



## Senegal Tertiary Education Governance and Financing For Results (P123673)

AFRICA | Senegal | Education Global Practice |

IBRD/IDA | Investment Project Financing | FY 2011 | Seq No: 13 | ARCHIVED on 12-Jun-2018 | ISR31669 |

Implementing Agencies: Government of Senegal, Ministere de l'Economie et des Finances et du Plan, General Directorate of Higher Education

### Key Dates

#### Key Project Dates

Bank Approval Date:26-May-2011

Effectiveness Date:13-Dec-2011

Planned Mid Term Review Date:--

Actual Mid-Term Review Date:--

Original Closing Date:30-Jun-2016

Revised Closing Date:30-Dec-2018

### Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The project development objective is to enhance the efficiency and quality of the higher education system and the oversight and accountability of higher education institutions (HEI).

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

No

### Components

Name

Strengthening the governance of the tertiary education system:(Cost \$7.10 M)

Improvement of the effectiveness of the tertiary education institutions:(Cost \$60.00 M)

### Overall Ratings

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

### Implementation Status and Key Decisions

**Project Overview.**

The Senegal Tertiary Education Governance and Financing for Results Project Development Objective (PDO) is to enhance the efficiency and quality of the higher education system and the oversight and accountability of higher education institutions (HEIs). The PDO remains aligned with the Government's Ten-Year Education Sector Development Program (PAQUET, 2013-2025) which aims to strengthen the quality and relevance of higher education and support its diversification and governance.

This ISR provides an update based on a supervision mission undertaken from October 9 to 20, 2017, which took stock of progress made thus far in the implementation of the project. Despite some difficulty to fully reach 3 out of 5 PDO-level indicators, which led to the downgrade of progress towards the achievement of the PDO to Moderately Satisfactory, overall project implementation is progressing fairly well. Based on a review of the project's progress to date, the mission made concrete recommendations that would enable the PDO to be achieved by the project closing date. Below is a summary of the status of each component.

**Component 1: Strengthening the governance of the tertiary education system**

Expected results under this component have been successfully achieved. The General Directorate of Higher Education (GDES) which is in charge of overseeing the development of the higher education sector overall is now fully operational and is effectively handling the overall management of the Project as well as the Government's higher education reform agenda. In addition, the National Quality Assurance Authority (ANAA) is now well established and has adopted the quality standards and evaluation criteria for higher education institutions (HEIs). The ANAA-Sup has expanded its mandate to include the accreditation of private HEIs. To date, the ANAA has received applications from 206 private institutions and 6 public institutions, of which 126 were successfully admitted. The process is underway for the public institutions. With respect to program evaluation, 443 programs have applied (292 private and 151 public), of which 211 have been admitted and 111 accredited. Furthermore, ANAA has now developed a regional expertise and has been providing technical support to countries such as Mali, Gambia, Ivory Coast, Burundi, Central Africa, Guinea, Chad, Togo, Benin, Togo and Cameroon. It has also established effective partnerships with international institutions such as HCERES (France), CETC (Canada), 3 FPT (Senegal), USAID-ERA, AAQ, CEEC, etc. The major challenge pertains to the dissemination of the higher education assessments to improve communication with students, parents, and business owners. A communications plan is being developed for this purpose. Regarding the planned reform agenda, the law reforming the governance of HEIs was adopted on December 18, 2015 to the satisfaction of the entire education community including the Government, unions, and civil society organizations. And lastly, an internal evaluation of achievement on each annual performance-based contract (PBC) has been undertaken by the DGES. An external evaluation has been conducted by independent consultants that will be used for decision-making for allocations of financing to HEIs for the subsequent year.

**Component 2: Improvement of the effectiveness of the higher education institutions**

All existing public HEIs have signed a performance-based contract (PBC) with the Government. In addition, all universities have strategic plans which informed their priority development plans. These plans are evaluated every year. In terms of performance, many commendable results have been achieved. The target universities have partially achieved the following PBC results respectively: (a) UADB has achieved 13 out of 17 agreed results; (b) UASZ (12 out of 18); (c) University of Thies (13 out of 22); (d) UASZ (12 out of 18); and (e) UGB (9 out of 18). While these achievements are commendable, the performance of UGB and UCAD are particularly concerning as they continue to face internal efficiency issues and do not meet the expected results related to promotion rate in grade one and repetition rate. This is partly due to the lack of their student intake capacity, like most Senegalese universities which have already exceeded their intake capacity. However, great improvements have been noted since the last mission in October 2017.

Regarding the diversification of training and increasing access to short-term tertiary education, the Tertiary Education Vocational Institute of Thies (*Institut Supérieur d'Enseignement Professionnel* - ISEP) started its training courses with 400 registered students, 50 percent of whom are female. Success rates are among the best in the system (99 percent).

Progress rate of the planned civil works is summarized as follows: UCAD (98 percent); 95 % UGB (95 percent); UADB (95 percent); University of Thiès (60 percent); and ANAA-SUP (30 percent). The 12-month extension of the project closing to December 2018 will allow the Government to provide the expected counterpart funding for completion of the planned civil works.

**Risks****Systematic Operations Risk-rating Tool**



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

## Results

### Project Development Objective Indicators

#### ► Academic programs that meet the minimum quality standard as set (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	91.00	117.00	124.00
Date	06-Sep-2011	13-Feb-2017	19-Oct-2017	30-Dec-2018

#### Comments

The target was exceeded by the ANAQ. It is expected that this number will increase before the end of the current academic year.

#### ► Universities with performance-based contracts negotiated and overseen by GHED (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	100.00	100.00	100.00
Date	06-Sep-2011	13-Feb-2017	19-Oct-2017	30-Dec-2018

#### Comments

All universities have signed a PBC and receive their budget based on their signed PBC.



► Institutions that achieve at least 80% of the annual targets set in the performance-based contracts (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	80.00	100.00	90.00
Date	06-Sep-2011	13-Feb-2017	19-Oct-2017	30-Dec-2018

Comments

Based on the PBC assessment conducted by an independent auditor all targeted universities have reached the annual targets set in their respective PBCs.

► Promotion rate at grade one by university (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	UCAD: 30% UGB (Saint-Louis): 70% Bambey: 80% Thies: 70% Ziguinchor: 57%	UCAD: 42.29% UGB (Saint-Louis): 83% Bambey: 78% Thies: 86.3% Ziguinchor: 72.86%	UCAD: 42.22% UGB (Saint-Louis): 77% Bambey: 64% Thies: 86.4% Ziguinchor: 78.61%	UCAD: 60% UGB (Saint-Louis): 90% Bambey: 90% Thies: 90% Ziguinchor: 80%
Date	06-Sep-2011	22-Feb-2017	19-Oct-2017	30-Dec-2018

Comments

Most universities saw their indicators regressed due to student strikes last year. The universities of Thiés and Ziguinchor have slightly progressed. This situation is highly concerning and the team is analyzing existing data to have a better understanding and to take the necessary actions to mitigate.



► Direct project beneficiaries (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	68,322.00	157,389.00	162,635.00	170,000.00
Date	09-Sep-2011	23-Feb-2017	19-Oct-2017	30-Dec-2018

Comments

The next mission will assess the expected number of direct project beneficiaries for the next academic year. The number increased slightly and the target is expected to be reached by project close.

▲ Female beneficiaries (Percentage, Custom Supplement)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	33.00	35.50	38.00	40.00

Overall Comments

Intermediate Results Indicators

► All tertiary education institutions use the new financial law to manage their budget (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	Y	Y	Y
Date	06-Sep-2011	23-Feb-2017	19-Oct-2017	30-Dec-2018



► Annual tertiary education statistics report produced (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	Y	Y	Y
Date	06-Sep-2011	23-Feb-2017	19-Oct-2017	30-Dec-2018

Comments

The annual tertiary report is produced and made available. However, it is still challenging to receive data on time

► Budget allocated based on performance-based contracts (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	9.50	10.00	15.00
Date	06-Sep-2011	23-Feb-2017	19-Oct-2017	30-Dec-2018

Comments

**Performance-based contract (PBC) is fully implemented and universities receive their budget on its basis. However, due to the lack of counterpart funding to support PBC implementation the expected increase remains low.**

► GDHE is implemented to (i) coordinate the implementation of the tertiary education program, (ii) provide oversight for PBC implementation, and (iii) monitor the status of reforms (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	Y	Y	Y
Date	06-Sep-2011	23-Feb-2017	19-Oct-2017	30-Dec-2018



► Tertiary institutions with a Board of Director (Conseil d'Administration) that approves the annual budget (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	25.00	20.00	80.00
Date	06-Sep-2011	23-Feb-2017	19-Oct-2017	30-Dec-2018

Comments

This indicator is still below the expected target. The law establishing University Boards of Director is being implemented and it is expected that all universities will have their Boards of Director for the 2018-2019 academic year.

► Repeating students in year 1 in UCAD (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	40.00	35.80	19.40	20.00
Date	06-Sep-2011	23-Feb-2017	19-Oct-2017	30-Dec-2018

Comments

UCAD has implemented mitigation mechanism to address the issue such as remediation class, tutor etc.. The percentage of repeater decrease significantly.

► Undergraduate programs elaborated according to LMD with complete description (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	100.00	100.00	100.00
Date	06-Sep-2011	23-Feb-2017	19-Oct-2017	30-Dec-2018



► Teachers having followed training in the LMD requirements for teaching (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	67.00	100.00	70.00
Date	06-Sep-2011	23-Feb-2017	19-Oct-2017	30-Dec-2018

Comments

All universities have implemented a specific training on the LMD requirements through their PBC action plan.

► Students enrolled in programs designed with private sector in the ISEP (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	538.00	538.00	3,000.00
Date	06-Sep-2011	23-Feb-2017	19-Oct-2017	30-Dec-2018

Comments

The construction of ISEP is very slow which affects the student intake capacity of ISEP. The institution is in temporary buildings that do not allow the recruitment of students in large numbers.

► The ISEP is functional (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	Y	Y	Y
Date	06-Sep-2011	30-Jun-2016	19-Oct-2016	30-Dec-2018

Comments

Yes. The ISEP is now functional but started in temporary buildings while construction of the main complex is completed.

Overall Comments





## Data on Financial Performance

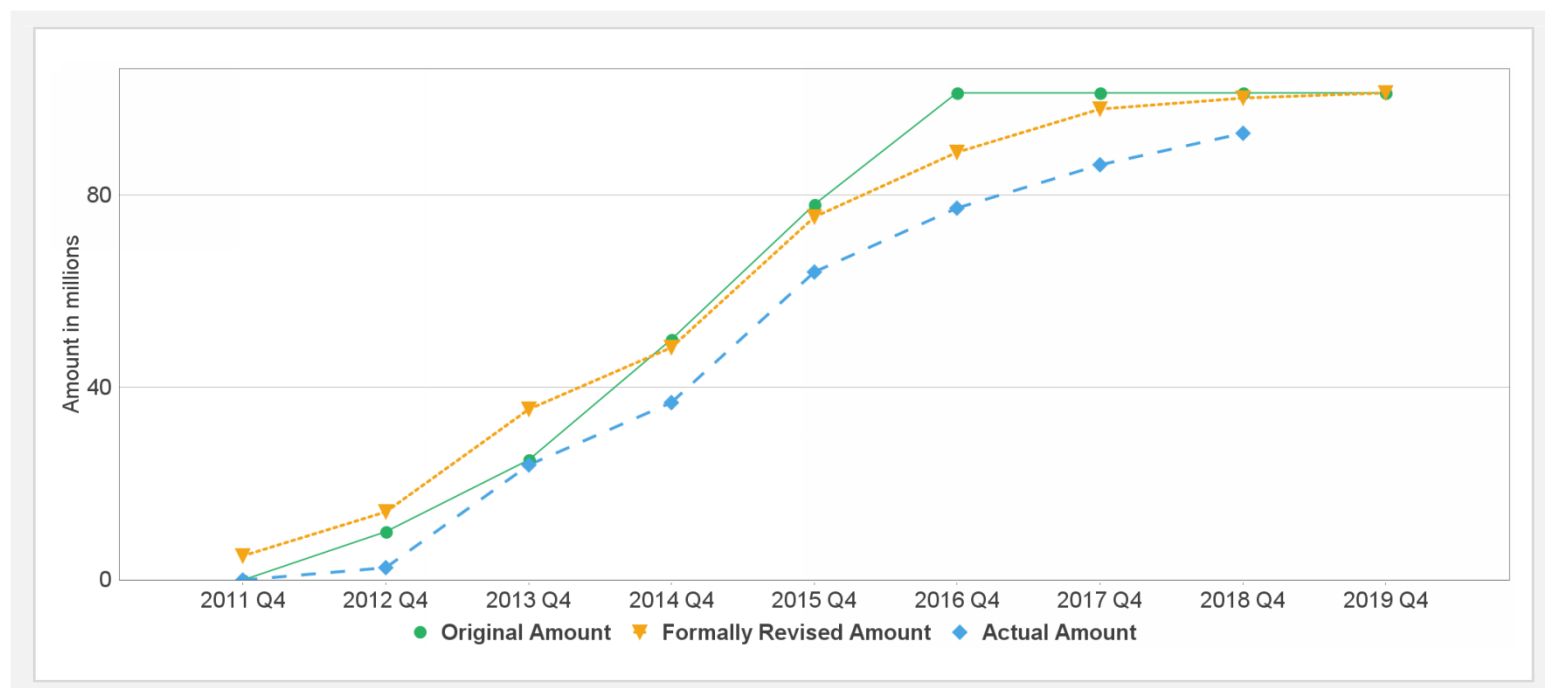
### Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P123673	IDA-49450	Effective	USD	101.30	101.30	0.00	92.84	0.02	100%

### Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P123673	IDA-49450	Effective	26-May-2011	10-Jun-2011	13-Dec-2011	30-Jun-2016	30-Dec-2018

### Cumulative Disbursements



### Restructuring History

Level 2 Approved on 16-Mar-2016 ,Level 2 Approved on 04-Oct-2017



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## Related Project(s)

P152238-Dakar Second University of Excellence

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