

## MID-TERM EVALUATION

**SEN/801**

Developing Employment in Senegal -  
Equitable Access to Vocational Training

### PROJECT SUMMARY DATA

Country	Senegal
Long project title	Developing Employment in Senegal - Equitable Access to Vocational Training
Short project title	ACEFOP
LuxDev Code	SEN/801
Version of the Report	November 2018

### RATING OF THE PROJECT BY THE EVALUATION MISSION

Global rating (Effectiveness)	<b>2</b> On a scale of 1 (excellent results, significantly better than expected) to 6 (the project was unsuccessful, or the situation has deteriorated on balance)
Rating using other evaluation criteria	Relevance: <b>1</b> Efficiency: <b>2</b> Sustainability: <b>1</b>

## EXECUTIVE SUMMARY

This is the report of the interim assessment of the Project titled “Equitable Access to Vocational Training” (ACEFOP), Component 2 of the program labeled “Developing Employment in Senegal: Strengthening Business Competitiveness and Employability in Start Zones” in response to the objectives of the European Union Emergency Trust Fund for stability and control of the root causes of irregular migration and displaced persons in Africa. This program has four components:

- strengthening the fabric of local businesses (SO1);
- **expanding equitable access to vocational training (OS2, ACEFOP);**
- promoting access to finance for self-entrepreneurs and (T)SMEs (SO3);
- disseminating information on economic opportunities in Senegal (SO4).

ACEFOP project aims to “Expand Equitable Access to Vocational Training” by acting on the continuum from training and skills development to employment through employability schemes. Upstream, the aim is to promote supply, quality and relevance of training that meets the needs of the productive sector. Downstream, it is about supporting the levers of creativity and access to employment. Finally, the link between training and employment is aimed at setting up intermediation and transition mechanisms between training and employment. The project spans 48 months (from 1st September 2016 to 1st August 2020). The mid-term evaluation was carried out following the 24th month in the implementation (August 2018) of the project.

Total amount of the project is EUR 19 million granted by the European Union Emergency Trust Fund. The first two pre-financing installments of the activity, which are EUR 1 531 391 and EUR 4 781 385 respectively witnessed a 74% execution as at 31st August 2018.

The interim assessment carried out by two experts from SOGEROM SA points out that the mid-term expected outcome of ACEFOP project (or SEN/801) are mostly achieved and often prove better than expected.

Recorded successes bring to the fore significant efforts towards increasing the training supply following training in development-oriented pedagogy (Skills-Based Approach) of 370 Master craftsmen selected in 15 trades, the enrollment of 1 772 youth in renovated apprenticeship, the start of the construction of three new training centers, the preparation of the rehabilitations of Kolda and Tambacounda Technical High Schools (*Lycées techniques de Kolda et Tambacounda*), the plan to strengthen the technical platform of all centers in equipment, the selection of new training pathways, the acquisition of six mobile training units in agribusiness, in industry and information and communication technologies, with a view to access disadvantaged and landlocked targets.

Similarly, there is an improvement in the quality of training by strengthening the capacity of 636 Skills-Based Approach trainers, 156 administration officers from training centers and academic centers for educational and vocational guidance, the replication of Skills-Based Approach training standards, certification standards and employment qualification standards (developed in SEN/024 and SEN/028), the development of a training program for trainers in agri-breeding at Guérina Training Center of Trainers (analysis of occupational situations, job-skills standards, certification standards and training standards). In addition, about 300 disadvantaged youth benefit from dual apprenticeship in the agricultural and agriculture-related trades in Kolda and Sedhiou. Private sector stakeholders are largely involved in the identification of promising sectors, the development of training standards, the implementation of the training.

As far as support mechanism to employment integration is concerned, 268 returnee migrants have been identified and monitored by ACEFOP-SEN/801 project, 1 253 learners from the training centers are benefiting from support in their integration and internship programs in companies, 802 benefited from in-service training and 700 youths have been selected for skilled training through training-integration programs. The communication plan is properly executed.

Among the points that need improvement, actors underlined the rather slow pace noted in the provision of equipment and material in workshops and beneficiary centers, and in the processing of financial regulation files within Vocational and Technical Training Financing Fund for the funding of training-integration programs and National Offices for Vocational Training in the settlement of centers' bills. In addition, at the ministerial and local levels, some stakeholders called for more frequent communication and greater involvement of Ministry in charge of Vocational Training, Apprenticeship and Handicrafts' technical directorates in steering the project.

Based on Development Assistance Committee (Organisation for Economic Co-operation and Development) criteria, the interim assessment criteria showed that ACEFOP-SEN/801 project is very relevant since it meets the needs of youth and adults aged 15 to 35 living in rural areas, out-of-school youth or youth with low school education background as well as returnee migrants in the regions of Kedougou, Kolda, Sedhiou, Tambacounda and Ziguinchor. The successes recorded and the expected outcomes from the ACEFOP project are in perfect line with the national strategic orientations in terms of training and employment/integration. In helping implement the 2016-2020 Strategic Development Plan for Vocational and Technical Training and Crafts, ACEFOP responds to a real and urgent need through training activities and support for the socio-professional integration of a large number of inactive and disadvantaged youth who happen to be potential candidates for illegal migration.

Regarding the **efficiency** criterion, it can be noted that the progress of each product is running as planned with few exceptions. Indeed, the progress of tasks and activities scheduled up to 31st August 2018 shows a 30% completion rate for Outcome 1 (the quantity of vocational training provision has been improved in the regions of Kédougou, Kolda, Sedhiou, Tambacounda and Ziguinchor), 47% for Outcome 2 (the quality of training has been improved and adapted to socio-economic needs) and 57% for Outcome 3 (support mechanisms to professional integration and in-service training have been strengthened). The acceleration of the construction of the three new centers and the upcoming acquisition of six mobile training units will boost Outcome 1. In the course of the interim assessment, regional stakeholders strongly expressed the wish to see the finalization of the construction of Kolda and Tambacounda technical high schools that started about ten years ago as well as the rehabilitation of Vocational Training Centers just like the ones carried out by SEN/018 program of the Luxembourg Cooperation in Northern Senegal. This is to "restore" the face of vocational and technical training in South and South-East Senegal which happens to be the operational concentration zone of the ACEFOP project.

About **efficiency**, it was found that the achievements of ACEFOP project are better than expected in most cases the more so as the financial resources made available to the project were used rationally, with 74% execution rate for the first two installments.

Finally, the interim assessment clearly points out that the achievements of ACEFOP project can be deemed **sustainable** from an institutional, technical, methodological and economic point of view. Institutional sustainability is ensured by:

- the commitment of the Ministry in charge of Vocational Training, Apprenticeship and Handicrafts through the signing of a Memorandum of Understanding;
- the effective mobilization of state institutions, the Vocational and Technical Training Financing Fund for the funding of continuing training and the National Office for Vocational Training for the educational engineering with which the project signed a Delegation Agreement for Funds and Implementation.

Consultation frameworks on training and youth employment are set up and are functional within each academy in all five regions. From a technical standpoint, ACEFOP project adopted the same methodological approach in skills development using the Skills-Based Approach, as recommended by the Director of Vocational Training in Senegal. As for the economic and financial sustainability, it depends among other sources on funding, on the will of the Government of Senegal in upgrading the Vocational and Technical Training Financing Fund and on National Office for Vocational Training funds by increasing staffing which is based on a system of companies' payroll tax called Lump-sum Employer Contribution.

Thus, the summary of the evaluation criteria is as follows: Relevance (1), Efficiency (2), Effectiveness (2) and Sustainability (1) according to the following scale:

Rating Scale	
1	Excellent results, significantly better than expected.
2	Results above average, in some areas, performance is better than expected
3	Results achieved but opportunities exist for improvement
4	Results not achieved, obvious need for improvement
5	Red flag, Project must be reviewed / restructured urgently
6	Project failed, or the situation got deteriorated.

Lessons learned are mainly the following:

- within the project team, the appointment of a focal point from the Ministry of Vocational Training, Apprenticeship and Handicrafts and the active involvement of the Study and Planning Unit of the Ministry help place SEN/801 project in line with the National Vocational Training System;
- flexibility in project management is a success factor well understood by the project, as strongly testified by stakeholders;
- the independence in management of the two branches that polarize the five SEN/801 intervention zones in Ziguinchor and Tambacounda promotes the responsiveness of field teams;
- SEN/801 project led to a renewed interest in vocational training and a better recognition of the Technical and Vocational Training by territorial authorities and stakeholders in the project's intervention zone in South and South-East Senegal;
- multi-stakeholder Concertation in operational concentration zone, which has become a reality on Training-Employment /Integration, is a key success factor for achieving project expected outcomes;
- the spirit of competitiveness is stimulated in heads of Vocational Training Centers in a bid to obtain funding for training/integration projects (training-integration program);
- **the project is unanimously welcomed by all stakeholders, who have grown more and more excited since they benefited from the first activities and achievements.**

With the aim of improving and optimizing the conditions of success of the ACEFOP-SEN/801 project during the second half of its term, the following recommendations were formulated:

- to have a better involvement of local and regional authorities in the implementation of the project;
- to complete the technical capacity building activities for Master craftsmen;
- to accelerate the rehabilitation process (commitment of the Ministry in charge of Vocational Training) of Vocational Training Centers and two technical high schools in Kolda and Tambacounda; this is a wish that is dearest to local officials;
- to keep raising awareness among local stakeholders on the thematic of a shared vision on income-generating activities;
- to take charge of the youth who are out of the system in the activities of Academic Counselors for Educational and Vocational Guidance;
- to coach the inexperienced trainers in teaching / learning situations as much as possible in a permanent way during the Master craftsmen's technical and pedagogical follow-up missions;
- to adopt the certification strategy for youth in the field of refurbished apprenticeship and dual apprenticeship as a matter of urgency. The option adopted is to be communicated urgently to all concerned;
- to communicate on successful models for creating businesses for locally-trained youth in the operational concentration zone, with or without assistance from project activities. Some local government officials recommended that we "demystify migrant's success through narrative". Those in positions of responsibility in start zones are often former migrants and are often considered as "success stories". The adopted option should be communicated urgently to all concerned parties.