to be improved and (iv) predictability and supervision of budget execution is still limited. The capacities of the State internal audit entities are still generally weak, given the scope of their missions and their areas of responsibility. The accounting and recording of financial data was reorganized in 2009 but the system still requires improvement. The independence of the supreme audit institution (Cour des Comptes) is hindered by jurisdictional limitations in the Constitution and the lack of freedom to publish an annual report.

59. The Overall Inherent Risk of the public financial management (PFM) system in Togo is rated as "High". However, actions are being taken to address all these issues. The government of Togo (GoT) is updating the PFM actions plan based on recommendations resulting from various recent studies (PEMFAR, PIMA) to address the main weaknesses inherent to the country PFM system.

### **Financial Management and Disbursements arrangements**

60. ANADEB will handle the overall responsibility of FM aspects of the project including budgeting, disbursement, financial management, reporting, supervision, management of the Designated Account, and auditing.

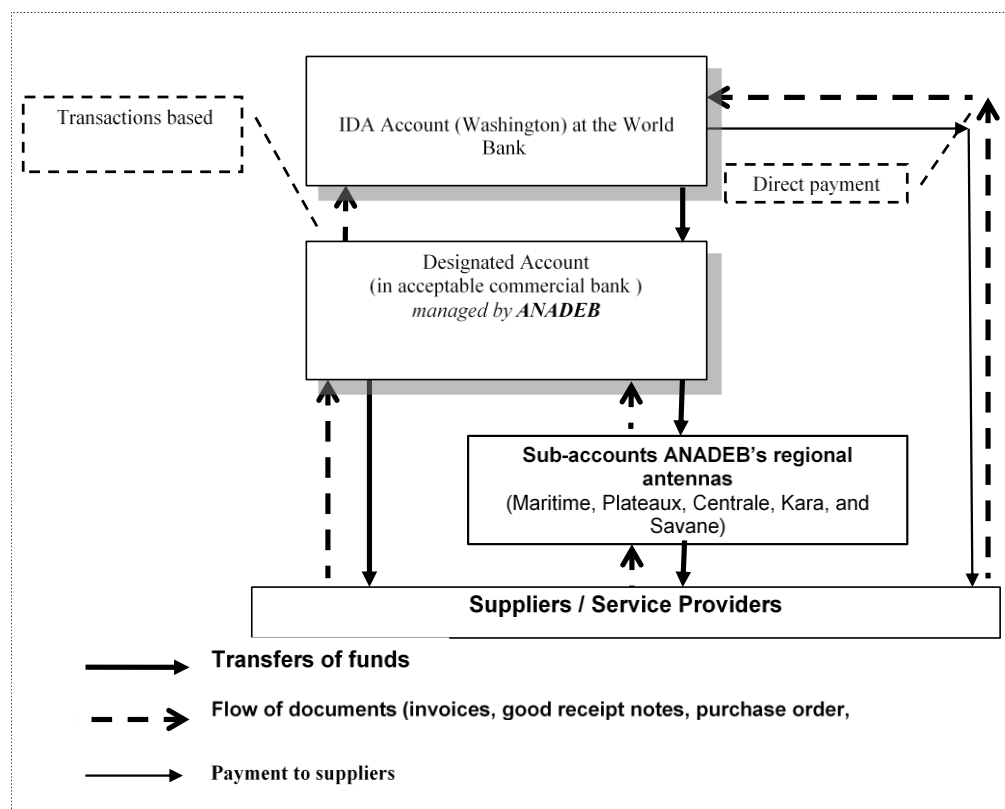
61. Governance and Anti-corruption (GAC) arrangements: ANADEB will follow existing anti-corruption legislations when dealing with fraud and corruption. FM arrangements will ensure that there are internal control systems and audits conducted to prevent and detect fraud and corruption. In addition, there are the World Bank Anti-Corruption Guidelines with which the project should comply.

62. **Budgeting.** The project budgeting process will be clearly defined in the Project financial management manual and the budget will be reviewed and adopted by the Steering Committee before the beginning of the year. Annual budgets will be submitted to the World Bank's non-objection before adoption and implementation. The Recipient shall create, and thereafter maintain throughout each calendar year of project implementation, a specific budget line entry in the state budget (especially in the targeted sectorial budgets) to keep track of the corresponding expenditures incurred during project implementation.

63. **Funds Flow and Disbursement Arrangements.** Flow of funds arrangements are shown in Figure 2.



Figure 2: Funds Flow and Disbursement Arrangements



64. **Designated account.** One Designated Account (DA) will be opened at a commercial bank acceptable to IDA. Its ceiling will be determined in the disbursement letter based on the disbursement forecast for the first four months. The project Coordinator and the FM specialist will be the signatories of the DA. The account is set up to fund eligible expenditures based on the approved annual activity plans.

65. **Disbursement methods and processes.** Disbursements under the Project would be transaction based. In addition to making advances to the DA, other disbursement methods (reimbursement, direct payment and special commitment) will be available for use under the Project. Further instructions on disbursement and details on the operations of the Withdrawal Applications and Direct Payments is outlined in the disbursement letter.

66. Table 7 below specifies the categories of eligible expenditures to be financed out of the proceeds of the Grant, the amounts under each category, and the percentage of expenditures to be financed for eligible expenditures in each category.



**Table 7: Expenditure categories**

Category	Amount of the financing allocated (expressed in SDR)	Percentage of expenditures to be financed (inclusive of taxes)
(1) Goods, works, non-consulting services, and consultants' services, Operating Costs and Training for the Project (except Community Service Stipends under Part A.1, and Part B.1)	6,800,000	100%
(2) Community Service Stipends under Part A.1 of the Project	1,900,000	100% of amounts disbursed
(3) Business Start-up Grants under Part B.1 of the Project	1,800,000	100% of amounts disbursed
(4) Refund of Preparation Advance No. V0660-TG	600,000	Amount payable pursuant to Section 2.07 of the General Conditions
<b>TOTAL AMOUNT</b>	<b>11,100,000</b>	

67. **Accounting and Reporting.** SYSCOHADA is the assigned accounting system in West African Francophone countries. Project accounts will be maintained on a cash basis, supported with appropriate records and procedures to track commitments and to safeguard assets. Annual financial statements will be prepared by ANADEB in accordance with the SYSCOHADA but taking into account specificities related to external financed investment projects. Accounting and control procedures will be documented in the FM Manual. ANADEB will prepare Quarterly Interim Un-audited Financial Reports (IFRs) reflecting operations of the designated account and submitted to the World Bank within 45 days after the end of each quarter. The IFR format will comprise the following: i) report on the sources and use of funds cumulative (project-to-date; year-to-date) and for the period, showing budgeted amounts versus actual expenditures, including a variance analysis; and ii) forecast of sources and uses of funds. The current ANADEB's accounting software TOM2PRO with mono-project is in place and it was agreed to purchase, under the Safety Nets and Basic Services Project, its multi-projects, multi-sites, and multi-donors version for managing both its current projects and the new project.

68. **Internal control and internal auditing arrangements.** Internal Control Systems: The updated version of ANADEB's current FM and administrative procedures will document the financial management and disbursement arrangements including internal controls, budget process, assets safeguards, and clarify roles and responsibilities of all the stakeholders. The internal audit function will be assumed by ANADEB's internal audit unit which work program will be revised to cover the new project's activities. In addition, in line with the Togo Use of Country System (UCS) Report the project's internal control system could be strengthened by establishing a channel of collaboration between IGF (Inspection Générale des Finances) and the project's internal audit unit for conducting periodical internal audit review on the project activities.

69. **Annual Financial Audit.** An external independent and qualified private sector auditor will be recruited to carry out the audit of the Project's financial statements under the supervision of the supreme audit institution.



Therefore, annual audits will be conducted based on Terms of References (TOR) agreed with the supreme audit institution and that are satisfactory to the World Bank. The auditor will express an opinion on the Annual Financial Statements, and perform his audit in compliance with International Standards on Auditing (ISAs). He will be required to prepare a Management Letter detailing observations and comments, providing recommendations for improvements in the accounting system and the internal control environment. The external auditor will especially review each year a reasonable sample of the subsidized concession operations to ensure that activities were completed pursuant to the agreed procedures and that funds were used for the purposes intended.

70. The audit report on the annual project financial statements and activities of the Designated Account will be submitted to the IDA within six months after the end of each project fiscal year.

### Implementation Support Plan

71. Based on the outcome of the FM risk assessment, the following implementation support plan is proposed. The objective of the implementation support plan is to ensure the project maintains a satisfactory financial management system throughout the project's life.

**Table 8: Implementation Support Plan**

FM Activity	Frequency
<b>Desk reviews</b>	
Interim financial reports review	Quarterly
Audit report review of the project	Annually
Review of other relevant information such as interim internal control systems reports.	Continuous as they become available
<b>On site visits</b>	
Review of overall operation of the FM system	Twice per year (Implementation Support Mission)
Monitoring of actions taken on issues highlighted in audit reports, auditors' management letters, internal audit and other reports	As needed
Transaction reviews (if needed)	As needed
<b>Capacity building support</b>	
FM training sessions	During implementation and as and when needed.

### D. Procurement

72. **Capacity Assessment and Remedial Actions.** A full Procurement assessment of the main implementing agency, the ANADEB was conducted prior to project appraisal. The overall project risk for procurement is rated High before mitigation. The assessment concluded that the basic requirements for ensuring acceptable quality of procurement largely exist already within the agency. However, a number of recommendations were made to strengthen procurement capacity. These include:



- updating the procurement manual of procedures to include : (i) the delegation of implementation responsibility to communities, and (ii) any new procurement methods identified by the new project;
- preparing a new procedures manual and simplified procurement and project implementation documents for communities;
- recruiting and appointing in each Regional agency, a qualified staff responsible for procurement, to provide direct and proximity assistance to community;
- training the ANADEB management and all staff responsible for procurement activities on prequalification of providers (enterprises, consultants, etc.), and on the selection of consultants, on monitoring and management of community procurement, and on project management following World Bank procedures;
- preparing and implementing a support and training mechanism on procurement for the first year of project implementation;
- performing each year an audit and a posteriori review of all procurements conducted by the ANADEB and the communities;
- creating a registry for the management of all information related to claims and complaints;
- improving the filing and archiving system at the ANADEB.

73. **Guidelines and procurement documents.** As the PCN review was held in April 2016, procurement activities will be carried out in accordance with the World Bank's 'Guidelines: Procurement of Goods, Works, and Non-Consulting Services under IBRD Loans and IDA Credits & Grants by World Bank Borrowers', dated January 2011 and revised in July 2014, or the World Bank's 'Guidelines: Selection and Employment of Consultants', dated January 2011 and revised in July 2014 with a Procurement Plan (PP) acceptable to IDA. In addition, the project will be carried out in accordance with the "Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants", dated October 15, 2006 and revised in January 2011.

74. Procurement will be carried out using the World Bank's Standard Bidding Documents or Standard Request for Proposal (RFP) for all International Competition Bidding (ICB) for goods and for the selection of consultants, respectively. For National Competitive Bidding (NCB), the Borrower should submit a sample form of bidding documents to the World Bank for prior review and will continue to use this type of document throughout the project once this has been agreed upon. The Sample Form of Evaluation Reports published by the World Bank will be used. Community procurement will be carried out using the current documents included in the CDP Implementation Manual

75. **Advertising.** A comprehensive General Procurement Notice will be prepared by the borrower and published in the United Nations Development Business (UNDB) online following the Board approval, to announce major consulting assignments and any International Competitive Bidding (ICB). The General Procurement Notice shall include all ICB for works, goods and non-consulting services contracts and all large consulting contracts (that is, those estimated to cost US\$100,000 or more). In addition, a specific procurement notice is required for all works, goods to be procured under ICB in UNDB online. Requests for Expressions of Interest (EOIs) for consulting services expected to cost more than US\$100,000 shall be advertised in UNDB online. An EOI is required in the national gazette or a national newspaper or on an electronic portal of free access for all consulting firm services regardless of the contract amount. In the case of National Competitive



Bidding (NCB), a specific procurement notice will be published in the national gazette or a national newspaper or on an electronic portal of free access. Contract awards will also be published in UNDB online, in accordance with the World Bank's Procurement Guidelines (paragraph 2.60) and Consultant Guidelines (paragraph 2.28).

**76. Procurement of Works:** Contracts for Works estimated to cost US\$5,000,000 equivalent or more per contract shall be procured through ICB. Contracts estimated to cost below US\$5,000,000 but greater than US\$200,000 equivalents may be procured through NCB. Relevant NCB works contracts, which are deemed complex and/or have significant risk levels, will be prior-reviewed. Such contracts will be identified in the procurement plans. Contracts estimated to cost less than US\$200,000 equivalent per contract may be procured using shopping procedures in accordance with Para. 3.5 of the World Bank Procurement Guidelines and based on a model request for quotations satisfactory to the World Bank. At the minimum, this could be achieved by soliciting quotations through written invitations from not less than three qualified contractors. Direct contracting may be used in exceptional circumstances with the prior approval of the World Bank, in accordance with paragraphs 3.6 and 3.7 of the Procurement Guidelines

**77. Procurement of goods.** Contracts for goods estimated to cost US\$500,000 equivalent or more per contract shall be procured through ICB. To the extent possible and practicable, goods orders shall be grouped into larger contracts wherever possible to achieve greater economy, at the procuring entity level. Contracts estimated to cost less than US\$500,000 but equal to or above US\$100,000 equivalent per contract may be procured through NCB. Contracts for goods and commodities estimated to cost less than US\$100,000 equivalent per contract and contracts for the purchase of vehicles and fuel estimated to cost less than US\$300,000 equivalent per contract may be procured using shopping procedures in accordance with paragraph 3.5 of the Procurement Guidelines and based on a model request for quotations satisfactory to the World Bank. Direct contracting may be used in exceptional circumstances with the prior approval of the World Bank, in accordance with paragraphs 3.6 and 3.7 of the Procurement Guidelines.

**78. Selection of consultants.** Each contract estimated to cost US\$500,000 equivalent or more will be awarded following the procedure of Quality- and Cost-Based Selection (QCBS). Consulting services estimated to cost less than US\$300,000 per contract under the project will be procured following the procedures of Selection Based on the Consultants' Qualifications (CQS). Selection under a Fixed Budget (FBS) and Least-Cost Selection (LCS) methods will be applied in the circumstances as respectively described under paragraphs 3.5 and 3.6 of the Consultant Guidelines. For all contracts to be awarded following QCBS, LCS, and FBS, the World Bank's Standard Request for Proposals will be used. Procedures of Selection of Individual Consultants will be followed for assignments that meet the requirements of paragraphs 5.1 and 5.3 of the Consultant Guidelines. LCS procedures will be used for assignments for selecting the auditors. Single-Source Selection (SSS) procedures will be followed for assignments that meet the requirements of paragraphs 3.10–3.12 of the Consultant Guidelines and will always require the World Bank's prior review regardless of the amount.

**79.** Consultancy assignments estimated to cost the equivalent of US\$100,000 or more and engineering design and contract supervisions estimated to cost the equivalent of US\$300,000 or more will be advertised for EOIs in UNDB and the World Bank's external website through Client Connection and in at least one newspaper of wide national circulation. In addition, EOIs for specialized assignments may be advertised in an international newspaper or magazine. In the case of assignments estimated to cost less than US\$100,000 for consultancy assignments and US\$300,000 for engineering design and contract supervisions, the assignment will be



advertised nationally. The short list of firms for assignments estimated to cost less than US\$100,000 for consultancy assignments and US\$200,000 for engineering design and contract supervisions may be made up entirely of national consultants. However, foreign consultants who wish to participate should not be excluded from consideration

80. **Operational costs.** These costs financed by the project are incremental expenses arising under the project and based on PTAs and budgets approved by the Association. Such costs may include office rent and maintenance; utilities (including electricity, water, and gas); communications (including telephone and Internet charges); equipment rent, operation, and maintenance; office materials and supplies (stationery and other consumables but not the purchase of equipment); lease of vehicles, operation, maintenance, and repair; and travel and transport cost of the staff associated with project implementation. These items will be procured by using the procedures detailed in the manual of procedures, which was reviewed and found acceptable to the World Bank.

81. **Capacity building, training programs, workshops, seminars, conferences, etc.** A number of target trainings and workshops are anticipated under the project to build capacity of implementing agencies to ensure efficient implementation, provide required knowledge, and ensure sustainability. All training and workshop activities will be carried out based on approved annual programs that will identify the general framework of training activities for the year and approved TOR, including (a) the type of training or workshop; (b) the personnel to be trained; (c) the selection methods of institutions or individuals conducting such training; (d) the institutions that will conduct the training; (e) the justification for the training and how it will lead to effective performance and implementation of the project and or sector; (f) the duration of the proposed training; and (g) the cost estimate of the training. A report by the trainee upon completion of training will be required.

82. **Procurement Prior Review Thresholds.** The Procurement Plan (PP) shall set forth those contracts that shall be subject to the World Bank's prior review. All other contracts shall be subject to post review by the World Bank. However, relevant contracts below prior review thresholds listed in table 9, which are deemed complex and/or have significant risk levels, will be prior reviewed. Such contracts will also be identified in the PP. A summary of prior review and procurement method thresholds for the project is given in table 9. All TORs for consultants' services, regardless of contract value, shall also be subject to the World Bank's prior review.



**Table 9: Thresholds, Procurement Methods, and Prior Review**

No	Expenditure Category	Contract (C) Value Threshold* [eq. US\$]	Procurement Method	Contracts Subject to Prior Review /[eq. US\$]
1	Works	$C \geq 5,000,000$	ICB	$\geq 10,000,000$
		$200,000 < C < 5,000,000$	NCB	None
		$C \leq 200,000$	Shopping	None
		No Threshold	Direct contracting	All
		-	Community participation	-
2	Goods, IT and non-consulting services	$C \geq 500,000$	ICB	$\geq 2,000,000$
		$100,000 < C < 500,000$	NCB	None
		$C \leq 100,000$	Shopping	None
		No Threshold	Direct contracting	All
3	National shortlist for selection of consultant firms	$C < 100,000$	QCBS; LCS; CQS; Other for Consulting Services	None
		$C \leq 200,000$	QCBS; LCS; CQS; Other for Engineering and Construction Supervision	None
4	International shortlist for selection of consultant firms	$C \geq 100,000$	QCBS; LCS; CQS; Other for Consulting Services	$\geq 1,000,000$
		$C > 200,000$	QCBS; LCS; CQS; Other for Engineering and Construction Supervision	$\geq 1,000,000$
5	Selection of Individual consultants	All Values	IC	$\geq 300,000$
6	Direct contracting	All Values		As agreed in the Procurement Plan
7	Training, Workshops, Study Tours	All Values	Based on approved Annual Work Plan & Budgets (AWPB)	

Note: QCBS = Quality-Cost Based Selection; CQS = Selection Based on the Consultants' Qualification (for contracts below US\$200,000); SSS = Single-Source Selection; IC = Selection of Individual Consultants.





83. **Shopping and CQS Thresholds.** The threshold for shopping is defined under para. 3.5 of the Guidelines and should normally not exceed US\$100,000 for off-the-shelf goods and commodities; and US\$200,000 for simple civil works. Based on country-specific needs and circumstances, shopping thresholds for the purchase of vehicles and fuel may be increased up to US\$500,000. The threshold for the use of CQS shall not exceed US\$300,000 other than in exceptional situations in accordance with para. 3.7 of the Guidelines: Selection and Employment of Consultants.

84. **Revision.** The prior review thresholds and other measures to be taken to mitigate procurement risk should be reevaluated once a year with a view to adjusting them to reflect changes in the procurement risk that may have taken place in the meantime and to adapt them to specific situations. In case of failure to comply with the agreed mitigation measures or World Bank guidelines, a reevaluation measure of both types of thresholds, ICB and prior review, may be required by IDA.

85. In addition to prior reviews to be carried out from IDA offices, the capacity assessment recommended two field supervision missions and at least one procurement post review per year. The procurement specialist in Lomé Country Office will provide continuous support to implementing agencies. Independent procurement reviews will be carried out if necessary.

86. **Procurement Plan.** A PP for the first 18 months of project implementation has been prepared and approved. During implementation, the PP will be updated in agreement with the project team as required, at least annually, to reflect actual project implementation needs and improvements in institutional capacity. It will be available in the project's database and a summary will be disclosed on the World Bank's external website once the project is approved by World Bank's Board of Directors.

**Table 10: Procurement plan with methods and time schedule**

**(a) Goods**

1	2	3	4	5	6	7	8
Ref. No.	Contract (Description)	Estimated Amount (US\$ 000)	Procurement Method	Prequalification (yes/no)	Domestic Preference (yes/no)	Prior Review (yes/no)	Comments
1	Office furniture		NCB	no	no	no	
2	Insurance for project staff		NCB	no	no	no	
3	Upkeep of airconditioning equipment		shopping	no	no	no	
4	Vehicle insurance		shopping	no	no	no	
5	Printing of communication materials		NCB	no	no	no	
6	Signage for project building		NCB	no	no	no	
7	IT consumables		shopping	no	no	no	



8	Security services		shopping	no	no	no	
9	IT support		shopping	no	no	no	
10	Installation of networking equipment		shopping	no	no	no	
11	Equipment for community service sub-projects		Community participation	no	no	no	

**(b) Works**

1	2	3	4	5	6	7	8
Ref. No.	Contract (Description)	Estimated Amount (US\$ 000)	Procurement Method	Prequalification (yes/no)	Domestic Preference (yes/no)	Prior Review (yes/no)	Comments
1	NA						

**(c) Consultancy Assignments with Selection Methods and Time Schedule**

1	2	3	4	5	6	7
Ref. No.	Description of Assignment	Estimated Cost	Selection Method	Prior Review (yes/no)	Expected Proposal Submission Date	Comments
1	Provision of youth training (FAIEJ)		SS	yes	NA	
2	Payment agency		CQS	yes	8/15/2017	
3	Communications agency		CQS	no	8/15/2017	
4	Development of MIS		CQS	no	9/15/2017	
5	Contracts with community radios		SS	yes	9/15/2017	
6	Development of community service sub-project guide		IC	no	NA	
7	Project staff in ANADEB		IC	yes	9/15/2017	



### **E. Social (including Safeguards)**

87. Some sub-project activities under Component 1 are expected to include community level farm production and road rehabilitation. These activities may involve land acquisition which may have an impact on the livelihoods/assets of those previously using the land. The location and type of sub-project will be selected by the local communities at the start of implementation phase. Since the exact locations and activities are not known, the project will build upon the existing Resettlement Policy Framework (RPF) prepared for PDCplus, which included similar activities. The RPF was updated, consulted upon and disclosed in-country and by the World Bank. The RPF includes templates for sub-project screening to identify any adverse social impacts and it will guide the preparation of subsequent Resettlement Action Plans (RAPs) as and when necessary.

### **F. Environment (including Safeguards)**

88. The project may have small scale and site-specific environmental impacts under Component 1 and is consequently rated as a Category B project. Community service subprojects are expected to involve creation or improvement of priority community infrastructure including feeder road rehabilitation and maintenance, community agricultural projects; and environmental management. These interventions have the possibility to trigger small scale and site specific environmental impacts that are manageable. The activities will follow the model established under component 2 of the ongoing Community Development and Safety Nets Project (PDCplus). An ESMF, adapted from that of the PDCplus, has been revised, updated, and disclosed in-country and by the World Bank, and will provide guidance on the screening process for implementing sub-projects. In regard to agricultural community service activities, the project will not finance acquisition transport, distribution, storage or use of pesticides or similar chemicals that could threaten environmental and human health. The ESMF has a dedicated section on pest management. OP/BP 4.11 on Physical Cultural Resources is triggered because of the digging that will occur during the civil works. The ESMF states that if cultural resources are found during civil work a "chance find procedure" will apply in accordance with national regulation and OP/BP 4.11.

### **G. Other Safeguard Policies**

89. No other safeguard policies are triggered for the project.

### **H. World Bank Grievance Redress**

Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported project may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and



procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>. For information on how to submit complaints to the World Bank Inspection Panel, please visit [www.inspectionpanel.org](http://www.inspectionpanel.org).



## VII. RESULTS FRAMEWORK AND MONITORING

### Results Framework

COUNTRY : Togo

### Employment Opportunities for Vulnerable Youth Project

#### Project Development Objectives

The objective of the proposed project is to provide access to income generating opportunities to targeted poor and vulnerable youth in Togo.

#### Project Development Objective Indicators

Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
<b>Name:</b> Direct project beneficiaries	✓	Number	0.00	14000.00			
Female beneficiaries	✓	Percentage	0.00	50.00			
<b>Description:</b> Direct beneficiaries are people or groups who directly derive benefits from an intervention (i.e., children who benefit from an immunization program; families that have a new piped water connection). Please note that this indicator requires supplemental information. Supplemental Value: Female beneficiaries (percentage). Based on the assessment and definition of direct project beneficiaries, specify what proportion of the direct project beneficiaries are female. This indicator is calculated as a percentage.							
<b>Name:</b> Number of person-days of participation in community service subprojects		Number	0.00	1120000.00			
<b>Description:</b>							



Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
<b>Name:</b> Targeted youth initiating or expanding household enterprises with support from the project		Number	0.00	10000.00			
Description:							
<b>Name:</b> Beneficiaries of components 1 and 2 under the national poverty line, living with a disability, or not having finished primary school		Percentage	0.00	90.00			
Description:							
<b>Name:</b> Beneficiaries that feel project investments reflected their needs (percentage)	✓	Percentage	0.00	80.00			
Beneficiaries that feel project inv. reflected their needs - female (number)	✓	Number	0.00	80.00			
Description: This will measure the extent to which decisions about the project reflected community preferences in a consistent manner.							

### Intermediate Results Indicators



Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
<b>Name:</b> Community service sub-projects with satisfactory technical quality		Percentage	0.00	80.00			
Description:							
<b>Name:</b> Proportion of total cost of community service sub-projects allocated to wages		Percentage	0.00	60.00			
Description:							
<b>Name:</b> Beneficiaries of Labor Market programs (number)	✓	Number	0.00	14000.00			
Beneficiaries of Labor Market programs - Supporting entrepreneurship (number)	✓	Number	0.00	10000.00			
Beneficiaries of Labor Market programs - Female (number)	✓	Number	0.00	7000.00			
Beneficiaries of Labor	✓	Number	0.00	14000.00			



Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
Market programs - Training and re-training (number)							
<b>Description:</b> This indicator measures the number of individual beneficiaries covered by passive and active labor market programs (ALMPs) – including entrepreneurship programs - supported by the Bank.							
<b>Name:</b> Number of youth preparing simple business plans		Number	0.00	12500.00			
<b>Description:</b>							
<b>Name:</b> Number of youth receiving start up grants		Number	0.00	10000.00			
<b>Description:</b>							
<b>Name:</b> Grievance redress mechanism functional		Yes/No	N	Y			
<b>Description:</b>							
<b>Name:</b> Beneficiaries who are employed or self-employed 6 months after receiving the start-up grant		Percentage	0.00	60.00			





Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
Description:							
<b>Name:</b> Youth completing community service activity and micro-entrepreneurship training		Number	0.00	12500.00			
Description:							
<b>Name:</b> Communities receiving Grassroots Management Training (GMT) to manage community service sub-projects		Number	0.00	140.00			
Description:							
<b>Name:</b> Payments to beneficiaries under component 1 made within one week of due dates specified in Project Implementation Manual		Percentage	0.00	80.00			
Description:							



**Target Values****Project Development Objective Indicators**

Indicator Name	End Target
Direct project beneficiaries	14000.00
Number of person-days of participation in community service subprojects	1120000.00
Targeted youth initiating or expanding household enterprises with support from the project	10000.00
Beneficiaries of components 1 and 2 under the national poverty line, living with a disability, or not having finished primary school	90.00
Beneficiaries that feel project investments reflected their needs (percentage)	80.00
Female beneficiaries	50.00
Beneficiaries that feel project inv. reflected their needs - female (number)	80.00

**Intermediate Results Indicators**

Indicator Name	Baseline	End Target
Community service sub-projects with satisfactory technical quality	0.00	80.00
Proportion of total cost of community service sub-projects allocated to wages	0.00	60.00
Beneficiaries of Labor Market programs (number)	0.00	14000.00
Number of youth preparing simple business plans	0.00	12500.00



Indicator Name	Baseline	End Target
Number of youth receiving start up grants	0.00	10000.00
Grievance redress mechanism functional	N	Y
Beneficiaries who are employed or self-employed 6 months after receiving the start-up grant	0.00	60.00
Youth completing community service activity and micro-entrepreneurship training	0.00	12500.00
Communities receiving Grassroots Management Training (GMT) to manage community service sub-projects	0.00	140.00
Payments to beneficiaries under component 1 made within one week of due dates specified in Project Implementation Manual	0.00	80.00
Beneficiaries of Labor Market programs - Supporting entrepreneurship (number)	0.00	10000.00
Beneficiaries of Labor Market programs - Female (number)	0.00	7000.00
Beneficiaries of Labor Market programs - Training and re-training (number)	0.00	14000.00