



## Stepping Up Skills Project (P146474)

AFRICA | Guinea | Education Global Practice |  
IBRD/IDA | Investment Project Financing | FY 2015 | Seq No: 4 | ARCHIVED on 20-Jun-2016 | ISR23938 |

Implementing Agencies: Ministry of Higher Education, Ministry of TVET, Ministry of Youth and Youth Employment

### Key Dates

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Bank Approval Date:30-Sep-2014

Effectiveness Date:31-Mar-2015

Planned Mid Term Review Date:15-Dec-2017

Actual Mid-Term Review Date:--

Original Closing Date:30-Dec-2020

Revised Closing Date:30-Dec-2020

### Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The objective of this project is to boost the employability and employment outcomes of Guinean youth in targeted skills programs.

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

No

### Components

Name

Fund for Skills and Employability:(Cost \$13.00 M)

Education-to-Employment Program:(Cost \$4.00 M)

Institutional Support and Regulatory Framework:(Cost \$3.00 M)

### Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	● Moderately Satisfactory	● Moderately Satisfactory
Overall Implementation Progress (IP)	● Moderately Satisfactory	● Moderately Satisfactory
Overall Risk Rating	● Substantial	● Substantial

### Implementation Status and Key Decisions



During the period January – May 2016, a new co-TTL was designated for the Project. Over the five-month period implementation support was extended through several VC and audio discussions culminating in the third in-country mission. This helped to accelerate project progress. The project objective and design requires that significant procurement actions are completed during the first 18 months of implementation. At the current pace, it is anticipated that implementation would culminate in a surge in disbursements around December 2016/January 2017. Meanwhile, the supervision mission found that:

1. The remaining three financial covenants have been completed albeit with some delays. The actions relate to the hiring of an external auditor, an internal auditor, and procuring the accounting software for the project. The delays were due to the difficulty of identifying appropriately qualified firms and an internal auditor who would be based in Conakry.
2. The project institutions are in places and are functioning smoothly. The Project Executive Secretariat is providing regular support to the project components including the Competitive Fund execution process, the Public Employment Service Agency (*Agence Guinéenne pour la Promotion de l'Emploi*) (AGUIPE) and the ministerial departments concerned with monitoring programs.
3. Financial management and procurement are moving forward more smoothly. The Project Executive Secretariat is transmitting the mandatory documents such as the Integrated Financial Reports (IFRs) regularly.
4. The Technical Secretariat is operational. It is staff with a Coordinator assisted by two of the envisaged three coordinators planned for the project. The recruitment of the third coordinator has been delayed due to the withdrawal of the selected consultant. The procurement process has therefore been prolonged more than envisaged.
5. The process of renovation of the premises of the Ministry of Youth that will house the Project Executive Secretariat is underway. Meanwhile, the Secretariat is housed in interim premises.
6. The Project Steering Committee holds regular semi-annual meetings. The second session was in December 2015, and the next one will be in June 2016. Regular meetings have enabled the validation of the Project Timetable of Activities and Budget (PTAB), the 2016 Budget, and the simplified Procurement Plan.
7. The Council for the Competitive Fund has been set up and is operational. It held its 1st session in 2016. In total, three main sessions and several working meetings have taken place since its establishment to: (i) validate and launch the call for applications/concept notes; (ii) review the applications; (iii) launch the expression of interest for the recruitment of the evaluators of the panel; and (iv) evaluate the proposals. In all an unprecedented 56 public and private technical and higher education training institutions, NGO firms in the priority sectors identified by the Competitive Fund have presented 79 concept notes.
8. The Education to Employment (E2E) Component 2 program is underway.
9. The Working Group in charge of implementing the activities of Component 3 is in place with a rotating Presidency every six months, of which the first is ensured by the Ministry of Secondary Education.

**Mission recommendations:**

10. AGUIPE leadership needs to be more proactive in setting an example for Component 2. The Working Group also needs to be enlarged with competent technicians to ensure continuity in the work program.
11. A comparative study is urgently required to reconcile the provisions of the new Law No.022 and the project initiated Decrees No.062 and No.063. That is, the Decrees establishing the Competitive Fund (D2015/045/PRG/SGG dated March 27, 2015), and the draft Decree creating the Quality Assurance Agency (062/PRG/SGG of April 3, 2013). Law No.022 was promulgated after the project initiated Decrees had been signed by the President. The exercise to reconcile the two is intended to identify the fundamental differences that have been noted, and to identify appropriate action to reconcile the Decrees with the new Law. The mission offered to identify technical assistance to help the project team to achieve the objective. The mission also concluded that if the findings are inconclusive, that is, if reconciliation of the decrees and the L022 is not possible, the option would be to restructure the project towards directing resources to other activities. The restructuring would be necessary since the development objectives of the project could be affected.

**Legal Covenants:** The Project implementation team has now met the three legal covenants (recruitment of the external auditor, the internal auditor and procurement of the accounting software).

12. The recruitment of the external auditor and internal auditor for the project took longer than anticipated due to the difficulty in identifying appropriately qualified personnel, their availability, and ability to relocate to Conakry in the case of the internal auditor; and
13. The procurement of the accounting software TOMPRO (a professional software that provides integrated financial management and accounting dedicated for programs and projects: general accounting, budgeting, analysis), and adapting it to the needs of the project was also delayed. This was primarily due to a longer than anticipated procurement process. The software has now been procured and the project team has received training on the use of the software.



## Risks

### Systematic Operations Risk-rating Tool

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

## Results

### Project Development Objective Indicators

- 1. Students completing professional degrees fostering market relevant skills developed through the Competitive Fund (Percentage, Custom)

Baseline

Actual (Previous)

Actual (Current)

End Target



Value	0.00	0.00	0.00	80.00
Date	05-May-2014	10-Dec-2015	31-May-2016	30-Dec-2020

#### Comments

See attachment for detailed comments on each indicator of the Results Framework.

### ► 2. Programs accredited by the new National Quality Assurance and Accreditation Agency (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	8.00
Date	05-May-2014	10-Dec-2015	31-May-2016	23-Dec-2020

### ► 3. Targeted trained youth employed in an area relevant to training 12 months after completing the training (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	70.00
Date	05-May-2014	10-Dec-2015	31-May-2016	30-Dec-2020

### ► 4. Employers satisfied with trainees and placing them (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	50.00
Date	05-May-2014	10-Dec-2015	31-May-2016	30-Dec-2020

### ► Direct project beneficiaries (Number, Core)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	20800.00
Date	05-May-2014	10-Dec-2015	31-May-2016	30-Dec-2020



#### ▲ Female beneficiaries (Percentage, Core Supplement)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	30.00

#### ▲ 5. Students enrolled in professional degrees fostering market relevant skills developed through the competitive fund (Number, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	18000.00
Date	05-May-2014	10-Dec-2015	31-May-2016	30-Dec-2020

#### ▲ 6. Trainees receiving vouchers (Number, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	2800.00
Date	05-May-2014	--	31-May-2016	30-Dec-2020

#### Overall Comments

The strategy for each of the key indicators varies. For example, for PDO 1, the process involves launching the call for proposals (with at least four sub-projects being financed in 2016, eight in 2017 and 13 in 2018) with the objective of establishing partnerships with the private sector for skills and competencies development in key growth sectors and relevant to the labor market. This is an involved process requiring (i) a partnership forum with selected/short-listed enterprises, call for proposals (concept notes) (79 proposals from 56 potential institutions has already been received), the recruitment of a panel of external evaluators in the key growth sectors such as agriculture, mining, environment, water and sanitation, infrastructure, etc., and the selection of a firm that would train the short-listed enterprises, and the selection of a related group of trainers who would assist future beneficiaries/candidates.

The target values for the indicators would be achieved only upon the successful completion of the complex procurement process.



## Intermediate Results Indicators

### ▶ 1. Governance structure of Competitive Fund established (Board, Technical Secretariat) (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	Y	Y	Y
Date	05-May-2014	10-Dec-2015	31-May-2016	30-Dec-2020

### ▶ 2. PPP project proposals endorsed by the Fund (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	25.00
Date	05-May-2014	10-Dec-2015	31-May-2016	30-Dec-2020

### ▶ 3. Financing partners contributing to the Competitive Fund (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	3.00
Date	05-May-2014	10-Dec-2015	31-May-2016	30-Dec-2020

### ▶ 4. Employer satisfaction survey completed (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	1.00	0.00	0.00	4.00
Date	05-May-2014	18-Jun-2015	31-May-2016	30-Dec-2020



► 5. Targeted unemployed youth certified (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	80.00
Date	05-May-2014	10-Dec-2015	31-May-2016	30-Dec-2020

► 6. Impact Evaluation completed (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	N	N	Y
Date	05-May-2014	10-Dec-2015	31-May-2016	30-Dec-2020

► 7. Training institutions in compliance with the legal acts (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	80.00
Date	05-May-2014	18-Jun-2015	31-May-2016	30-Dec-2020

► 8. Completion of activities listed in interministerial commission's TORs (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	90.00
Date	05-May-2014	10-Dec-2015	31-May-2016	30-Dec-2020



► 9. National quality assurance and accreditation agency in place (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	N	N	Y
Date	05-May-2014	10-Dec-2015	31-May-2016	30-Dec-2020

► 10. Youth Observatory in place and functional (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	N	N	Y
Date	05-May-2014	18-Jun-2015	31-May-2016	30-Dec-2020

► 11. Training Institutions conducting tracer studies of their graduates (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	50.00
Date	05-May-2014	10-Dec-2015	31-May-2016	30-Dec-2020

► 12. Training institutions with an Information System adhering to the new master plan (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	50.00
Date	05-May-2014	10-Dec-2015	31-May-2016	30-Dec-2020

**Overall Comments**

The achievement of targets for the intermediate results indicators are linked to the procurement actions that are front-loaded. The strategic setting up of the process would help to monitor and evaluate intermediate results towards measuring the level of success in achieving the PDO outcome indicators.



### Data on Financial Performance

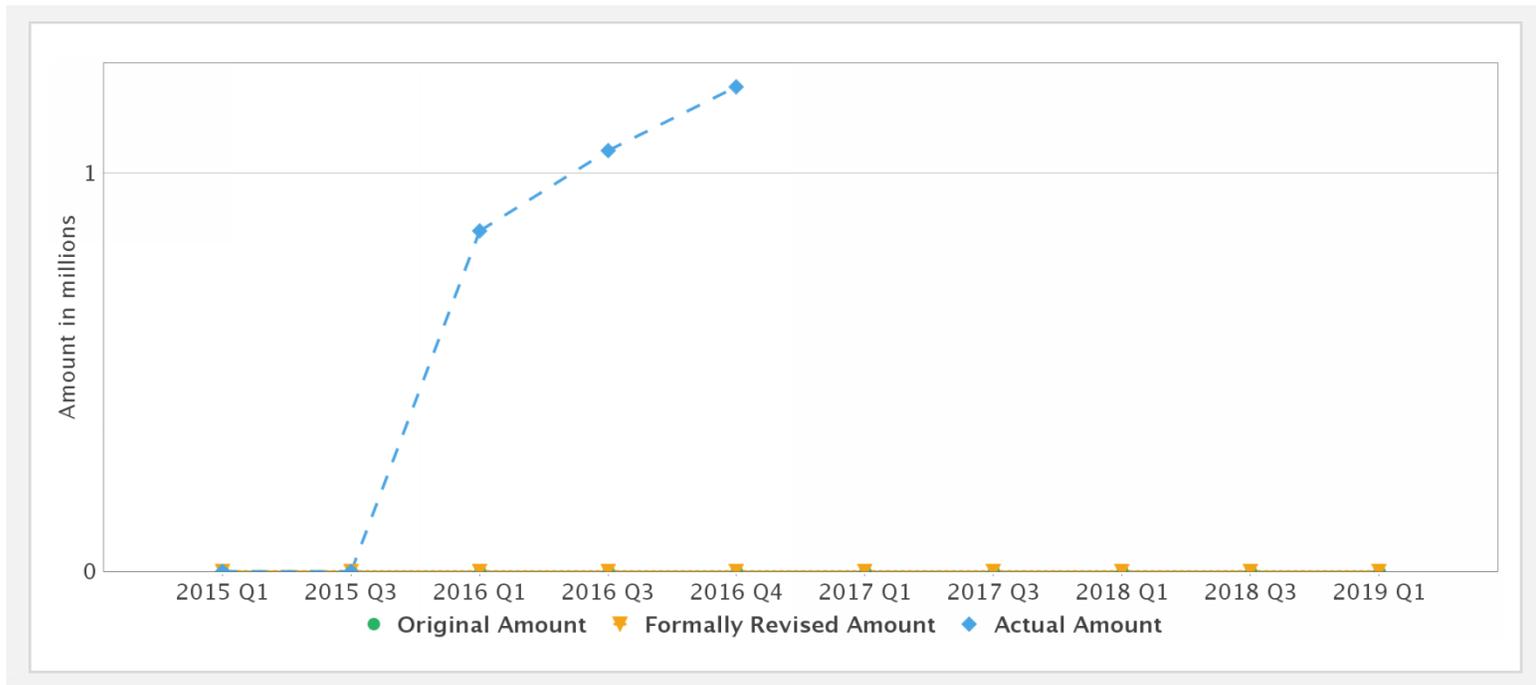
#### Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P146474	IDA-H9850	Effective	XDR	13.10	13.10	0.00	1.22	11.88	9%

#### Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P146474	IDA-H9850	Effective	30-Sep-2014	06-Oct-2014	31-Mar-2015	30-Dec-2020	30-Dec-2020

### Cumulative Disbursements



### Restructuring History

There has been no restructuring to date.

### Related Project(s)



There are no related projects.

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