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IMPLEMENTATION COMPLETION AND RESULTS REPORT

Grant Number H7340 and Credit Number 56080

ON A

GRANT

IN THE AMOUNT OF SDR 31.3 MILLION
(US\$50 MILLION EQUIVALENT)

AND A

CREDIT

IN THE AMOUNT OF SDR 35.5 MILLION
(US\$50 MILLION EQUIVALENT)

TO THE

REPUBLIC OF CÔTE D'IVOIRE

FOR THE

Emergency Youth Employment and Skills Development Project

June 29, 2021

Education Global Practice
Africa West and Central Region

CURRENCY EQUIVALENTS

(Exchange Rate Effective February 4, 2021)

Currency Unit = France CFA (FCFA)

FCFA 546.92= US\$1

SDR 1= US\$ 1.43

FISCAL YEAR

July 1 - June 30

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ABBREVIATIONS AND ACRONYMS

ADDCI	Association of Districts and Departments of Côte d'Ivoire (<i>Association des districts et de Côte d'Ivoire</i>)
AF	Additional Financing
AFD	French Development Agency (<i>Agence française de développement</i>)
AGEFOP	National Professional Training Agency (<i>Agence de la Formation Professionnelle</i>)
AGEPE	National Employment Agency (<i>Agence de Promotion de l'Emploi</i>)
AGEROUTE	National Roads Agency (<i>Agence de Gestion des Routes</i>)
ANADER	National Agency for Rural Development (<i>Agence nationale d'appui au développement rurale</i>)
ANASUR	National Urban Sanitation Agency (<i>Agence Nationale de la Salubrité Urbaine</i>)
BADEA	Arab Bank for Economic Development in Africa
BAP	Budgeted Action Plan
BCEAO	Central Bank of West African States (<i>Banque Centrale des états de l'Afrique de l'Ouest</i>)
BCPE	Office of Coordination and Employment Programs
BEP	Certificate of Vocational Lower Secondary Education (<i>Brévet d'études professionnelles</i>)
BTS	Certificate of Professional Training (<i>Brévet de technicien supérieur</i>)
CCICI	Chamber of Commerce and Industry of Côte d'Ivoire (<i>Chambre de Commerce et de l'Industrie de la Côte d'Ivoire</i>)
CGECI	General Confederation of Enterprises in Côte d'Ivoire (<i>Confédération Générale des Entreprises en Côte d'Ivoire</i>)
CIE	National Electricity Company (<i>Compagnie Ivoirienne de l'électricité</i>)
CCP	Project Coordination Cell (<i>Cellule de coordination des projets</i>)
CPAR	Country Procurement Assessment Report
CPS	Country Partnership Strategy
ESMF	Environmental and Social Management Framework
FCFA	Franc of the African Financial Community (<i>Franc de la Communauté Financière Africaine</i>)
FM	Financial Management
GDP	Gross Domestic Product
GEMs	Geo-enabling Methods of Monitoring and Supervision
GoCI	Government of Côte d'Ivoire
HIPC	Heavily Indebted Poor Countries
IDA	International Development Association
IE	Impact Evaluation
IECD	The European Institute of Cooperation and Development
IGA	Income Generating Activity
IRI	Intermediate Results Indicator
LIPW	Labor Intensive Public Works
MAPPME	Ministry of Crafts and Small and Medium Enterprises (<i>Ministère de l'artisanat et des petites et moyennes entreprises</i>)
M&E	Monitoring and Evaluation

MEF	Ministry of Economy and Finance (<i>Ministère de l'économie et finances</i>)
ME-MEAS	Ministry of State of Labor, Social Affairs and Solidarity (<i>Ministère d'état de l'emploi, affaires sociales et solidarité</i>)
METFP	Ministry of Technical and Vocational Training (<i>Ministère de l'éducation technique et de la formation professionnelle</i>)
MIS	Management Information System
MOD	Maîtrise d'ouvrage délégué / Delegated Work Management
MPJSC	Ministry of Youth and Civic Service (<i>Ministère de la jeunesse et du service civique</i>)
MSME	Micro-, Small and Medium Enterprises
NEET	Not in Education, Employment, or Training
NGO	Non-governmental Organization
PDO	Project Development Objective
PEJEDEC	Emergency Youth Employment and Skills Development Project
PIM	Project Implementation Manual
PIU	Project Implementation Unit
PND	National Development Plan
PRSP	Poverty Reduction Strategy Paper
RC	Regional Council
RPF	Resettlement Planning Framework
SSA	Sub-Saharan Africa
SPF	State and Peace-Building Fund
TSC	Technical Steering Committee
TVET	Technical and Vocational Education and Training
UVICOCI	Union of Cities and Municipalities of Côte d'Ivoire (<i>Union des villes et communes de Côte d'Ivoire</i>)
WDR	World Development Report

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DATA SHEET

BASIC INFORMATION

Product Information

Project ID	Project Name
P122546	COTE D'IVOIRE - Emergency Youth Employment and Skills Development Project
Country	Financing Instrument
Cote d'Ivoire	Investment Project Financing
Original EA Category	Revised EA Category
Partial Assessment (B)	Partial Assessment (B)

Organizations

Borrower	Implementing Agency
Ministry of Economy and Finance	Project Implementation Unit

Project Development Objective (PDO)

Original PDO

The proposed Project Development Objective (PDO) is to improve access to temporary employment and skills development opportunities for young men and women in Cote d'Ivoire's territory.



FINANCING

	Original Amount (US\$)	Revised Amount (US\$)	Actual Disbursed (US\$)
World Bank Financing			
IDA-H7340	50,000,000	49,795,936	46,379,944
IDA-56080	50,000,000	50,000,000	49,341,475
Total	100,000,000	99,795,936	95,721,419
Non-World Bank Financing			
Borrower/Recipient	0	0	0
Total	0	0	0
Total Project Cost	100,000,000	99,795,936	95,721,418

KEY DATES

Approval	Effectiveness	MTR Review	Original Closing	Actual Closing
15-Sep-2011	27-Dec-2011	20-Dec-2013	30-Jun-2015	31-Dec-2020

RESTRUCTURING AND/OR ADDITIONAL FINANCING

Date(s)	Amount Disbursed (US\$M)	Key Revisions
19-Jun-2015	35.81	Change in Loan Closing Date(s) Reallocation between Disbursement Categories
20-Feb-2017	44.58	Change in Loan Closing Date(s)
28-May-2019	85.27	Change in Results Framework Change in Components and Cost Change in Loan Closing Date(s) Reallocation between Disbursement Categories Change in Implementation Schedule

KEY RATINGS

Outcome	Bank Performance	M&E Quality
Satisfactory	Satisfactory	High



RATINGS OF PROJECT PERFORMANCE IN ISRs

No.	Date ISR Archived	DO Rating	IP Rating	Actual Disbursements (US\$M)
01	19-Dec-2011	Satisfactory	Satisfactory	0
02	27-Jun-2012	Satisfactory	Satisfactory	2.01
03	09-Jan-2013	Satisfactory	Satisfactory	10.80
04	27-Sep-2013	Moderately Satisfactory	Moderately Satisfactory	15.83
05	03-Jun-2014	Moderately Satisfactory	Moderately Satisfactory	26.30
06	25-Dec-2014	Moderately Satisfactory	Moderately Satisfactory	32.07
07	30-Jun-2015	Moderately Satisfactory	Moderately Satisfactory	35.81
08	31-Dec-2015	Moderately Satisfactory	Moderately Satisfactory	39.35
09	21-Jun-2016	Moderately Satisfactory	Moderately Satisfactory	40.31
10	20-Dec-2016	Moderately Satisfactory	Moderately Satisfactory	42.88
11	22-Jun-2017	Moderately Satisfactory	Moderately Satisfactory	62.78
12	03-Jan-2018	Moderately Satisfactory	Moderately Satisfactory	73.12
13	28-Jun-2018	Moderately Satisfactory	Moderately Satisfactory	78.78
14	23-Mar-2019	Moderately Satisfactory	Moderately Satisfactory	82.76
15	20-Mar-2020	Moderately Satisfactory	Moderately Satisfactory	91.30
16	17-Dec-2020	Moderately Satisfactory	Satisfactory	95.72

SECTORS AND THEMES

Sectors

Major Sector/Sector (%)

Education	64
Public Administration - Education	10
Adult, Basic and Continuing Education	16
Workforce Development and Vocational Education	38



Social Protection	36	
Social Protection	36	
Themes		
Major Theme/ Theme (Level 2)/ Theme (Level 3)	(%)	
Private Sector Development	105	
Jobs	100	
Enterprise Development	5	
MSME Development	5	
Finance	5	
Financial Infrastructure and Access	5	
MSME Finance	5	
Social Development and Protection	36	
Social Protection	36	
Social Safety Nets	36	
Human Development and Gender	54	
Education	44	
Access to Education	11	
Science and Technology	11	
Teachers	11	
Standards, Curriculum and Textbooks	11	
Labor Market Policy and Programs	10	
Labor Market Institutions	5	
Active Labor Market Programs	5	
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I. PROJECT CONTEXT AND DEVELOPMENT OBJECTIVES

A. CONTEXT AT APPRAISAL

Country Context

- During the decade preceding appraisal, Cote d'Ivoire had undergone a severe political, social, and economic crisis, culminating in a brief civil war in 2002-2003, and a violent conflict after the presidential elections in 2011.** The 2002 conflict effectively divided the country in two and further increased unemployment rates, particularly among youth. Vulnerable, unemployed youth had been easily mobilized into a force for political gain. During these crises, many youth had been trained and armed as paramilitary groups or organized into self-defense committees to intimidate opponents. This situation presented a risk to sustainable peace and recovery in Côte d'Ivoire.
- The political instability over more than a decade had a dramatic negative effect on the economic performance, poverty rates, and social outcomes in Cote d'Ivoire.** Total public and private sector investment amounted to a mere 10 percent of GDP, half the average rate in the Sub-Saharan African Region. The population living below the poverty line¹ increased significantly, from around 14 percent in 1985, to 38 percent in 2002, and to 43 percent in 2008. The interaction of high poverty and inequality provided a fertile ground for social exclusion, intense group rivalry, mass group mobilization and conflict. After the 2011 conflict, it was estimated that GDP declined by roughly 15 to 20 percent in the first four months of 2011. Real GDP growth projections for 2010 were lowered to 2.5 percent and preliminary estimates for 2011 showed a sharp contraction of -6.3 percent. In urban centers, commercial banks were closed for several months, there was an effective halt of cocoa exports, large scale population displacement in some areas (particularly the West) and widespread insecurity and violence prevailed throughout the country. In light of this reality, providing earning opportunities to youth, even if on a temporary basis, became a strong priority for the Government.
- It was expected that growth during the recovery phase would come from renewed private sector confidence and investments, the return of capacity utilization in industry to normal levels, normalization of the situation in all regions in the country, and the rehabilitation of public infrastructure.** The latter was expected to be particularly critical to help domestic and external trade and re-launch nontraditional exports and agricultural processing industries. Restoration of capacity of the electricity sector would also be critical for the recovery of manufacturing sector. A series of policy notes² on the sources for economic growth in Côte d'Ivoire indicated that among other sectors,³ agriculture, construction, and work in utilities (such as e.g., road maintenance and electricity grid improvements) were expected to be important sources for new jobs and were likely to provide job opportunities in the short to medium term.
- At the time of the 2015 additional financing (AF), post-crisis economic recovery had proceeded at a rapid and sustained speed.** Côte d'Ivoire was transitioning away from a post-conflict environment to one increasingly

¹ Of US\$1.40/day in 2008 prices and exchange rate; or in FCFA75,000 in 1985 prices. All poverty data was from World Bank, Côte d'Ivoire – Shocks, Inequality and Poverty: A Poverty Assessment, Report No. 55396-CI, June 28, 2010, World Bank, Washington.

² World Bank, 2012, Côte d'Ivoire: The Growth Agenda - Building on Natural Resource Exports, March 20, 2012, Report No. 62572-CI, World Bank, Washington.

³ Capital intensive industries such as oil and gas played a prominent role, among others, but their impact on employment was limited. Other key sectors included manufactured exports, transport and trade facilitation, and the wood products industry. In agriculture, cocoa, palm oil, cashew and rubber, and rice were strong growth sectors with potential for value added and job creation. Agro-processing would likely create jobs for machinery operation and maintenance. However, the expansion of value chains in agriculture would only take place over the medium-to long term.



characterized by political and economic stability. The country, with the active engagement of the international donor community, had embarked on an ambitious and comprehensive program of reforms and investments aimed at leveraging its considerable human capital, natural resources, and infrastructure endowments to spur a robust, broad-based, and sustainable, economic growth performance. Major reform initiatives included key policy and institutional changes in the cocoa sector which had boosted producers' incomes. The country had attained the Heavily Indebted Poor Countries (HIPC) Completion Point, and as a result obtained significant debt relief in June 2012. Since the end of the post-election crisis in 2011, sound macroeconomic management, combined with public and private investments, had underpinned improved economic growth. The GDP growth was 10.7 percent in 2012, decreasing to 8.7 percent and 8.0 percent, respectively, in 2013 and 2014. Public investment in infrastructure (transport, energy, health, and education) and private investment in mining, agriculture, energy, and housing had boosted domestic demand. The agricultural sector—which accounted for 22 percent of GDP—remained a key driver of the economic recovery. Inflation had remained low, stable and resilient to global price volatility. The consumer price inflation rate stood at 1.6 percent, below the West African Economic and Monetary Union (WAEMU) target of 3 percent. Fiscal outcomes had progressively improved since 2011 because of sustained improvements in revenue collection and tight expenditure controls. The overall fiscal deficit was reduced to 2.3 percent of GDP in 2014 and 2013, from 3.2 percent of GDP in 2012, and 5.6 percent of GDP in 2011.

5. **Continued economic development and inclusive growth would require the sustained revitalization of the economy and the provision of employment opportunities for young people.** Impressive economic performance had been underpinned by revitalized economic activity in the infrastructure/public works and mining sectors. While these sectors would continue to be important economic drivers, if the country were to make progress in reducing poverty and reducing unemployment, growth needed to be spread to more labor-intensive sectors such as light manufacturing, services, and agriculture, in order to generate and sustain employment creation for the country's young and rapidly growing population. A contingent challenge would be to encourage the development of more productive employment throughout the economy, including the large number of self-employed workers in informal occupations in the agriculture and services sectors. Human capital development would need to be at the center of the country's development strategy and a prerequisite to achieve sustained socioeconomic growth and development. Towards this end, it would be critical to bridge the gap between the needs of the labor market and available skills in the existing labor force. Failure to do so would undermine future economic growth prospects and could potentially lead to social unrest.

Sector Context

6. **At the time of appraisal, the most current data of 2008⁴ showed that 19 percent of the labor force was unemployed.** The situation was even more dramatic for youth: an estimated 60 percent of the population between the ages of 15-35 was unemployed or underemployed, or about four million people. In Abidjan, the situation was even more serious: in 2008, total unemployment was 21 percent, but unemployment among youth 25-35 was about 25 percent, and even higher among youth 18-24 at 31 percent, i.e., one in three young men and women in that age group was unemployed.

7. **In addition, young people's low education and literacy presented a substantial constraint to employment and for businesses according to the 2010 Investment Climate Survey Report (ICSR).** In the manufacturing sector, 43

⁴ At the time of appraisal not much reliable labor market data was available on the labor force because the last survey done was in 2002. In 2008, a study on the labor market in Abidjan was conducted and the data provided in the Project Appraisal Document (PAD) was based on the 2008 survey.



percent of managers indicated that the supply of education and training did not match the needs of business, and this was an obstacle to the current operations of their establishment. In 2009 (latest available figure) gross primary school enrollment was only 74 percent, less than one in two students enrolled actually completed six years of primary schooling, only one in three Ivorians of the relevant secondary school age were enrolled in the lower secondary cycle and an even smaller share, 16 percent in upper secondary education. The quality of education was low at all levels of education and considered inadequate for preparing students with the relevant skills demanded by the labor market. The 2010 PASEC primary student assessment showed that student learning achievement in Côte d'Ivoire was considerably below the average for francophone African countries.

8. **An estimated 55 percent of youth entering the labor market each year had either never been enrolled in school or did not complete primary schooling.** Only 12 percent of new labor market entrants had high school diplomas. Even secondary and tertiary graduates were unemployed or underemployed because their skills did not correspond to the needs of the labor market. About 38 percent of recent university graduates of the 25-34 age group were unemployed; and 30 percent were employed below their level of academic qualification. Therefore, a higher level of education did not necessarily improve employment prospects, partly due to the contracting economy, but also low education quality and skills mismatches. The unemployment rate for youth with secondary education was 27 percent; 25 percent for Master graduates; 53 percent for BEP, *Brévet d'études professionnelles* (three years of vocational lower secondary education) graduates; and 45 percent for the BTS, *Brévet de technicien supérieur* (professional certification after secondary completion) graduates.

9. **At the time of the 2015 AF, education was a strong determinant of access to employment.** Access to non-agricultural wage jobs was concentrated among individuals who had completed secondary education or more. Most individuals with low educational achievement were concentrated in agricultural and non-agricultural self-employment. The main employment challenge in Côte d'Ivoire was a high concentration of employment in low-productivity occupations, such as agricultural and non-agricultural self-employment, particularly among the poor and those living in rural areas. Farmers were usually the poorest with poverty rates of approximately 60 percent, compared to 25 percent among craft traders and people in services and sales, and 10 percent among professionals. The rural agricultural economy was characterized by poor access to capital, and a large share of the population had little or no education (an estimated 55 percent of those residing in rural areas had never been to school). Agricultural households were highly vulnerable to adverse market and weather conditions and a drop in their income had an immediate impact on the surrounding rural economy. Given the sheer size and vulnerability of the poor population in the rural agricultural economy, support for more productive self-employment and the diversification of rural livelihoods needed to be prioritized from a poverty reduction standpoint.

10. **Furthermore, the development of technical and vocational education and training (TVET), a potential pathway for bridging the gap between the skills offered by job seekers and those sought by employers, had suffered from weak governance, lack of a clearly defined mission, and poor linkages with private sector stakeholders.** The sub-sector had yet to clearly define its mission and its relationship to private sector stakeholders. There were many agencies with overlapping mandates, as well as multiple funding agencies operating in this sub-sector. These conditions contributed to confusion and undermined the development of a coherent response for policy making and operational interventions. There was a need to focus on: (i) accelerating the process of TVET reform through the introduction of results-based management and performance-based contracts; and (ii) laying the foundation for an effective framework for public-private partnerships (PPPs) to enhance the relevance of TVET and the employability of graduates, including in the non-wage formal sector.



Theory of Change (Results Chain)

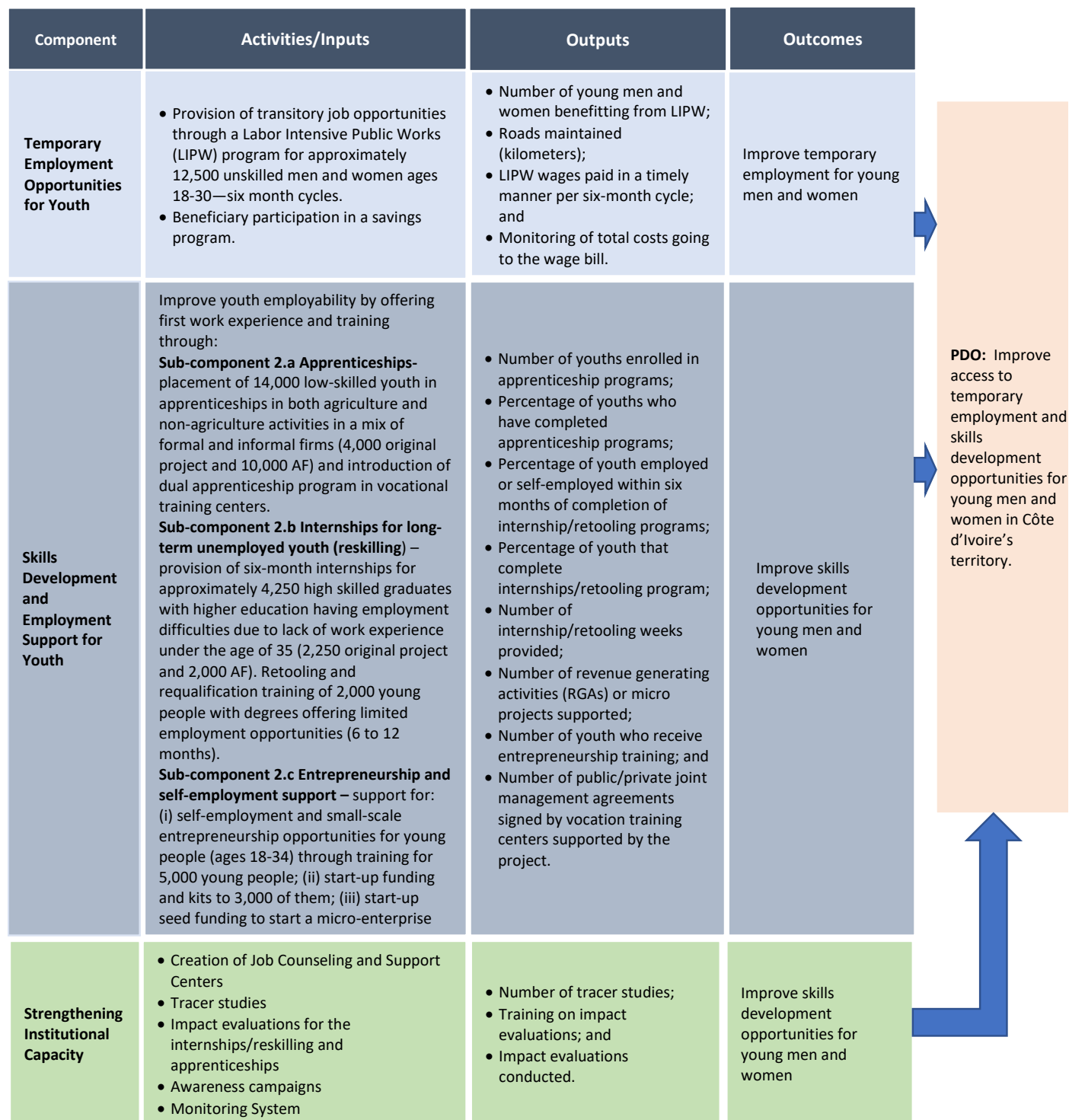
11. **The results chain for the Emergency Youth Employment and Skills Development Project (PEJEDEC) is presented in Figure 1.** It illustrates the key inputs, activities, outputs, and outcomes by project component. The project was a Rapid Response Emergency operation prepared under OP/BP 8.00 to provide financial assistance for the creation of temporary earning and employment for vulnerable youth as Côte d'Ivoire was emerging from the November 2010 civil war in which 3,000 people died, 100,000 fled the country, and approximately one million were displaced. There was a realization that the Government needed rapid assistance in its efforts to stabilize the fragile political, economic, and social situation post-crisis by creating training and employment opportunities for vulnerable youth. The long-term goal of the project was to contribute to an increase in the number of employed, trained public and private workforce and to contribute to the long-term stability of Côte d'Ivoire. To eventually realize this long-term goal, the first step was to provide young people with jobs while working toward strengthening the institutions that provided learning opportunities and support to job seekers. The project development objective (PDO) and supporting project activities were based on the 2011 World Development Report (WDR)⁵ and internationally recognized research which confirmed the critical role of job creation for vulnerable youth in post-conflict recovery⁶. The project's overarching objective was focused on temporary employment and skills development through the provision of labor-intensive public works (LIPW or THIMO in French) programs for vulnerable youth, skills development through internships and apprenticeships, and employment support through entrepreneurship training. The project, through the AF, also began to support the institutional development of TVET, a potential pathway for bridging the gap between the skills offered by job seekers and those sought by employers as indicated above.

⁵ World Bank, 2011, "World Development Report 2011: Conflict, Security and Development", World Bank, Washington, DC.

⁶ The 2011 WDR states that "youth unemployment is consistently cited in citizen perception surveys as a motive for joining both rebel movements and urban gangs", page 6. The report also indicated that research had shown that employment contributed to income as well as respect, status, social cohesion, and economic opportunities.



Figure 1: Results Chain





Project Development Objectives (PDOs)

12. The PDO aimed to improve access to temporary employment and skills development opportunities for young men and women in Côte d'Ivoire's territory. The PDO statement in the Project Appraisal Document (PAD) and Grant Agreement are the same.

Key Expected Outcomes and Outcome Indicators

13. **The three original PDO-level indicators were directly linked to the overarching objectives and were supplemented by 14 intermediate results indicators (IRIs).** PDO-level indicators 1-2 corresponded to objective 1 (temporary employment opportunities for young men and women) and PDO-level indicator 3 corresponded to objective 2 (skills development opportunities for young men and women).

- **Outcome 1—Improved Access to Temporary Employment Opportunities for Young Men and Women in Côte d'Ivoire**—was to measure temporary employment opportunities for young men and women through the total number of direct beneficiaries in the LIPW program and skills and entrepreneurship support development—(number) (% female) and number of additional person days provided in LIPW (disaggregated by gender).
- **Outcome 2—Improved Access to Temporary Skills Development Opportunities for Young Men and Women in Côte d'Ivoire**—was to measure skills development opportunities for young men and women through the completion rate of youth participating in apprenticeships and internships (% female).

Components

14. **Component 1 - Temporary Employment Opportunities (Original allocation=US\$20 million equivalent; AF allocation=US\$15 million equivalent; Total allocation (Original + AF) =US\$35 million equivalent; Actual expenditure=US\$34.79 million equivalent).** Component 1 supported transitory employment opportunities through labor intensive public works (LIPW) for unskilled/low skilled youth, in urban, peri-urban and rural areas. The target group was youth, defined as 18-30 years of age, not enrolled in any form of education, whether formal or informal. The LIPW program also included a savings program and a basic life skills and entrepreneurship training program for participants to enhance their future employability and labor market insertion prospects. A share of the wages earned would be retained and put in a savings account for each of the beneficiaries. This was to enable them to accumulate startup capital for potential self-employment after program completion, and thus increase sustainability beyond the project life. The basic life skills and entrepreneurship training was to be included in Component 2. The implementation of the works would be the responsibility of national roads agency (AGEROUTE—*Agence de Gestion des Routes*) and if waste collection activities were to be performed, the National Urban Sanitation Agency (ANASUR—*Agence Nationale de la Salubrité Urbaine*), the national urban sanitation agency, would serve as implementing entity for those activities. The project would fund beneficiaries' wages and small tools/equipment necessary for the works (e.g., wheelbarrows, safety vests).

15. **Component 2 - Skills Development and Employment Support (Original allocation=US\$25 million equivalent; AF allocation=US\$30 million equivalent; Total allocation (Original + AF) =US\$55 million equivalent; Actual expenditure=US\$49.18 million equivalent).** Component 2 aimed to improve youth employability by providing youth with different skills levels with a first work experience and training. This was to be achieved by providing them with: (i) apprenticeships in micro, small and medium enterprises (MSMEs) in the formal and informal sector; (ii) internships in



medium-sized and large companies in the formal sector; (iii) professional training programs of various durations in several key economic growth sectors; (iv) entrepreneurship training and follow up business development support for high skilled graduates, e.g. in the form of business plan competitions; and (v) basic life skills and entrepreneurship training for LIPW participants. The above programs aimed to reach a total of about 15,000 beneficiaries over the three-year implementation phase. Trainees were to receive certificates upon completion of the different programs. Notably, the apprenticeship and internship programs were already in place, executed by the national employment agency (*Agence d'Etudes et de Promotion d'Emploi—AGEPE*) and the national professional training agency (*Agence nationale de la formation professionnelle—AGEFOP*) and their regional structures. As to the entrepreneurship and business development support for high skilled youth, business plan competitions, mostly in urban areas, had already been undertaken successfully as part of the State and Peace-Building Fund-financed Young Entrepreneurs and Urban Job Creation Project. This activity would be implemented by competitively selected service providers with a proven track record in entrepreneurship training which already carried out similar activities. All activities related to performance contracts financed under Component 2 were to be established between the project implementation unit (PIU) and the service providers executing the activities. The project was to fund training activities, training materials and small tools/equipment (as necessary for training).

16. **Component 3 - Strengthening Institutional Capacity (Original allocation =US\$5 million equivalent; AF allocation=US\$5 million equivalent; Total allocation = US\$10 million equivalent; Actual expenditures=US\$11.70 million equivalent).** Component 3 aimed to: (i) reinforce the capacity of select institutions critical to project implementation and policy dialogue on youth employment and skills development; and (ii) improve the knowledge base on employment and youth. The component was to finance: (i) capacity building activities (e.g. training, South-South exchanges) for a number of public and private sector organizations experienced in and committed to the promotion of youth employment (e.g. training institutions, AGEFOP, Chamber of Commerce, private sector associations) to promote policy dialogue, planning, coordination, execution and evaluation of job creation and skills development programs; (ii) technical assistance with the establishment of, and support to, regional institutional structures (e.g. AGEPE regional offices); (iii) selective studies, (e.g. on the system and utilization of the training tax, *taxe d'apprentissage*, and the development of a sustainable funding mechanism for training; and specific professional branches); (iv) communication campaigns to increase awareness of the project among youth and other key stakeholders; and (v) financing of the project management unit.

B. SIGNIFICANT CHANGES DURING IMPLEMENTATION

Revised PDOs and Outcome Targets

17. The project PDOs were not revised during the project period.

Revised PDO Indicators

18. **The three original PDO indicators were not modified at the time of the March 2, 2015, AF.** However, some of the targets were increased since a number of key activities were scaled-up and the closing date was modified from June 30, 2015 to June 30, 2019. **A new PDO-level indicator was added, “percentage of youth who are employed or self-employed within six months of completion (internships/re-tooling)”** to measure employment following the internship program and retooling program which was an additional activity added when the AF for the Project was approved. This PDO indicator corresponded to objective 2—Improved Access to Temporary Skills Development Opportunities for Young Men and Women in Côte d'Ivoire—of the Project. The Project also added eight new intermediate results



indicators (IRIs) to monitor progress observed on new activities related to the inclusion of reforms to the vocational training system, as well as those that specifically targeted rural areas. (See Table 1 for PDO indicator details and Annex 6 for the list of new IRI indicators.)

Table 1: Revision to PDO Indicators in March 2015

Original PDO Indicators 2011	March 2015 Revisions
Direct Beneficiaries of project interventions, (% female): (i) LIPW (ii) Skills Development	Indicator was not revised. However, the 2015 targets were increased: Total beneficiaries increased from 27,500 (30 percent female) to 56,922 (30 percent female) (i) LIPW from 12,500 to 25,175 (ii) Skills Development from 15,000 to 31,747
Number of additional person days provided in LIPW (disaggregated by gender, district, and type of sub-project)	Indicator remained the same. However, the 2015 target was increased from 1,650,000 to 2,679,649.
Completion rate of youth participating in apprenticeship and internship program	The indicator was not revised, and the target of 80 percent remained the same. However, the team did include a new target for the female completion rate of 40 percent.
-	New PDO Indicator added at the time of the AF— <i>percentage of youth who are employed or self-employed within six months of completion (internships/re-tooling)</i> ⁷ . This indicator was added to measure employment rates among project beneficiaries following their participation in the internships program financed under the project. More broadly, this new indicator sought to better measure the effectiveness of the internships/retooling programs.

Revised Components

19. **At the time of the March 2, 2015 AF (IDA US\$50 million equivalent), the project components were revised to accommodate the scaled-up activities and the increased focus of the project on the rural areas.** A summary of the modifications is provided below:

- **Component 1: Temporary Employment Opportunities for Youth (AF=US\$15 million equivalent).** Component 1 retained its focus on creating temporary employment opportunities through LIPWs. However: (i) the geographical focus of the component shifted primarily to rural areas⁷ (around secondary urban poles) which had been underserved by employment related interventions, but where poverty was most concentrated and a high proportion of underemployed, poorly qualified youth lived; and (ii) complementary activities to support post-LIPWs employment were to be strengthened (e.g. savings scheme, training in life skills, technical and business

⁷ The selection of target rural centers was to be done in collaboration with the National Association of Regional Councils of Côte d'Ivoire (ADRCI) according to agreed-upon criteria including: (i) the level of poverty in the region; (ii) the presence/absence in the region of other donor-financed projects/programs targeted at youth employment and other related development issues; (iii) a commitment of the Regional Council (RC) to participate in the financing of activities as evidenced by adequate allocations in its annual budgets and to take over the management and funding of activities at the end of the project. The final selection was to be approved by Government and IDA. Beneficiary RCs or smaller urban centers/rural communes were responsible ("*maitres d'ouvrage*") for component activities selected from their local development plans, in collaboration with the technical staff of the relevant technical ministries (i.e., infrastructure, agriculture).



skills, assistance for job search and support for self-employment).

- **Component 2: Skills Development and Employment Support for Youth (AF=US\$30 million equivalent).** Component 2 was strengthened and more effectively targeted priority areas that emerged from employment data⁸. It focused on reform of technical and vocational training centers to support implementation and sustainability of the project. It should also be noted that the original project **Sub-component 2.c: Professional training programs of short duration in key economic growth sectors** was dropped at the time of the AF⁹ and instead replaced by a series of new interventions. The new activities supported under the component are as follows:
 - **Sub-component (2a) Apprenticeships**—was expanded to support dual apprenticeships¹⁰ and improve training institutions. The AF proposed to scale up the formal apprenticeships for 10,000 additional low-skilled youth. The training centers¹¹ would receive support for upgrading facilities, thereby increasing the capacity of the centers to efficiently implement the dual training approach for low-skilled apprentices and leading to professional certification. The training center reforms were to be premised on the principals of autonomous management with public private partnerships (PPPs) established to facilitate private sector participation in curriculum development, institution management and alignment of training with the needs of the labor market.
 - **Sub-component (2b) Internships**—continued to support the successful placement of interns with better targeting.¹² The focus would be on unemployed graduates less than 35 years of age and was expected to benefit approximately 2,000 youth. The sub-component also included a new focus on retooling/reskilling/requalification of graduates with degrees in areas offering limited employment prospects. These individuals (approximately 2,000) were targeted for formal professional re-training (6 to-12 months) in skills that were in high demand by the private sector.
 - **Sub-component (2c) Entrepreneurship and Self-employment Support**—combined the original project sub-components (2d) entrepreneurship and (2e) basic life skills and entrepreneurship training for LIPW participants to provide a better focus of self-employment support and facilitating the transition to more productive self-employment opportunities for vulnerable populations. That was to be achieved through: entrepreneurship training for approximately 5,000 additional beneficiaries with provision of start-up funding and kits for 3,000 of the beneficiaries to start a micro-enterprise project.
- **Component 3: Strengthening Institutional Capacity (AF=US\$5 million equivalent).** Component 3 continued to expand the knowledge base on employment and skills and accelerate and increase the range of institutional

⁸ The statistics came from the 2013 National Employment Survey which were obtained from analysis undertaken as part of the Côte d'Ivoire Jobs Assessment Project (P147849).

⁹ A lack of capacity in the vocational training system led to shortfalls in the targets of the professional training subcomponent. Of the original 2,500 beneficiaries, a total of 900 received professional training. This was in large part due to lack of clear roles and responsibilities, and fragmentation of actors in the sector. As a result, institutional reforms to the vocational training system to strengthen dual training were included under Component 2 of the AF to strengthen the capacity of vocational training institutions.

¹⁰ Dual apprenticeships refer to a combination of practical, on-the-job training and theoretical education through a vocational institution to ensure an optimal blend of theory and practice. At the time of the AF, apprenticeships were largely informal while formal apprenticeships involving dual training and/or leading to a certificate were much less common.

¹¹ To enable the establishment of a sustainable dual apprenticeship system, the AF support six technical and vocation centers located in: Bouake, Man, Korhogo, San Pedro, Katiola and Abidjan (Vridi). The first five centers had been previously rehabilitated through other donor-funded projects, including the Arab Bank for Economic Development in Africa, the European Union (EU) and Japan, but they did not have curricula suitable for low-skilled apprentices.

¹² Improvements in the targeting mechanism included: (i) prioritizing eligible youth; and (ii) selecting participating enterprises on the basis of their real interest/need in recruiting participants (as demonstrated by their effective willingness to co-finance the costs of the internship) and their capacity to provide the necessary guidance and support.



reforms adopted to promote more efficient governance of employment policy and interventions.

Other Changes

20. **Changes made at the time the World Bank approved the March 2015 AF.** The March 2, 2015 AF: (i) added US\$50 million equivalent to the original parent project (US\$50 million equivalent total) to scale-up activities and the increased focus of the project on the rural areas; (ii) modified and scaled-up the project components and activities as described above; (iii) added one PDO indicator to augment the project's ability to more fully measure the achievement of the PDO; (iv) discontinued four IRIs and added eight intermediate indicators to accommodate the scaling up of the project and modified project activities (See Annex 6 for specific modifications to the IRI indicators); (v) established the AF project closing date as June 30, 2019; and (vi) modified the disbursement estimates to take into account the loan's revised closing date.

21. **Changes made at the time of the June 2015 restructuring related to the original financing (IDA-H7340).** The June 17, 2015 restructuring extended the original financing's (IDA-H7340) closing date by 20 months from June 30, 2015 to February 27, 2017 to allow the original project to: (i) continue paying expenses (wages, mandatory insurance) associated with the final round of apprenticeships covered under the project; (ii) continue paying for planned capacity development activities under the original Component 3; (iii) ensure uninterrupted implementation of the project; and (iv) continue the support for the key study for a new governance framework in preparation of the scaled-up activities under the AF. The restructuring also reallocated SDR 2,800,000 from the unallocated category as follows: (i) SDR 2,000,000 to Category 2: Goods, works, non-consulting service, consultants' services, and training, under Part A of the project to facilitate continued payment of wages, and mandatory insurance for the last group of apprentices supported under the project; and (ii) SDR 800,000 to Category 3: Goods, works, non-consulting services, training operating costs and consultants' services under Part C of the project to support the launch of the technical and vocational education and training governance reform. These additional resources were also intended to provide the necessary funds to ensure the smooth implementation of the project, particularly during the period in which scaled-up activities under the AF were starting to be launched/implemented.

22. **Changes made at the time of the February 2017 restructuring related to the original financing (IDA-H7340).** The February 7, 2017, the restructuring extended the original financing (IDA-H7340) closing date by 4 months from February 27, 2017 to June 30, 2017 in order to ensure the full disbursement of the remaining US\$6.6 million. The extension allowed the original financing to pay for 800 apprenticeship beneficiaries and 300 entrepreneurship beneficiaries enrolled under the original financing and pay for the completion of the feasibility studies related to the introduction of the new dual apprenticeship model in the selected TVET centers and the new model for agricultural incubators. (Note: The original financing did close on June 30, 2017 and was fully disbursed).

23. **Changes made at the time of the May 2019 restructuring to the AF.** The May 20, 2019 restructuring: (i) extended the AF project closing date by 18 months from June 30, 2019 to December 30, 2020; and (ii) reallocated credit funds among categories (see Table 2). The reallocation was requested to accommodate the: (i) increase in the number of LIPW beneficiaries in rural areas and the number of days per month for LIPW, (ii) reduction in the number of vocation training centers from six to four to be rehabilitated under the project because other donors were financing the rehabilitation of those TVET centers; (iii) reduction in the income generated activities (IGA) subvention¹³ for

¹³ The reduction of the subsidy was done to avoid the possibility of double dipping because some beneficiaries were already



entrepreneurship beneficiaries; and (iv) increase in the operating costs resulting from the extension of the project closing date.

Table 2: Changes in the AF Project Disbursement Category Allocations in May 2019

Category	AF Original Allocation (SDRs)	AF Revised Allocation (SDRs)	Comments
(1)—Goods, works, non-consulting services, consultants’ services, Training, and Operating Costs under Part A of the Project	10,600,000	11,700,000	SDR 1,100,000 was reallocated from Category 2 to cover an additional 500 LIPW beneficiaries in rural areas and an increase in the number of days per month in LIPW from 22 to 26 to ensure better income for beneficiaries.
(2) – Goods, works, non-consulting services, consultants’ services, Training, and Operating Costs under Part B of the Project (Excluding Sub-Grants under subcomponent B(iii))	17,700,000	16,100,000	Reallocation of SDR 1,600,000 to Category 1 (SDR 1,100,000) and 4 (SDR 500,000) due to savings in equipment costs and a reduction in the number of TVET centers to be rehabilitated.
(3)—Sub-Grants under subcomponent B(iii)of Part B of the Project	3,600,000	2,900,000	Reallocation of SDR 700,000 to Category 4 because the IGA subvention was reduced and a 10 percent contribution made by the beneficiaries toward their validated business plans were joining the entrepreneurship program.
(4)—Goods, works, non-consulting services, consultants’ services, Training, and Operating Costs under Part C of the Project	3,600,000	4,800,000	An additional SDR 1,200,000 (from Categories 2 and 3) to cover the project management costs related to the 18-month extension.
TOTAL	35,500,000	35,500,000	

Rationale for Changes and Their Implication on the Original Theory of Change

24. **The modifications did not affect the original theory of change, but rather enhanced the project’s ability to further measure progress toward achievement of the PDO.** The 2015 AF was important for continuing and expanding the assistance for the creation of temporary earnings and employment for vulnerable youth of Côte d’Ivoire, particularly as Côte d’Ivoire was emerging from a post-conflict environment. The modifications contributed to the ongoing efforts in Côte d’Ivoire of creating learning opportunities and support to job seekers that would have a direct impact on the long-term goals of increasing the number of employed, as well as a trained public and private workforce that would contribute to the long-term stability of Côte d’Ivoire. Moreover, these modifications contributed to improving the human capital required for Côte d’Ivoire’s socioeconomic development that would move the country toward its goal of becoming a middle-income country.

benefitting from the matching grant through the LIPW program in Component 1 since they could enroll into the IGA programs if they had a business plan identified. The decision to have cross program activities was made at the time of the AF to allow beneficiaries from one program to enroll into other programs to avoid the silos and improve sustainability (e.g., LIPW to entrepreneurship or vice versa).



II. OUTCOME

A. RELEVANCE OF PDOs

Assessment of Relevance of PDOs and Rating

25. **The PDO was highly relevant to the country's sectoral needs when the project was developed.** The objectives fit into the Government's Poverty Reduction Strategy Paper (PRSP) 2009-2015 which strongly focused on the delivery of basic social services and rehabilitation of critical infrastructure throughout the country, particularly in urban areas that were strategic centers for economic growth and where it was necessary to quickly provide jobs for a large and growing number of underemployed youth. The project also supported the government's Presidential Council on Employment, established in September 2010, which aimed to develop a national employment strategy. The project's objectives were relevant to the World Bank's Country Partnership Strategy (CPS)¹⁴ FY2010-13 with a cross-cutting pillar of job creation for youth. Moreover, the project also fit into the World Bank's emergency recovery response efforts in Côte d'Ivoire through the Rapid Response Emergency Operation OP/BP 8.0 which aimed to quickly respond to the country's post-crisis needs, thus contributing to peacebuilding and reconciliation efforts within the country. Finally, the original project fit into the World Bank's Africa Strategy that focused on competitiveness and employment and vulnerability and resilience. The 2015 AF fit into the government's 2016-2020 National Development Plan (PND) and the 2015 Country Partnership Framework's (CPF) FY2016-2019¹⁵ Focus Area Two—building human capital for economic development and social cohesion—Objective 5: Improve education service delivery and youth employability. Education and market-responsive skills were critical for the economic transformation sought by the government, and for ensuring that benefits from growth reach the poorest and were equitably shared. The project also fit into the Systematic Country Diagnostic (SCD)¹⁶ that emphasized job creation as an essential strategy aimed at building social cohesion and consolidating peace and stability in the region. Both the original project and the 2015 AF were consistent with the World Bank's twin goals of eliminating extreme poverty and promoting shared prosperity.

26. **The development objectives continue to be highly relevant to the government's economic development plans.** The project continues to fit into the Strategic Plan for the Reform of TVET (2016-2025)¹⁷ which aims to increase the accessibility of programs, improve the quality of training, strengthen partnerships with the labor market for professional integration of students upon graduation, as well as unite all stakeholders of the system around a shared vision. The forthcoming PND 2021-2025¹⁸ also aims to address youth employment and inclusion. The PND will set out new guidelines for youth employment and skills development. The project also continues to be highly relevant to the World Bank's FY 2016-2019 CPF which was extended to FY2021. Both the PND and CPF continue to focus on Côte

¹⁴ Country Partnership Strategy for Côte d'Ivoire (FY2010-FY2013) of April 1, 2010. Report No. 53666-CI.

¹⁵ Country Partnership Framework for Côte d'Ivoire (FY2016-FY2019) of August 17, 2015. Report No. 96515-CI.

¹⁶ Côte d'Ivoire SCD "From crisis to sustained growth: Priorities for ending poverty and boosting shared prosperity." June 30, 2015.

¹⁷ This plan has seven strategic axes: (i) business training and professional integration partnership; (ii) training access; (iii) training supply; (iv) skills certification; (v) system governance; (vi) stabilization and supervision of private establishments; and (vii) system financing.

¹⁸ The government intends to streamline youth interventions through better coordination and by focusing on priorities such as: (i) development of national entrepreneurship (PND, effect 33); (ii) better access to and completion of a 12-year TVET cycle, in particular in rural areas (PND, effect 36); (iii) a stronger institutional framework to ensure a better managed and accountable system to improve internal and external efficiency of TVET (PND, effect 37); (iv) a stronger institutional framework to better monitor the National Youth Policy 2021-2025 (PND, effect 42); (v) development of programs and projects to improve youth integration into the job market (PND, effect 45); and (vi) a strengthened access to decent jobs (PND, effect 50).



d'Ivoire's education system, including technical and vocational training, which continues to experience weak governance, lack of a clearly defined mission, and poor linkages with private sector stakeholders and labor market needs. A proposed follow-on Project—Côte d'Ivoire Youth Employment and Skills Development Project - Phase 3 (P172800) to be delivered in FY22— will aim to build upon the successfully activities and results observed under this project. On the basis of the information provided above, the PDO was, and continues to be, **Highly** relevant today.

B. ACHIEVEMENT OF PDOs (EFFICACY)

Assessment of Achievement of Each Objective/Outcome

27. **The overall efficacy of the PDOs is rated as substantial. The changes made at the time of the 2015 AF did not warrant a split because the overall scope of the project was increased by scaling up activities under the LIPWs, internships, apprenticeships, and entrepreneurship, as well as adding an increased focus on four vocational training centers to begin to lay a foundation for systemic change and improvements in TVET training/education.** It should be noted that the IRIs dropped at the time of the 2015 AF had either achieved or surpassed their respective targets and were less relevant for measuring achievement based on the decentralized focus of the AF (see Annex 6 for details). The modifications to the results framework at the time of the 2019 restructuring only modified the end target dates of the indicators to proper ensure alignment with the new closing date of December 31, 2020. Based on the above, a split evaluation is not warranted for this project.

28. **The targets for all four PDO indicators were either met or exceeded and the 12 of the 14 intermediate results indicators (IRIs) were either met or exceeded.** The assessment of the PDOs is organized around two key objectives/outcomes: (i) improved access to temporary employment for young men and women in Côte d'Ivoire; and (ii) improved skills development opportunities for young men and women in Côte d'Ivoire. For a detailed overview of activities undertaken and progress observed on each of the indicators over the life of the project, please refer to the Key Outputs by Component section in Annex 1.

29. **Objective/Outcome 1: Improved access to temporary employment for young men and women.** Achievement of this objective is judged to be **substantial** and was achieved through a combination of interventions that supported transitory employment opportunities through LIPW¹⁹ for unskilled/low skilled youth, in urban, peri-urban and rural areas.²⁰ This objective/outcome was measured by the following indicators: (i) total number of direct beneficiaries in the LIPW program and skills and entrepreneurship support development—(number) (% female) (PDO level indicators); and (ii) number of additional person days provided in LIPW (disaggregated by gender) (PDO level indicator). The intermediate level indicators were: (i) number of kilometers of roads rehabilitated/maintained; (ii) percentage of total costs going to wage bill (all sub-components); and (iii) percentage of LIPW participants' wages paid in a timely manner per six-month cycle.

¹⁹ Under the original project, the LIPW programs initially were implemented by the road management agency (AGEROUTE) which were conducted in 16 municipalities (four of which were in Abidjan). At the time of the AF the activities focused on rural roads, reforestation and other water and soil conservation focused on prevention of natural disasters. The programs were more decentralized and were based on partnership agreements with regional councils, townships and AGEROUTE. The activities were selected by local authorities based on their local development plans.

²⁰ LIPW participants were offered temporary employment for six hours per day and five days a week for a total of six months. Participants worked in teams of 25 individuals (called "*brigades*"), under the supervision of a team leader and a local supervisor. They performed road maintenance activities such as sweeping roads or cleaning ditches. The jobs were paid FCFA 2,500 (approximately \$5) per workday, a wage equal to the legal daily minimum wage in the formal sector. Wages were paid monthly on bank accounts that were set-up for all participants as they started working.



30. **The results of the PDO indicator—total number of direct beneficiaries in the LIPW program and skills and entrepreneurship support development increased from the 2011 baseline of 0 to 65,631 by project closing, exceeding the 2020 target of 56,922.00 (15.3 percent increase over the target).** The percentage of female participants increased from the 2011 baseline of 0 percent to 43 percent, exceeding the 2020 target of 30 percent by 13 percentage points. The breakdown of the total beneficiaries by program is below in Table 3. The number of additional person days provided in LIPW increased from the 2011 baseline of 0 to 2,953,933, exceeding the 2020 target of 2,679,649 (10.2 percent increase over the target).

Table 3: Direct Beneficiaries in LIPW program and Skills/Entrepreneurship Development (disaggregated)

	Baseline 9/2011	Original Project Target 2015	Achievement at the time of the 2015 AF 12/31/2014 data	Revised AF Targets 2015	Actual 12/31/2020
Total	0	27,500	22,440	56,922	65,631
% female	0	30	32	30	43
LIPW	0	12,500	12,693	25,175	25,777
Skills Development	0	15,000	9,747	31,747	39,854 ¹

¹ The breakdown of the skills development beneficiaries is as follows: internships=4,869; requalification program (RRP)=1,631; apprenticeships=16,117; and entrepreneurs=17,237.

31. **As indicated, the first IRI that supported the achievement of the first objective/outcome was number of kilometers of roads rehabilitated/maintained.** The total number of kilometers of roads rehabilitated/maintained supported by the project LIPW increased a baseline of 0 in 2011 to 3,630.72 in 2020, exceeding the target of 3,537.00 (2.6 percent increase over the target). The second IRI was percentage of total costs going to wage bill (all sub-components) which was important to see the percentage of costs going to wages versus operating costs. The percentage of the total costs going to the wage bill increased from the 2011 baseline of 0 to 56 percent in 2020, exceeding the target of 50 percent by 6 percentage point—representing a significant achievement. Finally, the third IRI was percentage of LIPW participants’ wages paid in a timely manner per six-month cycle) which increased from the 2011 baseline of 0 to 100 percent, surpassing the 2020 target of 95 percent by 5 percentage points.

32. **In addition to the achievement of the PDO and intermediate indicator targets, a 2014 tracer study²¹ showed that employment among the public works (LIPW) beneficiaries increased from 59 percent to 70 percent after the program.** There was a 2019 follow up survey done by external consultants that showed that the first cohort had an insertion rate of 89 percent and Cohort 3 had an insertion rate of 77 percent. It was also reported that most employment gains were in self-employment based on the fact that 78 percent of beneficiaries reported saving during the program, with a relatively large monthly savings between FCFA 10,000 and 30,000 on average (or approximately US\$20 and US\$ 60 respectively). Moreover, the BCP-Employment Monitoring and Evaluation Unit (Office for the Coordination of Employment Programs) conducted a survey in 12 municipalities that participated in the LIPW program under the additional financing portion of the project. The survey found that: (i) 97 percent of the LIPW participants also attended entrepreneurship training; (ii) female participation in these 12 municipalities continuously increased from 47

²¹ *Enquête de satisfaction et de suivi des bénéficiaires du Projet Emploi Jeune et Développement des compétences*, PEJEDEC, September 2014.



percent in the first wave to 55 percent in the second wave and 57 percent in the third and final wave²²; (iii) prior to LIPW participation, 48 percent of the participants were actively employed and after LIPW participation, 83 percent of the beneficiaries were actively employed (35 percent increase); (iv) average income increased by 52 percent after switching to the program (FCFA 28,047 before and FCFA 42,603 after); (v) 87 percent of the young people that were working after the program were in IGAs; and (vi) after the program, 64.3 percent of the self-employed beneficiaries were in the field of commerce. In support of these findings, a 2017 impact evaluation²³ of the LIPW program concurred that participation in the program did raise earning²⁴ and psychological well-being²⁵, both during the program and most importantly after program completion. Post program earnings gains were mainly achieved through more small-scale entrepreneurial activities which was likely due to the additional savings participants were able to secure as well as other skills that were developed through related complementary training. Changes in youth's psychological well-being was particularly relevant for the post-conflict setting of Côte d'Ivoire because they pointed to potential program externalities on social cohesion.

33. Objective 2: Improved skills development opportunities for young men and women. Achievement of this objective is judged to be **substantial** and was achieved through a combination of interventions related to three areas: (i) internships; (ii) apprenticeships; and (iii) entrepreneurship and self-employment support. The aim was to improve youth employability by providing youth with different opportunities for apprenticeships in MSMEs, internships in medium-sized and large companies in the formal sector; entrepreneurship training, basic life skills and entrepreneurship training for LIPW participants; and support for TVET centers to integrate apprenticeships into the curriculum that established a sustainable and efficient dual apprenticeship system. This objective/outcome was measured by the following indicators: (i) completion rate of youth participating in apprenticeships and internships (% female) (PDO level indicator) and (ii) percentage of youth who are employed or self-employed within six months of completion of the internship/retooling program (% female) (PDO level indicator). The intermediate level indicators were: (i) number of youth enrolled in apprenticeship/dual training program; (ii) percentage of youth who have completed apprenticeship/dual training programs; (iii) percentage of youth who are employed or self-employed within 6 months of completion of the apprenticeship/dual training programs; (iv) number of public private joint management agreements signed in the centers (TVET) supported under the project; (v) number of youth who have completed internship/retooling programs; (vi) total number of internships/retooling weeks provided; (vii) number of IGAs or micro projects supported by the project; and (viii) number of youth who receive entrepreneurship training program.

34. The results of the PDO indicator—completion rate of youth participating in the apprenticeship and internship programs increased from the 2011 baseline of 0 to 89 percent by project closing, exceeding the 2020 target of 80 percent by 9 percentage points. The percentage of female participants increased from the 2011 baseline of 0 percent to 32 percent, missing the 2020 target of 40 percent by 8 percentage points. The PDO indicator—percentage of youth who were employed or self-employed within six months of completion of the internship/re-tooling²⁶ program increased

²² The first wave of beneficiaries was in May 2018, the second wave was in December 2018 and the third wave was September 2019.

²³ Bertrand, M., Crepon, B., Marguerie, A., & Premand, P. *Contemporaneous and Post-Program Impacts of a Public Works Program: Evidence from Côte d'Ivoire* 2017. World Bank

²⁴ The impact evaluation showed that public works led to an increase in earnings a year after the end of the project (FCFA 5,622 or US\$11 per month) or an 11.6 percent increase from the level of earnings in the control group. It was noted that the increase in earnings was concentrated in self-employment where earnings increased by FCFA 6,223 (US\$12.4/month) or 32 percent.

²⁵ The impact evaluation showed "significant contemporaneous program impacts on the well-being index (+0.2 standard deviations) as well as the behavior index (+0.13 standard deviations). Youth that participated in the program reported feeling happy and proud with increased self-esteem and less anger and frustration in daily life" (Bertrand, Crepon, Marguerie, and Premand 2017, pg. 38).

²⁶ The retooling/requalification program included 52 training courses. These courses were 6 domains that included: (i) agricultural sector; (ii) BTP sector; mining sector; (iii) hotel/other sector; (iv) mechanics and welding sector; (v) information and communications technology sector; and (vi) electricity sector.



from the 2015 baseline of 0 to 80.5 percent in 2020, surpassing the target of 70 percent by 10.5 percentage points. The percentage of female participants increased from the 2015 baseline of 0 percent to 42 percent, meeting the 2020 target of 42 percent. The results for this indicator are based on the third beneficiary’s satisfaction survey conducted in the mid-2019 which indicated that 80.5 percent of the interns had been hired and held a regular job. In addition, a survey was conducted that looked at the insertion rates of the interns over time. The results of the survey for the three cohorts are elaborated in Table 4. While the overall insertion rate remained relatively stable, there was a 13.1 percentage point increase in the insertion rate for women.

35. **Not surprisingly, the internship/retooling programs were impacted by the COVID-19 pandemic.** On March 16, 2020, all schools (including vocational schools) were closed, and theoretical and practical training was suspended for all 17 trades. During this period, all 17 trades received on-line training through pre-recorded video clips to ensure continuity of training. On May 25, 2020, schools in Abidjan and most firms were allowed to reopen and begin to continue internships and face-to-face training. As a result of the COVID 19 experience, BCP-Emploi decided, in agreement with the *Agence Emploi Jeunes* (executing agency) and training firms (providers), to continue online training through tools such as WhatsApp or other dedicated platforms. The agreement was to pilot an online training system for four trades which included the trades of OPA manager, dam inspector, post agent, and network administration for a total of 104 beneficiaries.

Table 4. Internship Insertion Rate by Cohort

Cohort	Overall (%)	Men (%)	Women (%)
Cohort 1: Interns completing program as of 2014	80.3	85.8	64.4
Cohort 2: Interns completing program between 10/2014 and 3/2015	80.8	86.8	70.3
Cohort 3: Interns completion program between 1/2016 and 10/2018	80.3	81.6	77.5

36. **The IRIs related to the apprenticeship²⁷ program activities were achieved.** The first IRI related to the apprenticeship program that supported the achievement of the second objective/outcome was number of youth enrolled in apprenticeship/dual training program which increased from the 2014 value of 4,294 to 16,177 in 2020, exceeding the target of 14,295 (approximately 13 percent increase) and the percentage of female participants increased from the 2014 baseline of 30 percent to 33 percent, also exceeding the 2020 target of 30 percent by 3 percentage points. The percentage of youth who completed the apprenticeship/dual training programs increased from the 2014 baseline of 70 percent to 88 percent, exceeding the target of 80 percent by 8 percentage points. The percentage of youth who are employed or self-employed within 6 months of completion of the apprenticeship/dual training programs increased from the 2014 baseline of 0 to 65.7 percent in 2020, missing the target of 70 percent by 4.3 percent. The number of public private joint management agreements signed in the centers supported under the project increased from the 2014 baseline of 0 to 10²⁸ in 2020, thereby achieving the target. Additional achievements related to the apprenticeship program were: (i) support for a diagnostic study to determine how best to integrate

²⁷ Apprenticeship included, but were not limited to, hospitality and catering, transport, driving and maintaining public vehicles and equipment, agriculture, building and construction, and public works.

²⁸ The agreements (or memoranda of understanding (MOUs) signed were as follows: CPMA Vridi (03); LP Ferké (2); CET Bouaké (2); and Abidjan Ho Telier de la Rivera (Hotelier) (3).



apprenticeships into the training institutions; (ii) the revision of the laws and related decrees²⁹ that supported the inclusion of apprenticeships into the vocational training curriculum; and (iii) piloting the new governance structure reforms in four project beneficiary centers in Bouake (masonry and sanitary installation), Ferké (agricultural mechanics), Abidjan-Riviera (hospitality and culinary), and Abidjan-Vridi (car body painting). It should be noted that the project also supported these four centers with capacity development and re-training of 525 teaching staff to implement the dual training program and rehabilitation of the centers.

37. **The project also conducted an impact evaluation³⁰ to measure the short-term direct and indirect effects of a subsidized apprenticeship program.**³¹ In May 2018, there was a “medium-term” follow-up telephone survey (18-24 months after completion of the program) to measure the effects of the program on the youth who had participated. Overall, results of the impact evaluation (IE) found that the program led to an increase in youth participating in formal apprenticeship by 71.2 percentage points. Moreover, the impact evaluation showed that in total, the program led to a net creation of apprenticeship positions in the range of 74 to 77 percent of the number of apprentices placed by the program showing that overall, the program actually created new spaces. The substitution effects were moderate because the intervention expanded access to apprenticeships and increased the net number of positions in firms. In the short term (during participation in the program), the incomes of young people were not significantly different than those of youth in the control group and that there are opportunity costs for those young people that participated in the program. However, the subsidies paid by the project offset these indirect/opportunities costs. The May 2018 survey found that the young people in the treatment group had: (i) significantly higher incomes 18-24 months after the end of the program (9394 CFA per month, or 15 percent higher wages) and (ii) young people in the treatment group possessed superior skills. Overall findings indicate that the program expanded access to learning, facilitated the acquisition of skills by young people, and increased the income of young people.

38. **The IRIs related to the internship/retooling program were achieved.** The percentage of youth who completed the internship/retooling programs increased from the 2014 baseline of 0 to 92 percent in 2020, surpassing the target of 80 percent by 12 percentage points. The total number of internships/retooling weeks provided increased from the 2014 baseline of 53,342 weeks to 147,736³² weeks, missing the target of 193,342. Although the target was missed, it should be noted that the theoretical training programs vary between 3- and 9-months duration and the original target assumed that all theoretical training would be 9 months which led to an overestimation of the end target.

39. **The IRIs related to the entrepreneurship and self-employment program were achieved.** The number of income generating or micro projects³³ supported by the project increased from the 2014 baseline of 0 to 3,000 in 2020, thereby

29 This included the New Regulatory, Organizational and Functional Framework for technical training centers. The core of the reform was established in a suite of decrees and arretes as follows: the decree No 2018-874 on November 22, 2018 on the revised organization and functioning of TVET centers; decree NO 2019-118 on February 6, 2019 on dual apprenticeship; arrete No 0192/MENETFP/DAIP on October 24, 2019 establishing the Apprenticeship Technical Committee; arrete No 0193/MENETFP/DAIP on October 24, 2019 selecting 4 TVET centers for implementation of the experimental phase of the reform; No 0194/MENETFP/DAIP on October 24, 2019 establishing the modalities for the recruitment of apprentices; and No 0195/MENETFP/DAIP on October 24, 2019 detailing the typical contract for apprentices in the dual apprenticeship model.

³⁰ The impact evaluation was designed as a double-sided randomized control trial of a subsidized apprenticeship program with the specific objective to measure windfall effects among youth and substitution effects in firms.

³¹ Crepon, B., & Premand, P. *Creating New Positions? Direct and Indirect Effects of a Subsidized Apprenticeship Program 2019*. World Bank.

³² The breakdown is: internship weeks = 138,600 and retooling weeks = 9,136.

³³ Participants in the AGRs or micro projects were provided with seed funding that did not exceed US\$2,000 to start micro-enterprise projects based on approved business plans. The call for business plans were based on local/regional development plans or studies that identified opportunities for sustainable business projects. Eligible participants youth that had participated in programs under the



meeting the target. In addition, the number of youth who receive entrepreneurship training increased from the 2014 baseline of 2,077 to 17,237³⁴ in 2020, exceeding the target of 7,077 (143 percent increase). These are substantial achievements of the project.

40. **In addition, the project supported the creation and management of the *Associations of Village Savings and Credits*³⁵ (VSLAs/AVECs in French) in which 2,000 of the youth involved in the project participated in the regions of Kabadougou, San Pedro, Mé, Bélier, Bagoué, Moronou, Gbôklè, Agnéby-Tiassa, Haut Sassandra and the District of Yamoussoukro.** The programs were evaluated by the project and were judged to have had a positive impact on self-employment activities and investment in Côte d'Ivoire without having to provide capital.³⁶ VSLAs/AVECs allow for additional access to financing, beyond the cooperative projects, to foster the rapid development of individual micro-enterprises. VSLAs/AVECs relax constraints to savings instead of injecting capital, as done during cash transfers. It is a simple savings and loans scheme whereby 20 villagers will self-select and voluntarily set up their respective AVEC. They will put forth their own money and lend to each other. AVEC members who took a loan typically used it to invest in an IGA and reimbursed the AVEC with a low interest rate. Once established and operating satisfactorily, the AVEC was formalized by the RC through a process monitored by the BCPE and receive three times the amount of the savings mobilized from their members as start-up capital and assisted in establishing a sustainable partnership with a local financial institution. Moreover, villages and RCs hired consultants to help with setting up the AVEC and to train them on how to manage the accounts. The consultants were so successful that they formed a consulting firm that worked with the project as well as the Government. This activity will be continued and expanded under the new PEJEDEC Phase 3 (P172800) operation currently under preparation.

41. **The project also conducted a feasibility study for the establishment of agricultural business incubators in five regions.** Upon completion of the study, it was determined that three regions had the potential for setting up the incubators. In the end, the project support two incubators: The Institute of Agricultural New Techniques (INTA) in Agneby-Tiassa region and The European Institute for Cooperation and Development (IECD) in the Yamoussoukro District. The incubators provided intensive training and coaching for participants as well as business plan development, validation of the business plans by a board, support for opening a business account and resources for the business.

Justification of Overall Efficacy Rating

42. **The overall efficacy rating of substantial is justified by the evidence and analysis presented above. All of the PDO indicators were either met or exceeded their respective end-of-project targets.** The project played a significant role in the provision of jobs through the LIPW component to quickly employ a large and growing number of underemployed youth. The LIPW fit into the government's plan to jump start the delivery of basic social services and rehabilitation of critical infrastructure throughout the country post crisis. As indicated, this program helped LIPW participants attended entrepreneurship training; increased female participation in the projects 12 municipalities; LIPW participants were actively employed after their program participation; and increased the average income of participants during participation in the program. The internship program led to interns being hired for regular jobs as well as a substantial increase in women's insertion rates after participation in the internship program. The results from

original project financing and youth with innovative business ideas and entrepreneurial aptitude.

³⁴ The breakdown of the training beneficiaries is: IGA = 13,864; Savings and Loans Village Associations = 2,793; Micro and Small Enterprises = 400; Incubators = 180 of which 140 INTA and 40 IECD.

³⁵ Village Savings and Loans Associations (VSLAs/AVECs in French) in Côte d'Ivoire, offer a micro-financing program. The program was originally piloted under the *Project d'Insertion Socio-Economique des Populations* (PRISE – P145750) and then adopted under the PEJEDEC.

³⁶ Marguerie & Premand, 2020.



the IE of the entrepreneurship program showed significant impact of the program on the participants. The project helped lay the foundation for systemic change for TVET education and training by supporting the development of a regulatory framework that included revision of the laws and related decrees that supported more autonomy of vocation training centers, management committees with private sector representatives, and the inclusion of apprenticeships into the vocational training curriculum—all of which were piloted within the four project-supported vocational training centers. Moreover, the project met all of the intermediate targets related to Component 3: Strengthening Institutional Capacity that were established to measure implementation as well as to support a robust monitoring and evaluation (M&E) of project activities. As indicated, this was done through the implementation of tracer studies and impact evaluations that provided valuable information on the overall impact of the project. (See the monitoring and evaluation section below for details.)

C. EFFICIENCY

Assessment of Efficiency and Rating

43. **The overall efficiency under the project efficiency is rated Substantial.** This section summarizes the economic and financial analysis of *Côte d'Ivoire Emergency Youth Employment and Skills Development Project* by presenting: (i) the economic rationale for investment in education in Côte d'Ivoire; and (ii) the results of the project cost-benefit analysis at the project implementation completion stage. The detailed economic and financial analysis is presented in Annex 4.

44. **The economic analysis undertaken at appraisal provided the rationale for investing in education and skills development in Côte d'Ivoire.** First, returns on an additional year of schooling are positive and individuals with higher levels of education are more likely to engage in higher paying economic activities. At the national level, an additional year of schooling yields a 10 percent return. Likewise, the rate of return ranges from 15 percent for individuals with some primary education to 159 percent for individuals with higher education, relative to individuals with no education. Lastly, education is not only associated with higher wage earnings, but it also increases the likelihood of wage employment and employment in sectors with higher returns and employment contracts, which offer greater job stability. For instance, an additional year of education increases the probability of working in sectors with higher returns (industry and services) by 14 percent on average.

45. **The cost-benefit analysis at project completion confirms that the project is likely to have generated substantial benefits and is also likely to have had reasonably high rates of return.** Table 5 below presents the results of the new cost-benefit analysis at the ICR stage. Both internal rates of return and net present value of costs and benefits for all components (combined), shows that the project is economically viable at the end of the project implementation based on actual beneficiaries of the project. The lower bound of the present discounted value of benefits for the overall project is estimated to be US\$92.9 million. As such, the present discounted value of costs is estimated to be US\$75.6 million, including other nonquantifiable portions. **The corresponding net present value (NPV) of program benefits is estimated to be US\$17.30 million. The internal rate of return (IRR) associated with this NPV is 6.9 percent**—which is higher than the IRR at project AF stage (4.7 percent). **The benefit-cost ratio is 1.2 at ICR stage.** Therefore, although some benefits cannot be fully quantifiable, the NPV from the quantifiable benefits are larger than the NPV costs, and this strongly supports both the viability and efficiency of investments undertaken under the project.



Table 5: Net Present Value (NPV) in millions of US\$ and Internal Rate of Return (IRR)

	Components 1	Components 2	Total project
IRR	6.3%	9.2%	6.9%
Discounted cost (present value of costs)	\$27.48	\$38.84	\$75.60
Present value of incremental benefits	\$31.33	\$61.56	\$92.89
NPV	\$3.86	\$22.72	\$17.30
Benefit/cost ratio	1.1	1.6	1.2

Source: Author's estimation based on ENSETE 2013, EHCVM 2018 and project costs.

46. **With the NPV of the quantifiable benefits greater than the NPV costs, the project demonstrated strong efficiency in investments undertaken during implementation.** Furthermore, internal and external efficiency gains were observed over the life cycle of the project with all of the PDO indicators successfully achieving and/or exceeding their targets. The project also conducted an impact evaluation to measure the short-term direct and indirect effects of a subsidized apprenticeship program. In May 2018, there was a “medium-term” follow-up telephone survey (18-24 months after completion of the program) to measure the effects of the program on the youth who had participated. Overall, results of the impact evaluation found that the program led to an increase in youth participating in formal apprenticeship by 71.2 percentage points. Moreover, the impact evaluation showed that in total, the program led to a net creation of apprenticeship positions in the range of 74 to 77 percent of the number of apprentices placed by the program showing that overall, the program actually created new spaces. Finally, all of the project’s external financial audit reports were of unqualified opinion (i.e., clean), revealing that project resources were used judiciously and for their intended purposes. Based on this, the overall efficiency rating under the project is **Substantial**.



D. JUSTIFICATION OF OVERALL OUTCOME RATING

47. **The project's objectives were Highly relevant at appraisal and continue to remain so today.** The project directly responded to the key issues and challenges facing Côte d'Ivoire's youth employment and skills development related to the: (i) Cote d'Ivoire's Strategic Plan for the Reform of TVET (2016-2025); (ii) forthcoming PND 2021-2025 that will focus on youth employment and skills development; and (iii) Bank's CPF 2016-2019 CPF which was extended to FY2021 that will focus on youth employment and skills development.

48. **In terms of efficacy, the project is rated Substantial having met all of the PDO indicators and 12 of the 14 IRIs.** The targets achieved have contributed to, but not limited to: (i) higher incomes and improved skills for participants in the entrepreneurship program; (ii) increased earnings and psychological well-being, both during the program and after completion of the LIPW program; and (iii) institutional strengthening by laying the foundation for systemic change in vocational education and training.

49. **In terms of efficiency, the project rating is Substantial.** As indicated above, the NPV of the quantifiable benefits was greater than the NPV costs showing that the project demonstrated strong efficiency in investments undertaken during implementation. In addition, internal and external efficiency gains were observed over the life cycle of the project with all of the PDO indicators successfully achieving and/or exceeding their targets and the impact evaluation of the apprenticeship program showed that in total, the program led to a net creation of apprenticeship positions in the range of 74 to 77 percent of the number of apprentices placed by the program showing that overall, the program actually created new spaces. Finally, all of the external financial audit reports were of unqualified opinion.

50. The overall outcome is rated as **Satisfactory** based on the **High** relevance of the PDO; the **Substantial** rating of the project's efficacy, and the **Substantial** rating of efficiency.

E. OTHER OUTCOMES AND IMPACTS (IF ANY)

Gender

51. **The PEJEDEC project was gender informed.** The relevant project indicators were gender disaggregated, thereby ensuring that implementation focused attention improving gender equity throughout the project. The project also ensured that fifty percent of jobs within the LIPW program would be reserved for women. As indicated, female participation in the LIPW program in the 12 municipalities under the additional financing continuously increased from 47 percent in the first wave to 57 percent in the third and final wave. The insertion rate of women after participating in the internships program increased from 64.4 percent in 2014 to 77.5 percent in 2018. Moreover, the overall participation of women in the programs reached 43 percent by the end of the project. However, gender equity remains a work in progress given that TVET programs have not reached gender parity and programs are still primarily geared toward urban areas and boys, providing more limited opportunities for those living in rural areas of Côte d'Ivoire. The focus on the gender gaps in TVET will continue with support from the new Bank-support Youth Employment and Skills Development Project-Phase 3 Project (P172800), through LIPW activities which will seek to ensure that at least 50 percent of beneficiary are women, while also aiming to further increase women's participation rates in the dual apprenticeship program in the vocation training centers throughout the country.



Institutional Strengthening

52. **Vocational Education Regulatory Framework.** As indicated, the PEJEDEC supported the development of a new regulatory framework that included a revised law and associated decrees that established new governance bodies for vocational centers and training as well as the inclusion of apprenticeships in the curricula. This helped lay the foundation for continued strengthening of the technical and vocational education. Furthermore, strengthening of the TVET system will be continued under the new PEJEDEC Phase 3 (P172800) operation. This will be done by conducting an evaluation of the pilot reforms in the four Project centers related to dual apprenticeships to determine how to scale up the program. The new project will also review the effectiveness of the financial autonomy reforms currently being implemented in the country, particularly as they relate to the *Fonds de Développement de la Formation Professionnelle*—the main skills development fund in the country that could finance apprenticeships and internships for sustainability of these programs.

53. **Bureau of Coordination of Employment Programs (*Bureau Central des Programmes Emploi—BCPE*).** The project began within the context of the post-conflict environment. At the time of appraisal, the World Bank was the only development partner (DP) actively engaged in providing support for youth employment and skills development in Côte d'Ivoire. By 2015 when the AF was developed, other DPs including, the African Development Bank (AfDB), the Islamic Development Bank (IDB), the European Union (EU), French Agency for Development (AFD) and the United Nations Development Program (UNDP), were involved in supporting youth employment and skills development. While the DPs did not establish a pooled fund mechanism to support the sector, they did align their projects with the World Bank's implementation structure to ensure proper coordination and alignment between the various projects. As a result of the increased interest in the sector, the government, with support from the World Bank, elevated the status of the implementation unit (PIU) to the level of a bureau (Bureau of Coordination of Employment Programs) that now focuses on overall program approach to employment and skills development and coordinates all investments in the sector to ensure overall coherence and alignment of activities. Moreover, the BCPE structure was modified to include both a program coordinator and a deputy coordinator. This has been a highly successful effort by the government for ensuring program coordination and donor collaboration.

54. **Regional Councils³⁷.** As indicated, under the AF, the project's focus shifted to the rural areas and decentralized implementation arrangements were established to support the implementation of activities. There were 12 municipalities that were identified for implementation of the LIPWs in peri-urban/rural areas that were overseen by their corresponding Regional Council (RC). The RCs were also responsible for internships and entrepreneurship of the municipalities under their purview. Beneficiary RCs or smaller urban centers/rural communes were responsible ("*maîtres d'ouvrage*") for component activities selected from their local development plans, in collaboration with the technical staff of the relevant technical ministries (i.e., infrastructure, agriculture). This design sought to promote local government ownership of activities and build their capacity to plan and manage such activities by the end of the project, thereby creating the basis for long term sustainability at local level. The project supported capacity development training on the LIPW, internship and apprenticeship programs for RCs and mayors of municipalities supported by the project. At the time of project closing, RCs were able to negotiate contracts for public works program for the LIPW

³⁷ Regional Councils are local government executive bodies in charge of the development of their territory (region or district). They are headed by an elected President of Regional Council, who serves a six-year term, and have their own budget and development program. Regional Councils are funded in part by the central government but can also be funded by external donors. They have an umbrella organization called *Assemblée des Régions et Districts de Côte d'Ivoire* or (ARDCI, Assembly of CIV Regions and Districts).



program as well as for internship and apprenticeships. Moreover, by project closing, RCs set up a guarantee fund totaling approximately US\$700,000 to support IGA for their youth. The RCs had also signed memoranda of understanding (MoUs) with micro financing institutions to provide better access to credit for IGAs. The project's support for capacity development has strengthened the RCs and created the institutional foundation for at the local level to support youth in their efforts to create their own income generating activities. Support for RCs will be continued and expanded under the new PEJEDEC Phase 3 (P172800) operation.

55. **Village Savings and Loans Associations.** As indicated above, the Project supported the creation and management of the VSLAs/AVECs in the Project areas which has increased the ability of AVEC members to invest in income generating activities which will be further strengthened and institutionalized under the new PEJEDEC Phase 3 (P172800) operation.

56. **Public-Public Partnerships and Public-Private Partnerships.** The project design identified the need for strong public-public partnerships by ensuring that the technical responsibilities for implementation was contracted out to several government agencies and service providers that were selected on the basis of their technical expertise and comparative advantage. Component 1 was implemented by AGEROUTE and AGEFOP (national training agency) and AGEPE (national employment agency) implemented aspects of Component 2. (See the Section on Key Factors on preparation below for more details related to implementation arrangements.) **Public-Private Partnerships** began under the PEJEDEC. The project worked closely with EUROCHAM Chamber of Commerce in Cote d'Ivoire which endorsed and facilitated internships in areas such as welding, mechanics, and boiler making. Moreover, through the project, internships were offered at Orange in telecommunications and fiber optics. These partnerships both strengthened the capacity within the government to administer programs and established a strong network for further engagement between the public sector partners and the private sector. The PEJEDEC Phase 3 (P172800) will aim to build upon the successes of the project and further expand the internship and apprenticeship programs into the TVET sector.

Mobilizing Private Sector Financing

Not Applicable.

Poverty Reduction and Shared Prosperity

57. **The PEJEDEC contributed to poverty reduction and shared prosperity through the provision of employment opportunities for unemployed and underemployed youth.** As indicated above, the project contributed to expanded access to learning, facilitated the acquisition of skills by young people, and increased the income of young people. However, there are still many young people unemployment or underemployed. In 2016, young people aged 15-24 represented nearly one-third of the working-age population and nearly 40 percent of the unemployed. In Côte d'Ivoire, youth unemployment and underemployment are, on average, estimated at 42.2 percent for ages 14-24 and or 30.5 percent for ages 25-34. Another international indicator for young at-risk is the proportion of young people aged 16-24 who are not in education, employment or training (NEET). The NEET rate for Côte d'Ivoire stood at approximately 36.3 percent in 2017 according to the Integrated Regional Survey on Employment and the Informal Sector (ERI-ESI 2017). Along with expanding employment opportunities, strengthening the productivity of employment, diversification of employment, and access to capital are still needed to support the working age youth and the economy. Unemployment and underemployment are cited by studies as factors facilitating the radicalization and violent extremism of



individuals.³⁸ To mitigate these risks for its large youth population, Côte d'Ivoire must continue to encourage more productive employment throughout the economy, including for the large number of self-employed, informal workers in the agriculture and services sectors.

Other Unintended Outcomes and Impacts

Not Applicable.

III. KEY FACTORS THAT AFFECTED IMPLEMENTATION AND OUTCOME

A. KEY FACTORS DURING PREPARATION

58. **Project Financing.** Preparation began in 2011 as a Rapid Response Emergency operation under OP/BP 8.00 as Côte d'Ivoire was emerging from political, social and economic crisis in the late-1990s that culminated in a brief civil war in 2002-2003 and a violent conflict after the presidential elections in 2011. The original project was financed by an International Development Association (IDA) grant in the amount of US\$50 million equivalent and an AF IDA Credit in the amount of US\$50 million equivalent, for a total project funding envelope of US\$100 million equivalent. The Investment Project Financing (IPF) was appropriate given the post-conflict and fragile nature of the country at the time of preparation/appraisal. The IPF allowed for provision of the needed technical assistance and institutional strengthening schemes necessary to build the capacity within the government to implement youth employment schemes and skills development. The 2015 AF provided needed additional resources to rural areas to provide short-term employment and skills development for at-risk youth and to develop the capacity at the local level to sustain the skills development programs for the youth in their communities.

59. **Evidence Based Design** The theory of change behind the project was sound and the selection of key targets was appropriate, for each stage of the project. The PDO was focused and highly appropriate. The objective was outcome-oriented and was appropriately pitched for the government capacity and development status of skills development programs in Cote d'Ivoire. The results framework was developed to measure achievements related to temporary employment and skills development using measurable indicators available at the time of project design. The technical design of the project drew from globally recognized approaches to job creation for vulnerable youth in post-conflict environments. The project-supported activities, as inputs to achieve the PDO, were appropriate and selected in collaboration with the government. The project design included a comprehensive Monitoring and Evaluation (M&E) design and provided the monitoring data to guide implementation and make implementation adjusts when needed. (See additional information under M&E section.) The targeted project beneficiaries were highly appropriate for the needs of Cote d'Ivoire. Finally, there were quality reviews for the original project as well as the AF.

60. **Implementation Arrangements.** At the project management level under the original project design, the implementation arrangements granted overall responsibility for the management of the project to a project implementation unit (PIU) in the Ministry of State, Ministry of Labor, Social Affairs and Solidarity—Cabinet (ME-MEASS). The project was to be overseen by a Technical Steering Committee (TSC), chaired by the Minister of State or his Designate. The TSC oversight committee had equal representation by the relevant public and private sector entities. Its members also included the Mayors' and Districts' Associations of Côte d'Ivoire, UVICOCI and ADDCI

³⁸ West Africa Network for Peacebuilding. 2018. Current dynamics and challenges of violent extremism in West Africa.



(districts' association). The committee's role was to provide policy guidance, define priorities, oversee project implementation; and approve the annual work plan, the procurement plan and the budget. The Director of Cabinet was to oversee the work of the PIU, but the Project coordinator had overall management responsibility for implementation. The PIU, led by the coordinator, was supported by fiduciary and M&E staff since most of the activities were subcontracted. Technical responsibilities were contracted to several service providers, selected based on their technical expertise and comparative advantage. Component 1 was implemented by AGEROUTE in coordination with the respective decentralized government structures, i.e., UVICOCI (union of cities and municipalities), ADDCI and the communities themselves. Public works such as waste collection was implemented by ANASUR, the national urban sanitation agency. Component 2 was implemented by several service providers, such as e.g., AGEFOP (national training agency) and AGEPE (national employment agency), selected according to their area of expertise, experience, implementation readiness (e.g., expansion of existing programs) as well as their geographic coverage. Component 3 was implemented in part directly by the PIU in close coordination with the concerned entities, such as the Ministry of Technical and Vocational Training.

61. **Under the 2015 AF, the implementation arrangements were largely kept the same.** The PIU under the ME-MEASFP continued to be responsible for overall implementation. The Ministry's Director of the Cabinet continued to oversee the work of the PIU. TSC remained in place and continue to be chaired by the Minister of State or his/her designate under the ME-MEASFP. The technical responsibilities were modified due to the change in focus of the project to the rural and peri-urban areas. Based on this, implementation of activities under Component 1 were adjusted to include collaboration with the *National Association of Regional Councils (Association des Regions de Districts de Côte d'Ivoire – ARDCI)* according to agreed-upon criteria, including the commitment of beneficiary local governments to take over the activities at the end of the project. Beneficiary Regional Councils (RCs) or smaller urban centers/rural communes were responsible (“maîtres d’ouvrage”) for components' activities selected out of their local development plans, in collaboration with the technical staff of relevant technical ministries.

62. **Risks and Mitigation Measures.** Key risks and appropriate mitigation measures were identified during preparation. The overall risk for the original project was rated high. The exogenous risks related to the country's political and governance situation was also deemed to be high. Mitigation measures for these risks included, but were not limited to, support for government reforms in the provision of basic services and international support the peace process through post-conflict assistance from donors. Related to the project, the risks identified were: (i) capacity to effectively implement project-supported activities; (ii) the Component 1 design related to self-selection of participants (self-targeting) which might limit participation as well as the multi-sectoral nature of the project activities; (iii) limited labor market data to properly identify promising economic sub-sectors; and (iv) weak ability to monitor and evaluate project interventions given the large number of stakeholders and service providers involved in the project. The project's activities sought to directly mitigate these identified risks through: (i) capacity development and the transfer of skills to government personnel and staff at the targeted TVET institutions; (ii) regular beneficiary surveys to ensure that beneficiary needs were included in the different stages of implementation; (iii) inclusion of a transparent targeting mechanism and selection progress of beneficiaries; (iv) development of an operations manual with a grievance mechanism process included; and (v) labor market studies, household surveys and impact evaluations. Under the AF, the risk rating was deemed to be moderate given that levels of capacity had increased within the government and among staff working in the TVET centers targeted by the project, as well as by the fact that project activities which had been successfully implemented under the original operation were remained largely the same under the AF design.

B. KEY FACTORS DURING IMPLEMENTATION



63. Project implementation progress was rated moderately satisfactory and satisfactory throughout implementation. There were various factors that played a role in the challenges and successes of the project.

64. **Factors subject to Government and/or implementing entities control.** Overall, the success and achievements of the project are due to the work of the PIU (later the BCPE) within ME-MEASS and the other agencies that were sub-contracted to implement the LIPW and skills development programs such as AGEROUTE and ADDCI. With the decentralization of implementation after the 2015 AF to regional councils and municipalities, these entities were largely responsible of ensuring the successful and timely implementation of the project. The challenges the government faced with implementation, of the original project were largely related capacity constraints within the vocational training system. These challenges created delays in the disbursements and contributed to the project ratings of moderately satisfactory. The challenges were addressed through the establishment of a regulatory framework for vocational training and the piloting of the framework and associated reforms in the four project TVET institutions targeted by the project. The challenges with implementation during the AF were largely related to capacity constraints within the RCs and municipalities at the local level. As indicated, the AF was designed to decentralize the implementation of activities and reach the vulnerable youth in the rural areas. As anticipated, local level capacity was limited, and these capacity constraints contributed to delays in implementation and the moderately satisfactory ratings. The BCPE, working with the World Bank and other responsible agencies, provided strong support for capacity development through training and technical assistance for the municipalities and RCs. This led to the remarkably successful completion of the project and a final rating of satisfactory for the overall project implementation. The PEJEDEC Phase 3 (P172800) will build on this successful implementation and will continue these efforts by expanding to other municipalities and RCs.

65. **Factors subject to World Bank control.** The project benefitted from the fact that there was a consistent World Bank team that supported implementation from Abidjan, both local and international. This allowed the team to interact regularly with the PIU/BCPE, ME-MEASS and other government implementation units which facilitated the successful implementation of the project. There were two formal mid-term reviews (MTR), one in 2013 for the original/parent project and one in 2018 for the AF that led to the decision to extend the project closing date to allow for the full completion of project activities that had been delayed due to the capacity constraints at the regional and municipality level and to further solidify the various achievements realized under the project. The World Bank's, in country, ongoing support for the project was a strong contributing factor in the capacity development of the implementing agencies and the successful completion of the project.

66. **Exogenous factors.** In March 2020, the COVID-19 pandemic began to have an impact on the implementation of the PEJEDEC. All sub-components were affected with internships and dual apprenticeship theoretical programs suspended. To mitigate the impact of COVID on the beneficiaries, the BCPE continued to provide beneficiaries with their stipends, and they initiated a distance learning program on a pilot basis to counter future shocks. In May 2020, the internships and apprenticeship programs began to resume after the Government's COVID-related restrictions were eased. However, the entrepreneurship and micro enterprise (MSEs) programs were impacted to a larger extent. Pre-COVID, 24 out of 1,301 IGAs had failed due to lack of sales, production etc. As a result of the COVID-19 pandemic, 247 IGAs stopped their activities—225 of those resumed their activities after COVID19 restrictions were eased. The final impact of COVID-19 on IGAs and MSEs will only be known after the Implementation Completion Results Report (ICR) is submitted.

IV. BANK PERFORMANCE, COMPLIANCE ISSUES, AND RISK TO DEVELOPMENT OUTCOME



A. QUALITY OF MONITORING AND EVALUATION (M&E)

M&E Design

67. **The links between the inputs, outputs, and outcomes and the PDO were sound (as shown in Figure 1).** The PDO was clearly specified at appraisal and remained the same throughout the life of the project. PDO-level indicators and intermediate outcome indicators were defined at appraisal for the original/parent project and modified at the time of the AF to measure project outcomes. The M&E design was developed to monitor and report on progress toward meeting the targets of the PDO and intermediate indicators in the Results Framework (RF) through regular routine monitoring and reporting by the PIU. The Project also included beneficiary surveys, tracer studies and impact evaluations to: (i) improve the availability of employment data for the national employment statistics system; and (ii) better understand/gauge the impact of project interventions. Moreover, the project included three intermediate indicators to measure M&E progress and to ensure that PIU/ME-MEASS staff developed capacity on conducting impact evaluations. These were: (i) number of tracer surveys; (ii) number of staff trained in impact evaluation methods and (iii) number of impact evaluations completed. As a result of the COVID-19 pandemic, the PIU also began to pilot using Geo-enabling Method for Monitoring and Supervision (GEMs) to collect data for monitoring and mapping Project interventions as well as project beneficiaries.

M&E Implementation

68. **Reporting of data for the RF indicators was done throughout the life of the project.** The selected performance indicators were tracked regularly, and the RF was updated on a timely basis for supervision missions including the MTRs. During the project period, four tracer studies were carried out that collected data on beneficiary satisfaction of the LIPW, internship, apprenticeship, and entrepreneurship programs and impact evaluations were carried out to provide rigorous evidence on the effectiveness of core activities related to LIPW, apprenticeships and basic self-employment. (Findings from these reports were used above in the efficacy section.) The indicators used to measure the implementation of M&E progress were all achieved: (i) four tracer surveys were conducted, meeting the target of four (ii) ten staff were training in impact evaluation methods, exceeding the target of eight; and (iii) two impact evaluations were completed meeting the target of two. GEMs was piloted in ten of the recipient regions. The PIU had collected 339 points (coordinates) and had mapped them on the GEMs map. At the time of project closing, the pilot/trial was still going on. Finally, the BCPE also began the implementation of a geo-located monitoring system of the project beneficiaries.

M&E Utilization

69. **Data was made available regularly for the results framework and was used to inform the analysis of the ICR.** The tracer studies were used to provide more reliable data on national employment for the national employment statistics system. The impact evaluations data has been used to inform the government and the World Bank of the impact of the various Project programs. This information has been used to inform the development of the new PEJEDEC Phase 3 (P172800) project as well as the government's programs or *Programme Social du Gouvernement*. In addition, the geo-located monitoring system data was provided to the BCPE and they are writing an analytical report based on the data collected.



Justification of Overall Rating of Quality of M&E

70. Based on the analysis above, the overall rating for M&E is **Substantial**.

B. ENVIRONMENTAL, SOCIAL, AND FIDUCIARY COMPLIANCE

71. **Safeguards.** The original project was rated as Category 'B' partial assessment and OP/BP 4.01 "Environment Assessment" was triggered due to the potential adverse environmental and social impacts associated with the LIPW activities. The project also triggered two safeguards' policies, OP/BP 4.01 Environmental Assessment and OP/BP 4.12 Involuntary Resettlement. An Environmental Social Management Framework (ESMF) and a Resettlement Policy Framework (RPF) to comply with (OP/BP 4.12 were prepared. As indicated, the project was processed under the Rapid Response Emergency OP/BP 8.00 and therefore, the deadline for disclosure of social and environmental safeguards instruments was deferred to six months after the project effectiveness. The ESMF and RPF were received within this timeframe and were disclosed in the World Bank InfoShop and in-country on August 1, 2012, thereby complying with the legal covenant. At the time of the 2015 AF, the safeguards category remained the same since there were no significant changes in the project activities. The ESMF and RPF were updated in February 2015 and disclosed in the ESMF was disclosed on February 12, 2015 in the World Bank InfoShop and the RPF was disclosed on February 11, 2015. Safeguards were monitored consistently during project implementation and Implementation Status Reports (ISRs) were consistently rated moderately satisfactory and satisfactory. There were also formal safeguards assessment carried out during the project period with recommendations and actions provided by the teams. The areas of weakness identified related to the safeguards were: (i) limited mechanisms for managing complaints and accident incidences; (ii) delays in the regular transmission of environmental reports; and (iii) difficulties in establishing a payment mechanism to facilitate access to health services in case of accidents for LIPW beneficiaries. In 2018, the project developed and finalized a grievance redress mechanism (GRM) and distributed the information to the public. Grievances can be lodged through: (i) social networks; (ii) emails; and (iii) regular/normal mail. There was evidence of grievances received and monthly reports were filed on the complaints with the resolutions. Going forward, there will be continued outreach to the public to make them more aware of the GRM system and enhance the securing of the system. The GRM will be enhanced during the PEJEDEC Phase 3 (P172800) project.

72. **Financial management.** FM performance rating remained satisfactory and moderately satisfactory throughout the life of the project. During the project period there was a strong financial management team in place and the PIU submitted unaudited interim financial reports (IFRs) of an acceptable quality on a regular basis. The required audits were submitted to the World Bank in accordance with the Financing Agreement and over the project period, the auditors' opinions were of unqualified (clean) opinion. Overall, 13 audits reports were delivered, six for each phase and the closing audit report. The BCPE's integrated financial management information system called SIGFIP was used for the project. Capacity development workshops were conducted by the World Bank's FM specialists for the PIU FM staff as well as at the regional level to help with implementation of the FM requirements. The total project financing was US\$100,000,000 equivalent with a total disbursement of approximately US\$95,720,000 or 99 percent of all available project funds. The project had exchange rate losses of US\$200,000 equivalent from the original project financing prior to signing and US\$3,420,000 in exchange rate losses from the AF financing. There were US\$0.06 million of unused funds. Despite these exchange rate losses, the project successfully achieved the vast majority of its envisaged outputs and outcomes.



Procurement. Procurement was consistently rated satisfactory in the project ISRs. During the project, World Bank procurement staff provided training to the PIU to ensure compliance with the procurement guidelines. The PIU also demonstrated a high level of competency in working with the regions and service providers to ensure that the high volume of contracts were signed and executed at the regional level. The PIU migration to the Bank's Systematic Tracking of Exchanges in Procurement (STEP) took place in 2020 with procurement activities being included in the STEP platform. Procurement plans were updated regularly and submitted to the World Bank and always of good quality.

C. BANK PERFORMANCE

Quality at Entry

73. **The project preparation team ensured that the parent project design was closely aligned Government's PRSP 2009-2015 that was adjusted post crisis to jump start the delivery of basic social services and rehabilitation of critical infrastructure throughout the country after the short civil war.** The project also fit into the international communities' and the World Bank's emergency recovery response efforts in Côte d'Ivoire post-civil war in order to quickly respond to the country's post-crisis needs, thereby contributing to peacebuilding and reconciliation efforts. The parent project's design and key indicators were completely aligned with the PDO. The design took into consideration the recommendations from peer reviewers and internationally recognized research that recognizes the critical role of job creation for vulnerable youth in post-conflict recovery efforts. The preparation of the 2015 AF ensured that the successes of the original emergency operation were continued with the expansion of the LIPW, internships, apprenticeships, and entrepreneurship activities to the rural and semi-urban and that the AF was aligned with the Strategic Plan for the Reform of TVET (2016-2025). The preparation team, for the parent project and subsequent AF, identified the appropriate risks, incorporated design features to mitigate them, and included the relevant technical specialists to support project development. Preparation for the parent project and the AF was a highly collaborative and consultative process with the government of Côte d'Ivoire.

Quality of Supervision

74. **Supervision missions were semi-annually, staffed with education and labor market specialists as well as fiduciary staff and consultants.** The project team was actively engaged in supporting the government in its efforts to implement the project. Whenever implementation challenges arose (e.g., regional capacity constraints and COVID-19 pandemic), the World Bank team worked with the government to find appropriate solutions that would not compromise the integrity of the design. The supervision teams consistently reported on FM, procurement and safeguards progress during supervision missions and worked with the PIU and other implementation agencies to build their capacity in these critical areas. As indicated above, safeguards compliance was monitored regularly. The missions also systematically documented project progress in aide memoires, back-to-office reports, and ISRs, all of which kept the World Bank management informed of progress and provided the foundation for the ICR analysis. Key to the project's achievements was the consistent supervision by the World Bank team in-country that had the needed technical expertise to support the various implementation units. Moreover, the World Bank's willingness to respond to the government's request for project extensions led to the completion of the project as designed and the institutionalization of many project activities.

Justification of Overall Rating of Bank Performance



75. Based on the sub-ratings of Bank performance at entry (Satisfactory), Bank performance during supervision (Satisfactory), and the overall project outcome rating (Satisfactory), the overall Bank performance is rated **Satisfactory**.

D. RISK TO DEVELOPMENT OUTCOME

76. **The risk to sustaining the development outcome is moderate.** This rating is based on the fact that project activities have been institutionalized as indicated above. The original capacity risks identified were mitigated through the institutional strengthening at the regional level of the RCs. In addition, capacity has been improved in the vocational training system through the AF focus on the development of the regulatory framework for vocational training and the piloting of the reforms. Capacity has been developed to conduct impact evaluations to better monitor progress of employment related interventions. This has fed into improvements in data systems and data being used to develop employment policies. These all contribute to the likelihood of PEJEDEC interventions being sustained in project support areas.

77. **However, the overarching risks to development outcomes are the continuing political tension and conflicts between rival groups in Côte d'Ivoire.** Over the last decade, relatively poor education outcomes combined with relatively high unemployment and poverty rates have made Côte d'Ivoire's large youth demographic particularly susceptible to ongoing political tensions. To mitigate these ongoing risks, Côte d'Ivoire will need to continue to encourage more productive employment throughout the economy, including for the large number of self-employed, informal workers in the agriculture and services sectors. The World Bank is supporting Côte d'Ivoire in responding to these challenges through continued support of the labor sector with the preparation of the new Bank-supported PEJEDEC Phase 3 project that, as indicated, will continue the successful PEJEDEC activities by including regions that were not beneficiaries of the PEJEDEC project. Moreover, the World Bank is financing several other operations related to improving competitiveness by supporting value chains that would create more and better jobs and to increase access to finance for underserved farmers and firms. All of these complementary operations will increase or alter the skills needed and employment available to the youth of Côte d'Ivoire.

V. LESSONS AND RECOMMENDATIONS

78. **Lesson 1. Jobs and skills development projects can be remarkably successful in post-conflict countries when project designs can easily adapt to a changing country environment and World Bank procedures allow for flexibility to meet challenges in implementation.** The PEJEDEC's original design accommodated the country's immediate needs of providing employment for the unemployed and underemployed youth in urban areas post-conflict. As the country emerged from the post-conflict situation, it was recognized that additional resources would be needed to support the country's jobs agenda in rural areas particularly if Cote d'Ivoire was to maintain stability and sustain its economic development. The World Bank was able to provide the additional resources for expansion to meet Côte d'Ivoire's needs and when capacity constraints were identified, allowed for project extensions to ensure the full benefit of the project could be realized.

79. **Lesson 2. Labor Intensive Publics Works programs that included training and savings opportunities are important for providing economic integration of vulnerable groups.** Moreover, the impact evaluation showed that the LIPW program raised earnings and improved the psychological well-being, both during and after the program. The PEJEDEC provided unemployed and underemployed youth with training and job opportunities that led to increased



employment after the program. The LIPW beneficiaries also contributed to a savings program that helped instilled a savings habit. This coupled with entrepreneurship training that was offer to the LIPW beneficiaries improved the insertion rates of the LIPW workers and provided the need support and knowledge to help some start their own business. These are all important elements for ensuring sustained employment upon completion of LIPW programs. **Recommendation.** Going forward the government needs to continue to provide LIPW opportunities for vulnerable groups in an attempt to lessen political tensions while also encouraging more productive employment throughout the economy.

80. **Lesson 3. Entrepreneurship training and seed funds are critical for new entrepreneurs to begin and sustain their businesses.** The PEJEDEC initially included entrepreneurship training for beneficiaries interested in starting IGAs and micro enterprises. As implementation progressed it was realized that individual savings was not sufficient to adequately fund the IGA ideas. Therefore, a competitive seed funding mechanism, through the PEJEDEC AF, was included to support ideas with good business plans. It was further recognized that RCs could play a role in working with local financial institutions to also support IGAs and micro enterprises.

81. **Lesson 4. Internship and apprenticeship programs can be successful when designed properly and effectively administered.** The PEJEDEC subsidized these programs by paying participants so as to offset the indirect/opportunity costs to the participants and compensate companies for taking the participants onboard. The project also incorporated impact evaluations into the design to evaluate the programs and see if they were having the intended outcomes. This approach helped to both make needed adjustments to the programs as well as establish the usefulness of the programs for both participants and companies.

82. **Lesson 5. Ensuring the existence of a regulatory framework was essential for providing the foundation for the vocational education and training system in Côte d'Ivoire.** Given the emergency nature of the PEJEDEC parent project, there was limited knowledge of the capacity vocational training centers. During implementation, weaknesses in the systems institutional framework and capacity were revealed largely related to lack of clear roles and responsibilities as well as fragmentation of the sector. These weaknesses were preventing the vocational centers from being able to provide the required professional training. The AF dealt with this by refocusing vocation training activities to developing the regulatory framework for institutional reforms to the system that included, but was not limited to, private sector participation on the management committees and a dual apprenticeship program.

83. **Lesson 6. Effective targeting to reach vulnerable populations is essential.** The PEJEDEC was targeted specifically at unemployed and underemployed youth with the objective of focusing on temporary employment and skills development to support social cohesion and provide economic opportunities post-conflict in Côte d'Ivoire.

84. **Lesson 7. Impact evaluations and tracer studies are essential for understanding the effectiveness of project activities and making needed mid-course corrections and/or modifications to activities.** The project design included impact evaluations that have produced valuable data used to inform the government and the World Bank of the impact of the various Project activities and programs. As indicated, the information has been used to specifically to inform the development of the new PEJEDEC Phase 3 (P172800) project.



ANNEX 1. RESULTS FRAMEWORK AND KEY OUTPUTS

A. RESULTS INDICATORS

A.1 PDO Indicators

Objective/Outcome: To Improve Access to Temporary Employment and Skills Development Opportunities

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Direct project beneficiaries	Number	25,422.00 31-Dec-2014	56922.00 31-Dec-2014		65,631.00 16-Jun-2021
Female beneficiaries	Percentage	0.00	32.00		43.00
Labor Intensive Public Work (LIPW)	Number	12,675.00 31-Dec-2014	25175.00 31-Dec-2014		25,777.00 16-Jun-2021
Skills Development	Number	12,747.00 31-Dec-2014	31747.00 31-Dec-2014		39,854.00 16-Jun-2021
Comments (achievements against targets):					



Target exceeded. 3,190 new beneficiaries are from the apprenticeship program with 2,501 new apprentices from AGEFOP and 689 on the reconversion and requalification program (RRP). Total breakdown is LIPW 25,777; RRP 1,631; Apprenticeships 16,117; and Entrepreneurships 17,237.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Number of additional person days provided in LIPW (disaggregated by gender, district and type of sub-project)	Number	1,564,649.00 31-Dec-2014	2679649.00 31-Dec-2014		2,953,933.00 16-Jun-2021

Comments (achievements against targets):
Target exceeded.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Completion rate of youth participating in apprenticeship and	Percentage	76.00 31-Dec-2014	80.00 31-Dec-2014		89.00 16-Jun-2021



internship programs					
Female beneficiaries	Percentage	32.00	40.00		32.00

Comments (achievements against targets):
Target exceeded.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Percentage of youth who are employed or self employed within six months of completion (internship/retooling)	Percentage	0.00 31-Dec-2014	70.00 31-Dec-2014		80.50 16-Jun-2021
Female Beneficiaries	Percentage	0.00	42.00		42.00

Comments (achievements against targets):
Target exceeded. The results from the third survey on the satisfaction of beneficiaries carried out by mid-2019 indicate that 80.5 percent of interns have been hired and hold a regular job.



A.2 Intermediate Results Indicators

Component: Component 1 - Temporary Employment Opportunities (US\$18 million)

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Roads rehabilitated/maintained (kilometers)	Kilometers	2,537.00 31-Dec-2014	3537.00 31-Dec-2014		3,630.72 16-Jun-2021
<p>Comments (achievements against targets): Target exceeded.</p>					

Component: Component 2 - Skills Development and Employment Support (US\$22 million):

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Number of youth enrolled in apprenticeship/dual training program	Number	4,294.00 31-Dec-2014	14295.00 31-Dec-2014		16,177.00 16-Jun-2021
Female beneficiaries	Percentage	30.00	30.00		33.00
<p>Comments (achievements against targets): Target exceeded.</p>					



Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Percentage of Youth who have completed apprenticeship/Dual training program	Percentage	70.00 31-Dec-2014	80.00 31-Dec-2014		88.00 16-Jun-2021
Comments (achievements against targets): Target exceeded.					

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Percentage of youth who are employed or self employed within 6 months of completion (apprenticeship/dual training program)	Percentage	0.00 31-Dec-2014	70.00 31-Dec-2014		65.70 16-Jun-2021
Comments (achievements against targets): Substantial progress was observed from the baseline value, though missing the end-of-project target of 70.00 by 4.3 percent based on the last survey completed in May 2019.					



Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Number of public private joint management agreements signed in the centers supported by the project	Number	0.00 31-Dec-2014	10.00 31-Dec-2014		10.00 16-Jun-2021

Comments (achievements against targets):

Target achieved. The following MoU have been signed CPMA 3; Ferke Professional High School 2; Bouake TVET Center 2; Hoteling Professional High School 3.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Youth who have completed Internship/Retooling program	Percentage	0.00 31-Dec-2014	80.00 31-Dec-2014		92.00 16-Jun-2021

Comments (achievements against targets):

Target exceeded.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised	Actual Achieved at Completion
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				Target	
Total number of internship/retooling weeks provided	Number	53,342.00	193342.00		147,736.00
		31-Dec-2014	31-Dec-2014		16-Jun-2021

Comments (achievements against targets):

Substantial progress observed from the baseline value, though the end-of-project target was missed. The breakdown is as follows Internships 138,600 and RRP 9,136. Youth in the RRP attend theoretical training programs of various lengths from 3 to 9 months before doing their 3-months internships. However, the computation of the initial target assumed the duration of all theoretical trainings programs was 9 months which led to an overestimation of the end target.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Number of AGRs or micro projects supported by the project	Number	0.00	3000.00		3,000.00
		31-Dec-2014	31-Dec-2014		16-Jun-2021

Comments (achievements against targets):

Target achieved.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
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Number of youth who receive entrepreneurship training program	Number	2,077.00 31-Dec-2014	7077.00 31-Dec-2014		17,237.00 16-Jun-2021
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Comments (achievements against targets):

Target exceeded. The breakdown of training beneficiaries across the programs is as follows IGA 13,864; Savings and Loans Village Associations 2,793; Micro and Small Enterprises 400; Incubators 180 of which 140 INTA and 40 IECD.

Component: Component 3 - Strengthening Institutional Capacity (US\$5 million)

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Percentage of LIPW participants' wages paid in a timely manner per 6 months cycle	Percentage	100.00 31-Dec-2014	95.00 31-Dec-2014		100.00 16-Jun-2021

Comments (achievements against targets):

Target exceeded.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Percentage of total costs	Percentage	56.00	50.00		56.00



going to wage bills (all sub-components)		31-Dec-2014	31-Dec-2014		16-Jun-2021
<p>Comments (achievements against targets): Target exceeded.</p>					

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Number of tracer survey	Number	1.00 31-Dec-2014	4.00 31-Dec-2014		4.00 16-Jun-2021
<p>Comments (achievements against targets): Target achieved. SOFRECO carried out two surveys. A third survey following graduates has been realized by an individual consultant. finally the firm IPSOS was hired to carry out a survey on the impact of COVID and the survey report has been delivered in October 2020.</p>					

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Number of staff trained in impact evaluation (IE) methods.	Number	0.00 31-Dec-2014	8.00 31-Dec-2014		10.00 16-Jun-2021
<p>Comments (achievements against targets):</p>					



Target exceeded. Two staff received training under the parent project and two additional staff received under the AF. So far the targeted staff under the project have received the training and the target will be revised during the project restructuring.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Number of impact evaluation (IE) completed	Number	0.00	2.00		2.00
		31-Dec-2014	31-Dec-2014		16-Jun-2021
Comments (achievements against targets): Target achieved.					



B. KEY OUTPUTS BY COMPONENT

Objective/Outcome 1: Improved access to temporary employment for young men and women	
Outcome Indicators	<ol style="list-style-type: none"> 1.Total number of direct beneficiaries in the LIPW program and skills and entrepreneurship support development (% female) 2. Number of additional person days provided in LIPW
Intermediate Results Indicators	<ol style="list-style-type: none"> 1. Number of kilometers of roads rehabilitated/maintained 2. Percentage of total costs going to wage bill 3. Percentage of LIPW participants wages paid in a timely manner per six-month cycle
Key Outputs by Component (linked to the achievement of the Objective/Outcome 1)	
<p>Component 1: Temporary Employment Opportunities. During the project, the total number of kilometers of roads rehabilitated/maintained increased from the baseline of 0 in 2011 to 3,630.72 in 2020 exceeding the target of 3,537.00 (2.6 percent increase over the target). There were a total of 25,777 young people that received support through Component 1 over the life of the project.</p> <p>Component 3: Strengthening Institutional Capacity. Component 3 also focused on Outcome 1 by monitoring the LIPW participants’ wages paid in a timely manner per six-month cycle) which increased from the 2011 baseline of 0 to 100 percent surpassing the 2020 target of 95 percent by 5 percent as well as the percentage of the total costs going to the wage bill increased from the 2011 baseline of 0 to 56 percent in 2020 exceeding the target of 50 percent by 6 percent.</p>	
Objective/Outcome 2: Improved skills development opportunities for young men and women	
Outcome Indicators	<ol style="list-style-type: none"> 1. Completion rate of youth participating in apprenticeships and internships (% female) 2. Percentage of youth who were employed or self-employed within six months of completion of the internship/retooling program (% female)
Intermediate Results Indicators	<ol style="list-style-type: none"> 1. Number of youth enrolled in apprenticeship/dual training program



	<ol style="list-style-type: none"> 2. Percentage of youth who have completed apprenticeship/dual training programs 3. Percentage of youth who are employed within 6 months of completion of the apprenticeship/dual training programs 4. Number of public private joint management agreements signed in the centers (TVET) supported under the project 5. Number of youth who have completed internships/retooling programs 6. Total number of internships/retooling weeks provided 7. Number of AGRs or micro projects supported by the project 8. Number of youth who receive entrepreneurship training program
<p>Key Outputs by Component (linked to the achievement of the Objective/Outcome 2)</p>	
<p>Component 2: Skills Development and Employment Support. During the project period, number of youth enrolled in apprenticeship/dual training program increased from the 2014 of 4,294 to 16,177 exceeding the target of 14,295 (approximately 13 percent increase) and the percentage of female participants increase from the 2014 baseline of 30 percent to 33 percent also exceeding the 2020 target of 30 percent by 3 percent. The percentage of youth who completed the apprenticeship/dual training programs increased from the 2014 baseline of 70 percent to 88 percent exceeding the target of 80 percent by 8 percent. The percentage of youth who are employed or self-employed within 6 months of completion of the apprenticeship/dual training programs increased from the 2014 baseline of 0 to 65.7 percent in 2020 missing the target of 70 percent by 4.3 percent. The number of public private joint management agreements signed in the centers supported under the project increased from the 2014 baseline of 0 to 10 in 2020 thereby meeting the target. The project also supported (i) a diagnostic study to determine how best to integrate apprenticeships into the training institutions; (ii) the revision of the laws and related decrees that supported the inclusion of apprenticeships into the vocational training curriculum; and (iii) piloted the new governance structure reforms in four project beneficiary centers in Bouake (masonry), Ferké (agriculture), Abidjan-Riviera (hospitality), and Abidjan-Vridi (painting).</p> <p>Internship/retooling program. The percentage of youth who completed the internship/retooling programs increased from the 2014 baseline of 0 to 92 percent in 2020 surpassing the target of 80 percent by 12 percent. The total number of internships/retooling weeks provided increased from the 2014 baseline of 53,342 weeks to 147,736 weeks missing the target of 193,342.</p>	



Entrepreneurship and self-employment program. The number of AGRs or micro projects supported by the project increased from the 2014 baseline of 0 to 3,000 in 2020 thereby meeting the target. The number of youth who receive entrepreneurship training increased from the 2014 baseline of 2,077 to 17,237 in 2020 exceeding the target of 7,077 (143 percent increase). The Project also conducted a feasibility study for the establishment of agricultural business incubators in five regions. The project support two incubators: The Institute of Agricultural New Techniques (INTA) in Agneby-Tiassa region and The European Institute for Cooperation and Development (IECD) in the Yamoussoukro District. The incubators provided intensive training and coaching for participants as well as business plan development, validation of the business plans by a board, support for opening a business account and resources for the business.

In addition, there were 2,000 youth involved in the VSLA/AVECs in the project in the regions of Kabadougou, San Pedro, Mé, Béliér, Bagoué, Moronou, Gbôklè, Agnéby-Tiassa, Haut Sassandra and the District of Yamoussoukro..

Component 3: Strengthening Institutional Capacity. Component 3 support objective 2 through capacity building for ministry staff on impact evaluations and conducting tracer studies. During the project, four tracer studies were conducted, 10 ministry staff were training on impact evaluation methods and participated in conducting two impact evaluation.



ANNEX 2. BANK LENDING AND IMPLEMENTATION SUPPORT/SUPERVISION

A. TASK TEAM MEMBERS

Name	Role
Preparation	
Hamoud Abdel Wedoud Kamil	Task Team Leader
Maurice Adoni	Procurement Specialist
Lorenzo Bertolini	Sr. Private Sector Development Specialist
Joelle Businger	Senior Operations Officer
Saidou Diop	Financial Management Specialist
Cornelia Jesse	Operations Officer
Zainab Mambo-Cisse	Program Assistant
Taleb Ould Sid-ahmed	Communications Associates
Jean-Paul Chausse	Consultant
Raoul Konan Kaoudio	Consultant
David Chalude	Consultant
Supervision/ICR	
Waly Wane	Task Team Leader(s)
Maurice Adoni	Procurement Specialist(s)
Jean Charles Amon Kra	Financial Management Specialist
Josue Akre	Financial Management Specialist
Bintou Sogodogo	Team Member
Salamata Bal	Social Specialist
Abdoul Wahabi Seini	Social Specialist
Patrick Philippe Ramanantoanina	Team Member
Hamoud Abdel Wedoud Kamil	Team Member
Aissatou Diallo	Team Member
Kebede Feda	Team Member
Julie Nyamien Messoum Kouame	Team Member



Haoua Diallo	Procurement Team
Alison Marie Grimsland	Team Member
Souleymane Traore	Procurement Team
Oumou Coulibaly	Procurement Team
Edichi Brigitte Andoh Epse Mobongol	Environmental Specialist
Sandra Beemer	ICR Contributing Author
Bernardo da Cruz Vasconcellos	ICR Contributing Author
Setou Mamadou Diarra	ICR Financial Analysis

B. STAFF TIME AND COST

Stage of Project Cycle	Staff Time and Cost	
	No. of staff weeks	US\$ (including travel and consultant costs)
Preparation		
FY11	9.448	106,804.86
FY12	15.364	116,190.36
Total	24.81	222,995.22
Supervision/ICR		
FY12	11.788	112,890.77
FY13	24.455	170,941.02
FY14	19.204	179,949.63
FY15	32.065	245,728.78
FY16	20.561	262,652.35
FY17	13.909	91,176.12
FY18	10.880	92,382.69
FY19	20.722	147,889.26
FY20	15.209	85,791.93
Total	168.79	1,389,402.55



ANNEX 3. PROJECT COST BY COMPONENT

Components	Amount at Approval (US\$M)	Actual at Project Closing (US\$M)	Percentage of Approval (US\$M)
Component 1 - Temporary Employment Opportunities (US\$18 million)	33.00	34.79	105.00
Component 2 - Skills Development and Employment Support (US\$22 million):	52.00	49.18	94.60
Component 3 - Strengthening Institutional Capacity (US\$5 million)	10.00	11.70	117.0
Contingency	5.00		
Total	99.80¹	95.72²	95.91

¹The total IDA allocation was for the original project was US\$50 million equivalent and the Additional Financing (AF) was US\$50 million. However, prior to signing the AF had exchange rate losses equivalent to US\$200,000.

²The project disbursed 99.9 percent of all project funds. However, the project had US\$3,420,000 in exchange rate losses.



ANNEX 4. EFFICIENCY ANALYSIS

1. **This section provides an economic and financial analysis of the Emergency Youth Employment and Skills Development Project in Côte d'Ivoire.** It provides the efficiency of investment in education in Côte d'Ivoire based on key sector indicators and estimates economic internal rates of returns (IRR) of actual indicators observed at the end of the project implementation. First, this section explores the external efficiency of the education sector by analyzing whether Côte d'Ivoire's labor market provides a positive signal that investing in education yields important returns to both individuals and households. Second, this annex also briefly presents youth educational and employment status. Lastly, this section replicates the cost-benefit analysis undertaken at the project appraisal stage and compares the IRR with actual data results obtained at project closing.

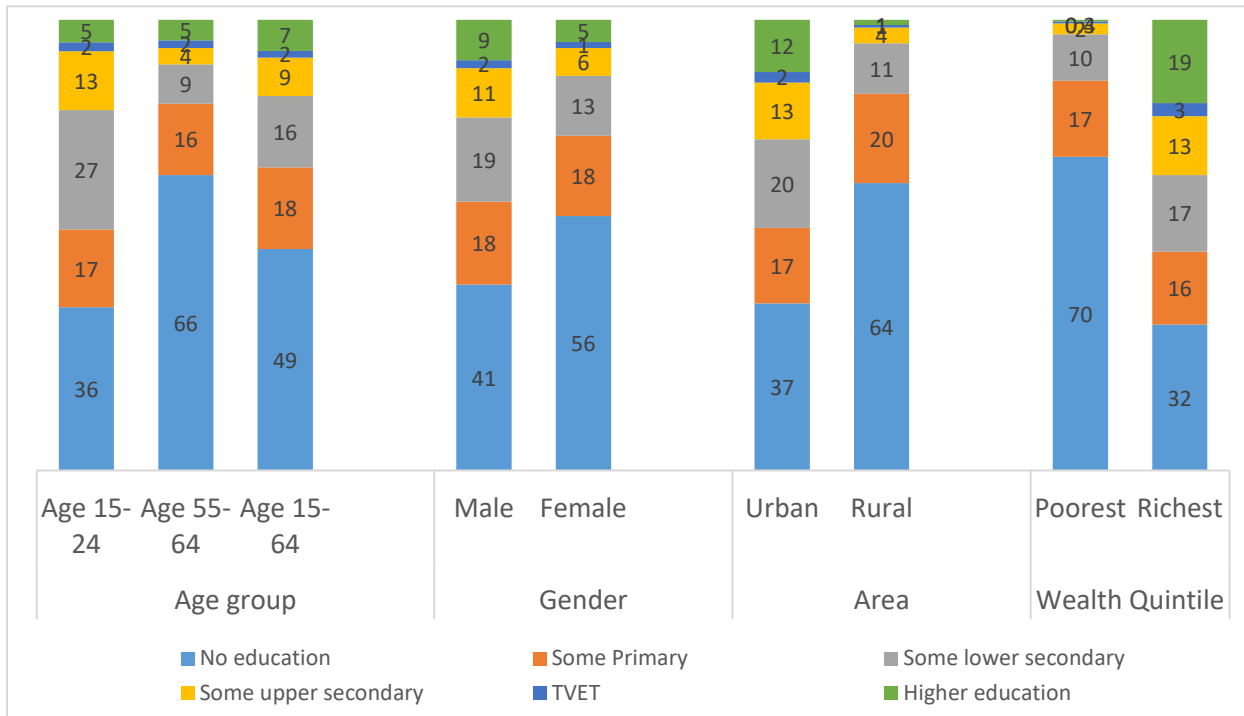
External Efficiency

2. **One of the major constraints to Cote d'Ivoire economic development is its largely unskilled workforce and weak human capital profile.** Poor quality of education and a lack of access have led to an acute shortage of skilled labor. The literacy rate for working age adults (15-64 years old) is around 40 percent, but this varies significantly between gender and geographical location. The literacy rate is higher among those who are just entering the work force (20-24 years old) at 49 percent. On average, only 25 percent of adults living in rural areas are literate. For women in these areas, the percentage goes down to 15 percent.

3. **The working-age population in Côte d'Ivoire is characterized by low levels of educational attainment.** About half of the working age population (age 15-64) has no formal education—a concern for country's future economic growth prospects and global competitiveness. The distribution of the working population by age group shows that although the educational attainment of the labor force is growing, about 49 percent of the working age population has no formal education as of 2018. Figure 4.1 shows that 36 percent of the youth cohort (age 15-24) has not received any formal education—a significantly lower proportion than the adult cohort (age 55-64) with no formal education which stands at 66 percent. When the distribution of the working age population is disaggregated by gender and geographic location, the following trends are observed: (i) there are relatively more women (56 percent) than men (41 percent) who have not received a formal education; and (ii) rural areas have higher percentage of working age people (64 percent) with no education compared to urban areas (37 percent). This suggests that the labor market is likely composed of workers with low skills who have not completed primary education, and this increases their likelihood of working in the informal and/or low productivity sectors.



Figure 4.1: Working Age Population Educational Attainment by Gender, Area of Residence and Wealth Quintile (%)



Source: Authors' estimations based on EHCVM 2018.

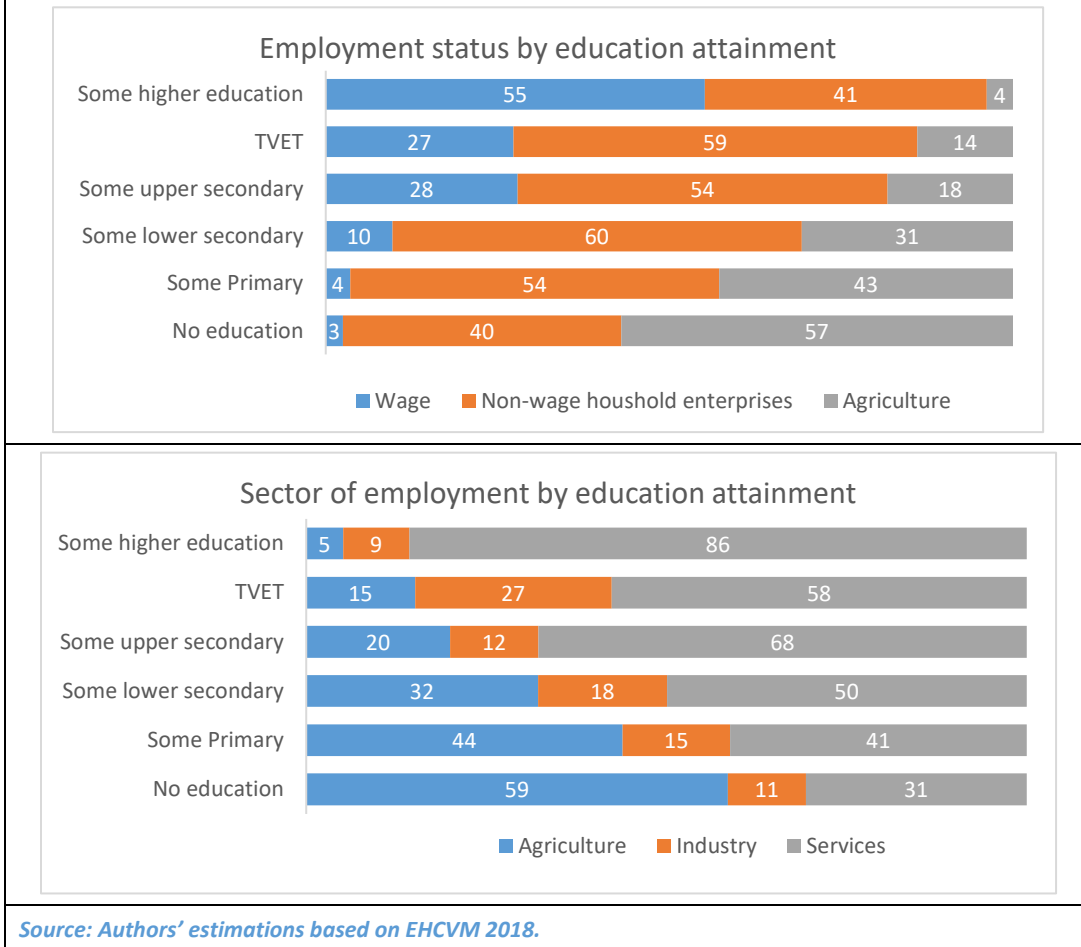
4. **Building Ivorian human capital is fundamental to its current and future development.** Education empowers people economically in the country. In terms of the benefits of education, Cote d'Ivoire's labor market provides a strong signal that investments in education yields high returns and better employment opportunities to individuals and contributes to reducing inequality in access to education, as well as post-education labor market outcomes. In Cote d'Ivoire, higher levels of education are associated with better earnings, an increased probability of wage employment, increased likelihood of finding employment in more productive sectors; and the probability tends to be higher for women. For instance, the rate of returns for women with higher education is 190 percent as compared to 147 percent for men with the same level of education. This suggests that there are less educated women than men in the labor force. This is true despite the low quality of education because workers with more than a few years of education are in such short supply.

5. **The type of employment the labor force is engaged in is associated with the level of educational attainment:** workers with low levels of education tend to be involved in farming employment, whereas those with higher levels of education tend to work in wage employment, which represent stable and consistent forms of employment income (Figure 4.2). On average, only 3 percent of the working-age population with no formal education is engaged in wage employment, as opposed to 55 percent of those with some tertiary education. More educated individuals tend to work in the services sector since it offers better economic benefits and formal employment. About 31 percent of the working age population with

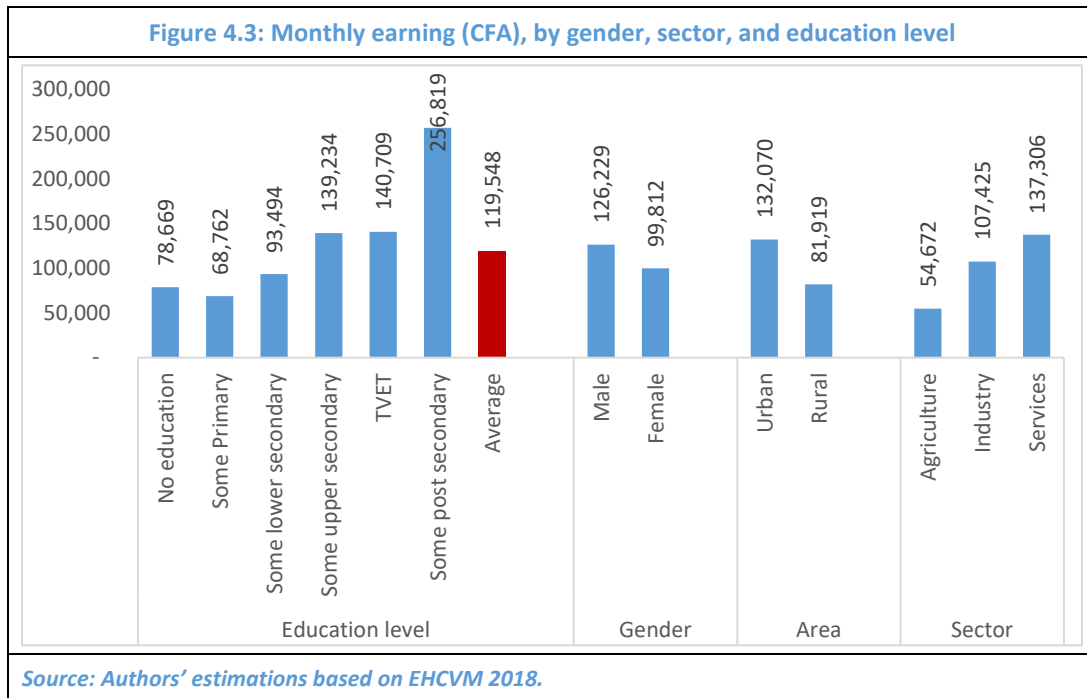


no education work in services sector whereas, 86 percent of the labor force with some higher education work in the service sector.

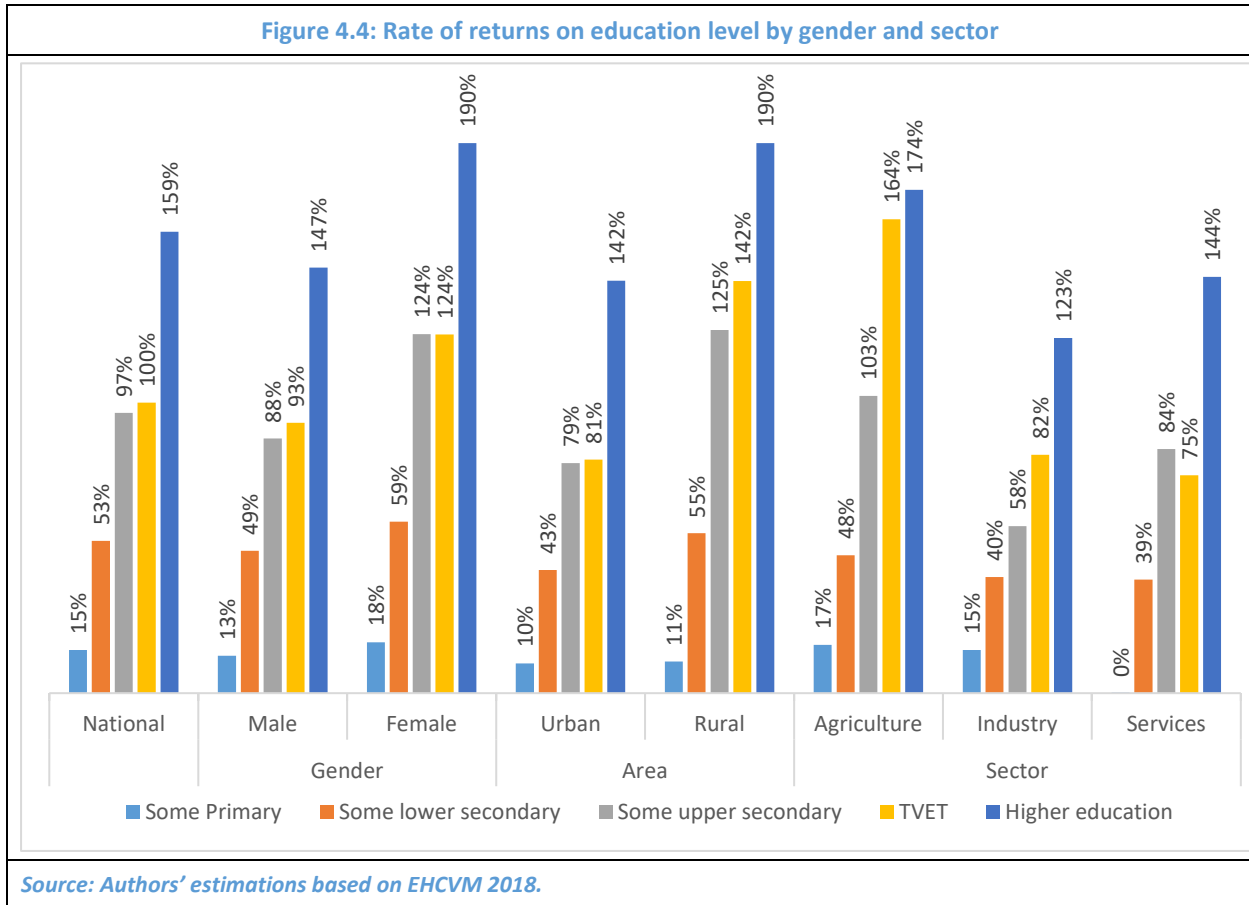
Figure 4.2: Employment status and sector of employment by education attainment for working age population (age 15-64)



6. **In terms of investment on education, Ivoirian labor market signals higher returns and better employment opportunities for higher level of skills.** While education has direct and indirect economic and social impacts, this section only focuses on the economic effects. As such, the efficiency of the education sector is measured in terms of the value that education offers through earnings and employment opportunities. For example, the average estimated earnings increase from CFA 78,668 (about US\$144) for the working age population with no formal education to CFA 256,819 (about US\$470) for those with some post-secondary education level—which is more than three times the level of the income of an individual with no education (Figure 4.3).



7. **Individuals with a higher level of education receive better economic returns and the rate of return on education is higher for higher levels of education, confirming that education is a key determinant of economic prosperity.** At the national level, the rate of return ranges from 15 percent for individuals with some primary education to 159 percent for individuals with higher education, relative to individuals with no education (Figure 4.4). The analysis shows that women have higher rates of returns than men at all levels of education, suggesting that there are less educated women than men in the labor force. For example, the rate of returns for women with TVET education is 124 percent as compared to 93 percent for men with the same level of education. Moreover, an additional year of schooling increases income by about 10 percent. Therefore, like in many countries around the world, Cote d'Ivoire's labor market strongly signals for investment on education and there is a clear economic and social rationale for investment on education and skills development.



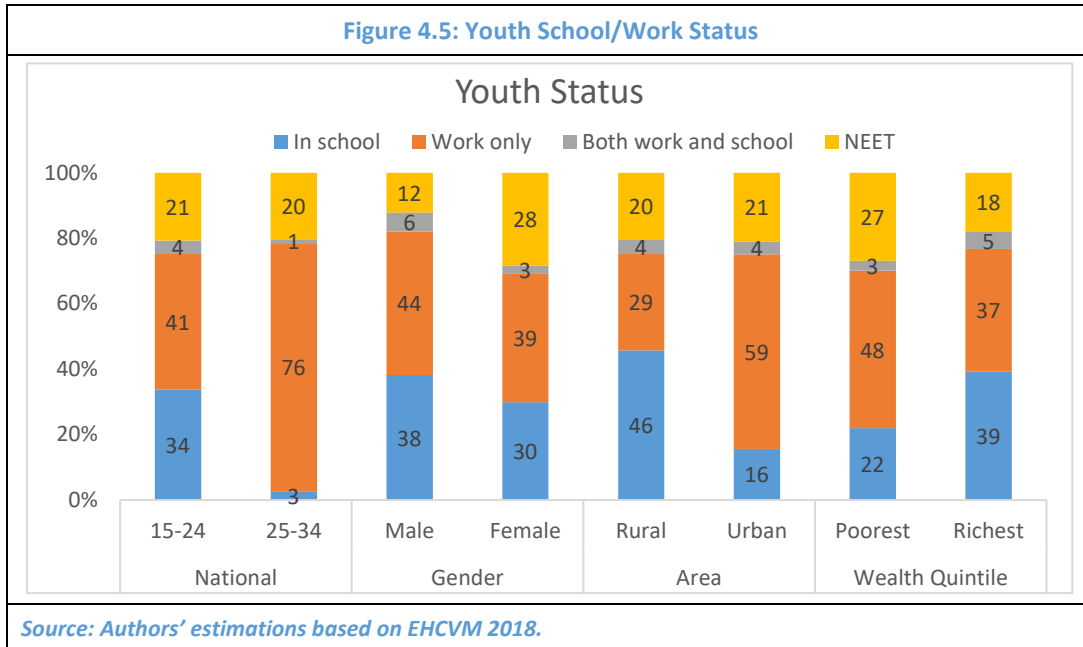
8. **There are also several non-economic or non-monetary benefits of improving the skills, employment opportunities, and incomes of youth.** A large share of Cote d'Ivoire's population is made up of children and youth, and the project is expected to contribute to closing the 'opportunity gap' for youth and thereby increase their employment chances. Other non-economic benefits include improvements in the health and welfare of families, including especially the families of the young women trained in the project. There is much evidence available showing that by educating and empowering young women and raising their incomes, there are substantial beneficial impacts on health and welfare outcomes, and even survival rates, for their children. Another non-economic benefit is a potential reduction in fertility for these young women as a result of their greater integration in the labor market and economic empowerment, which will further increase the ability of families as well as the Government to invest more in the health and education of each child and thereby accelerate the much-needed progress in human development outcomes in Cote d'Ivoire.

Youth status

9. **At the national level, about 21 percent of the youth population (15-24) is inactive.** Youths from wealthy households tend to remain in school longer and acquire higher levels of education which prepare them for better labor market outcomes. However, young female and youths from poorest households



tend to engage in low productive sectors or register low schooling enrollments. For example, only 30 of young females is still in school compared to 38 percent of the young males (4.5). Additionally, the low proportion of out-of-school youths from wealthier households can usually afford to be economically inactive and tend to be less engaged into work activities; in comparison with the relatively large proportion of youths from poorer households who might be constrained to take any available job³⁹.

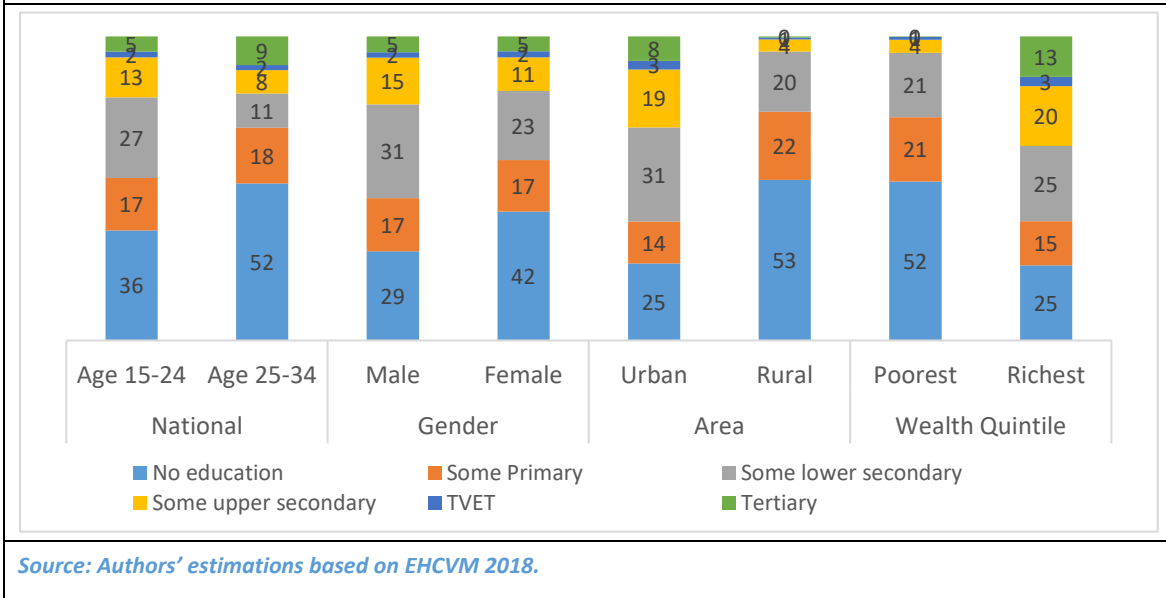


10. **Many Ivoirian youth lack the basic foundational skills such as numeracy and literacy needed to engage into productive labor market activities.** About 36 percent of the youth aged 15-24 has no formal education, only 17 percent has some primary education and only about 2 percent has received TVET training (Figure 4.6). Young girls, youth living in rural areas and those from poor families have the lowest level of educational attainment. However, the distribution of the youth population by age group shows that the educational attainment of the youth force is improving as the younger cohort register lower levels of no education. For example, about 36 percent of the 15-24 years old has no formal education compared to 52 percent for the 25-34 years old. Yet, given that many youths do not complete secondary education, coupled with the low-quality of education in Côte d'Ivoire which puts youth employability at risk; the youth population will most likely remain functionally illiterate and lack foundational skills in literacy and numeracy if this issue is left unaddressed.

³⁹ Deon Filmer (2005)



Figure 4.6: Youth Educational Attainment by Socioeconomic Group



Cost-Benefit Analysis

11. **The benefits of the project are both quantifiable and non-quantifiable; the quantifiable portion accounts for about 90 percent of the total project costs.** In particular, Component 1 (Temporary Employment Opportunities for Youth), and Component 2 (Skills Development and Employment Support for Youth) are quantifiable benefits while Component 3 (Strengthening Institutional Capacity) is non-quantifiable. The cost-benefit of each component (excluding the third component) are calculated separately, then combined to obtain the overall cost-benefit estimates which are weighted by the cost allocated to each category. In order to conduct the cost-benefit analysis, the model employs similar assumptions about the project and the associated costs and benefits as at the Additional Financing preparation stage to ensure comparability of results over time. The following presents the model assumptions, net present values (NPV) and internal rate of return (IRR) for the project.

Assumptions for cost-benefit analysis

Below are key assumptions used:

- **Unemployment rate (chance of employment):** Level specific unemployment rates were estimated for combined no education and incomplete primary, incomplete primary, lower secondary and post-secondary education level, for the 18-34 years old. This information was based on the 2018 EHCVM survey data.
- **Earnings:** earnings by level of education corresponding to each component youth profiles were estimated using ENSETE 2013 as at the Additional Financing preparation stage. For component 2.c (basic entrepreneurship and self-employment support), duration of benefits assumed to be three months while the duration of the benefits could vary by type of participants and benefits type which is yet to determined.



- **Discount rate:** the assumed discount rate is 5 percent. It is important to note that the prime lending rate is much lower than that of other regional countries which usually tends to be above 10 percent.
- **Inflation adjustment:** 2.6 percent inflation rate has been used to adjust for earning change overtime (source IMF)
- **Years in the labor market:** assuming the retirement age of 60, participants of the project remain in the labor market for up to 35 years following the training. This is assumed to be the lower bound as some of the beneficiaries could join at the early age and stay in the labor market for longer than 30 years.
- **Returns to education:** since the returns to education is estimated for the whole spectrum of education years and for anyone who able to report their earning, the rate employed is (9.6 percent).
- **Opportunity cost:** This project involves no forgone opportunity costs for the program participants as stipend are offered for those who participants in training and the rest are paid more at least minimum wage for participation in the labor market.
- **Exchange rate:** average annual exchange rate of 546.92 CFA per US\$ used for local currency conversion to dollar.

12. **Table 1 below presents the results of the new cost-benefit analysis at ICR stage.** Both internal rates of return and net present value of costs and benefits for all components (combined) shows that the project is economically viable at the end of the project implementation based on actual beneficiaries of the project. The lower bound of the present discounted value of benefits for the overall project is estimated to be US\$92.9 million. As such, the present discounted value of costs is estimated to be US\$75.6 million including other unquantifiable portions⁴⁰. The corresponding net present value (NPV) of program benefits is estimated to be US\$17.30 million. The internal rate of return (IRR) associated with this NPV is 6.9 percent which is higher than the IRR at project AF stage (4.7 percent). The benefit-cost ratio is 1.2 at ICR stage. Therefore, although some benefits are not fully quantifiable to measure the potential benefits, the NPV from the quantifiable benefits are larger than the NPV costs, and this strongly supports the efficiency of investments undertaken under the project.

Table 1: Net Present Value (NPV) in millions of USD and Internal Rate of Return (IRR)

	Components 1	Components 2	Total project
IRR	6.3%	9.2%	6.9%
Discounted cost (present value of costs)	\$27.48	\$38.84	\$75.60
Present value of incremental benefits	\$31.33	\$61.56	\$92.89
NPV	\$3.86	\$22.72	\$17.30
Benefit/cost ratio	1.1	1.6	1.2

Source: Author’s estimation based on ENSETE 2013, EHCVM 2018 and project costs.

⁴⁰ The project total discounted cost includes the cost associated with Component 3. The project had exchange rate losses of US\$200,000 equivalent from the original project financing prior to signing and US\$3,420,000 in exchange rate losses from the AF financing. There were US\$0.06 million of unused funds.



Financial and Institutional sustainability

13. **The Government of Côte d'Ivoire has been fully committed to continuing the efforts engaged in the Emergency Youth Employment and Skills Development Project.** Côte d'Ivoire's technical and vocational education and training (TVET) sector is undergoing much-needed reform. The Ivorian government adopted the Strategic Plan for the Reform of TVET (2016-2025). A central focus for Côte d'Ivoire's TVET system's reform is to strengthen linkages between the education sector and the labor market to enhance employment opportunities upon graduation. In recognition of the TVET sector's challenges and potential role in fueling jobs and economic transformation, the Strategic Plan for the Reform of TVET (2016-2025) aims to increase the accessibility of programs, improve the quality of training, strengthen partnerships with the labor market for professional integration of students upon graduation, as well as unite all stakeholders of the system around a shared vision. This plan has seven strategic axes: (i) business training and professional integration partnership; (ii) training access; (iii) training supply; (iv) skills certification; (v) system governance; (vi) stabilization and supervision of private establishments; and (vii) system financing.

14. **Outside the TVET sector, complementary reforms are expected in the forthcoming National Development Plan (PND 2021-2025) to address youth employment and inclusion.** The PND will set out new guidelines for youth employment and skills development. The Government intends to streamline youth interventions through better coordination and by focusing on priorities such as: (i) development of national entrepreneurship (PND, effect 33); (ii) better access to and completion of a 12-year TVET cycle, in particular in rural areas (PND, effect 36); (iii) a stronger institutional framework to ensure a better managed and accountable system to improve internal and external efficiency of TVET (PND, effect 37); (iv) a stronger institutional framework to better monitor the National Youth Policy 2021-2025 (PND, effect 42); (v) development of programs and projects to improve youth integration into the job market (PND, effect 45); and (vi) a strengthened access to decent jobs (PND, effect 50).

15. **The new Cote d'Ivoire Youth Employment and Skills Development Project - Phase 3 (P172800) directly built upon the achievements the closed Emergency Youth Employment and Skills Development Project.** This new project intends to capitalize on what went well, incorporate lessons to improve key activities, and strengthen government structures to operate the program going forward. In addition, the World Bank's commitment to the TVET sector in Cote d'Ivoire, particularly through the new project under preparation, will ensure that the outcomes achieved under the Emergency Youth Employment and Skills Development Project are sustained and that the lessons learned are incorporated, to the extent possible, to further strengthen the TVET sector.

Efficiency of Implementation and Overall Efficiency Rating

16. **The parent project, in the amount of US\$50 equivalent was approved on September 15, 2011 and became effective on December 27, 2011, was initially designed to be implemented in four years.** An Additional Financing (AF) was approved on March 26, 2015 to expand/extend areas of coverage of project activities and to maximize results and sustainability of the parent project. In June 2015, the project was restructured to extend the original closing date by 20 months from June 30, 2015 to February 27, 2017. The parent project was fully disbursed and closed on June 30, 2017. In March 2019, the AF closing date was extended for 18 months from June 30, 2019 to December 30, 2020. The extension allowed for a reallocation of some project proceeds as well as to allow for: (i) additional time achieve the overall goals



of the Labor Intensive Public Works (LIPW) programs and apprenticeship in the training centers in rural areas; (ii) LIPW beneficiaries to benefit from entrepreneurship training for better insertion into the labor market; and (iii) the completion of training of beneficiaries for internships and entrepreneurship already enrolled in programs, particularly in the rural areas.

17. **The modifications did not negatively affect the project achievement, but rather enhanced and increased the ability to measure progress toward achievement of the project's goals.** For instance, the 2015 AF was important for continuing and expanding the assistance for the creation of temporary earning and employment for vulnerable youth as well as contributing to the ongoing efforts to create learning opportunities and support to job seekers. The AF allowed to scale-up successful activities undertaken under the original project, building on the lessons learned during its implementation, to improve targeting and efficiency, and support a number of new activities. The AF also allowed to maximize results and sustainability of the parent project.

18. **With the NPV of the quantifiable benefits greater than the NPV costs, the project demonstrated strong efficiency in investments undertaken during implementation.** Furthermore, internal and external efficiency gains were observed over the life cycle of the project with all of the PDO indicators successfully achieving and/or exceeding their targets. The Project also conducted an impact evaluation to measure the short-term direct and indirect effects of a subsidized apprenticeship program. In May 2018, there was a "medium-term" follow-up telephone survey (18-24 months after completion of the program) to measure the effects of the program on the youth who had participated. Overall, results of the impact evaluation found that the program led to an increase in youth participating in formal apprenticeship by 71.2 percentage points. Moreover, the impact evaluation showed that in total, the program led to a net creation of apprenticeship positions in the range of 74 to 77 percent of the number of apprentices placed by the program showing that overall, the program actually created new spaces.

19. **Strong Financial Management (FM) Performance and Judicious Use of Project Resources.** During the project period there was a strong financial management team in place and the PIU submitted unaudited interim financial reports (IFRs) of an acceptable quality on a regular basis. The required audits were submitted to the World Bank in accordance with the Financing Agreement and over the project period. These audits were of unqualified opinion. The BCPE's integrated financial management information system called SIGFIP was used for the project. Capacity development workshops were conducted by the Bank FM specialists for the PIU FM staff as well as at the regional level to help with implementation of the FM requirements. The total project financing was US\$100,000,000 equivalent with a total disbursement of approximately US\$95,720,000 or 99 percent of all available project funds. The project had exchange rate losses of US\$200,000 equivalent from the original project financing prior to signing and US\$3,420,000 in exchange rate losses from the AF financing. There were US\$0.06 million of unused funds.

20. In light of the analysis presented above, the overall efficiency rating under the project is **Substantial**.



ANNEX 5. BORROWER, CO-FINANCIER AND OTHER PARTNER/STAKEHOLDER COMMENTS

In a letter dated June xx, 2021, the Government confirmed its agreement to the findings of the ICR and had no additional comments. The Government provided their final completion report to the Bank which has been filed in WBDocs for information and reference.



ANNEX 6. 2015 ADDITIONAL FINANCING MODIFICATIONS TO INTERMEDIATE INDICATORS

Table 1. Modification of Intermediate Results Indicators During 2015 Additional Financing

2010 IRIs	Comments	2015 IRI Modifications	Comments
Component 1: Temporary Employment Opportunities for Youth			
Roads maintained (km)	2011 Baseline = N/A 2015 Target = 1,000	Same	Target Increased 2020 Target: 3,537
Percentage of total costs going to wage bill (all sub-projects)	2011 Baseline = 0 2015 Target = 70%	Indicator moved to Component 3	Target Reduced 2020 Target: 50%
Percentage of LIPW participants wages paid in a timely manner per 6-month cycle	2011 Baseline = 0 2015 Target = 90%	Indicator moved to Component 3	Target Increased 2020 Target: 95%
Component 2: Skills Development and Employment Support			
Total number of internship weeks provided	2011 Baseline = 0 2015 Target = 62,000	Indicator modified to “total number of internship/retooling weeks provided”	Target Increased 2020 Target: 193,342
Number of apprenticeship contracts signed	2011 Baseline = 0 2015 Target = 3,000	Indicator Dropped	In 2015, 4,168 contracts had been signed surpassing the target. The AF modify the apprenticeship indicators to better measure the AF activities.
Service providers meeting performance indicators specified in contracts	2011 Baseline = 0 2015 Target = 90%	Indicator Dropped	In 2015, this indicator had achieved 73% against the target of 90%. The AF modify the apprenticeship indicators to better measure the AF activities.
Number of regular progress reports produced on time by the service providers of Component 2 (cumulative)	2011 Baseline = 0 2015 Target = 30	Indicator Dropped	In 2015, 54 progress reports had been produced exceeding the target of 30. The AF modify the apprenticeship indicators to better measure the AF activities.
Number of business plans submitted by participants of the entrepreneurship training program Component 2, activity (d)	2011 Baseline = 0 2015 Target = 850	Indicator Dropped	In 2015, 966 progress reports had been produced exceeding the target of 850. The AF modify the apprenticeship indicators to better measure the AF activities.
		New Indicator: “number of youth enrolled in apprenticeship/dual training program”	
		New Indicator: “percentage of youth who completed the apprenticeship/dual training programs”	
		New Indicator: “percentage of youth who are employed or self-employed within 6	



		months of completion of the apprenticeship/dual training programs”	
		New Indicator: “The number of public private joint management agreements signed in the centers (TVET) supported under the project”	
		New Indicator: “percentage of youth who completed the internship/retooling programs”	
		New Indicator: “total number of internships/retooling weeks provided”	
		New Indicator: “number of AGRs or micro projects supported by the project”	
		New Indicator: “number of youth who receive entrepreneurship training”	
Component 3: Strengthening Institutional Capacity			
Contracts with service providers signed on time by the relevant authorities	2011 Baseline = n/a 2015 Target = yes		No change in Target
Annual work plans, budgets and procurement plans are prepared and submitted to IDA in a timely and satisfactory manner	2011 Baseline = n/a 2015 Target = yes	Indicator Dropped	The annual work plans were being provided and therefore, it was not necessary to continue this indicator given the increased capacity of the implementing units.
Number of communications campaigns launched	2011 Baseline = 0 2015 Target = 5	Indicator Dropped	Target 2015: Target had been reached with 5 communications campaigns completed
		New Indicator: “number of tracer surveys”	Target 2020: 4 completed
		New Indicator: “number of staff trained in impact evaluation (IE) methods	Target 2020: 8 staff
		New Indicator: “number of impact evaluations completed”	Target 2020: 2 impact evaluations



ANNEX 7. SUPPORTING DOCUMENTS (IF ANY)

Project Appraisal Document, World Bank, 2011

Project Paper, World Bank, 2015

Project Restructuring, World Bank, 2015

Project Restructuring, World Bank, 2019

Aides-memoire and Implementation Status Reports 2011–2021

Bertrand, M., Crepon, B., Marguerie, A., & Premand, P. *Contemporaneous and Post-Program Impacts of a Public Works Program: Evidence from Côte d'Ivoire* 2017. World Bank

Crepon, B., & Premand, P. *Creating New Positions? Direct and Indirect Effects of a Subsidized Apprenticeship Program* 2019. World Bank.

World Bank. 2018. *The Human Capital Project*. World Bank, Washington, DC. © World Bank. <https://openknowledge.worldbank.org/handle/10986/30498> License: CC BY 3.0 IGO.