



1. Project Data :
OEDID: C2174
Project ID: P002872
Project Name : Technical Education and Vocational Training Project
Country: Togo
Sector:
L/C Number: C2174-TO
Partners involved :
Prepared by: Helen Abadzi
Reviewed by: Hernan Levy
Group Manager: Gregory K. Ingram
Date Posted : 04/22/1999

2. Project Objectives, Financing, Costs and Components :

Objectives were: (a) support the government's strategy to restructure the Togolese technical and vocational training system into a system stimulated by demand and linked to employment and economic needs; (b) assist the government in professionalizing training by strengthening the practical and theoretical aspects of traditional technical programs (e.g. through dual or modular training). Components were (a) institutional development of vocational education directorates, initial and in-service training of staff in the sector, and launching of a national training fund . Project cost was US\$15.7 million, and credit amount was US\$11 million. The project closed on June 30, 1998, 18 months behind schedule, and an undisbursed balance of US\$ 0.5 million was canceled.

3. Achievement of Relevant Objectives :

The project was not successful in restructuring the vocational -technical education system, but it was partly successful in assisting the practical and theoretical aspects of training programs .

4. Significant Achievements :

A total of 138 training plans and programs were financed, which benefited about 5400 people, including 20% women. The project was modestly successful in conducting the pilot dual training of apprentices, in creating capacities at certain central directorates and training facilities, and it gradually improved the management procedures of the National Training Fund . About 24 studies were carried out, and some results were used to guide the development of the country's vocational education system .

5. Significant Shortcomings :

Implementation capacity was minimal; participation and commitment of businesses to support training were nonexistent. Project risks were correctly identified during appraisal, but the measures to mitigate them were insufficient or ineffective. IDA overestimated the institutional capacity to carry out necessary studies . The project was implemented in an uncertain political environment, which was further complicated by the high turnover of local counterparts.

6. Ratings:	ICR	OED Review	Reason for Disagreement /Comments
Outcome:	Unsatisfactory	Unsatisfactory	
Institutional Dev .:	Partial	Modest	
Sustainability :	Unlikely	Unlikely	
Bank Performance :	Deficient	Unsatisfactory	
Borrower Perf .:	Deficient	Unsatisfactory	
Quality of ICR :		Satisfactory	

7. Lessons of Broad Applicability :

To support reforms, commensurate capacity development is necessary . Strong budget planning as well as

high-level, continuous leadership is also needed to bring them about .
Vocational-technical education projects are very demanding in terms of monitoring and evaluation activities . These should be well tailored to the capacity of the implementing organization .

8. Audit Recommended? ☐ Yes ☒ No

9. Comments on Quality of ICR :

It gives an account of project events, but focuses on procedural issues; it makes little or no mention of learning outcomes for students.