

Country Name	The Project of Reinforcement of Capacity of Djougou Teacher Training School
Republic of Benin	(Le Projet de Renforcement des Capacités de l'Ecole Normale d'Instituteurs a Djougou)

I. Project Outline

Background	In Benin, the education sector was one of the priority areas in the policy documents such as “the National Development Strategy 2006-2011”. Under the national policy, the policy for fully free primary education had been promoted since 2006. While the gross enrollment rate of primary education reached 105% for boys and 87% for girls, many issues, including the low completion rate (65%) and lack of classrooms and teachers, remained. In particular, limited teaching capacity of teachers became a serious problem since an increase in the number of contract base teachers who just pass the employment examination for the assistant teachers but do not pass the national examination for the permanent teachers brought about the lower proportion of the permanent teachers (42% in 2006). The shortage of capable teachers was induced by suspension of recruitment of teachers for public schools and close of teacher training schools under the structural adjustment policies to reduce the public expenditure.			
Objectives of the Project	To improve educational environment at the Djougou Teacher Training School (ENI Djougou) for fostering teachers with high quality education in accordance with the standards by construction of facilities.			
Contents of the Project	<ol style="list-style-type: none"> 1. Project Site: Djougou (Department of Donga) 2. Japanese side: <ol style="list-style-type: none"> 1) Construction: 4 classroom buildings, administration building, canteen, 6 dormitories, and so on. 2) Equipment: desks, chairs, lockers, beds, medical equipment for dispensary 3. Benin side: <ol style="list-style-type: none"> 1) Land preparation and clearance 2) Construction of access road 3) Construction of accommodation for staffs 4) Preparation of incoming electricity distribution line and telephone line 			
Project Period	E/N Date	August 12, 2011	Completion Date	May 15, 2013
	G/A Date	August 12, 2011		
Project Cost	E/N Grant Limit / G/A Grant Limit: : 677million yen, Actual Grant Amount: 669million yen			
Executing Agency	Ministry of Childhood and Primary Education (Ministère des Enseignements Maternel et Primaire: MEMP) Directorate of Planning and Projection (Direction de la Programmation et de la Prospective: DPP)			
Contracted Agencies	Main Contractor: Toda Corporation Main Consultant: Daiken Seeki Inc. Agent: none			

II. Result of the Evaluation

1 Relevance
<p><Consistency with the Development Policy of Benin at the Time of Ex-Ante and Ex-Post Evaluation></p> <p>The project has been consistent with Benin’s development policies at the time of ex-ante evaluation, highlighting importance of training school for teachers to develop their necessary skills for performance of their duties, set in policy documents such as “The Education Sector Development 10 year Plan 2006-2015 (PDDSE)” and “The Policy Document for the Training of Teachers and Supervisors of Kindergarten, Primary, Secondary General, Technical and Vocational, Literacy and Adult Education 5 year Plan 2011-2015”. At the time of ex-post evaluation,, the new policy of “The Education Sector Plan Post 2015 to 2030”, which intends to integrate the Sustainable Development Goals (SDGs) and “Benin Government Action Program 2016-2021”, has been under development and will be available by the end of 2017. The new policy is likely to emphasize the importance of initial training through ENI.</p> <p><Consistency with the Development Needs of Benin at the Time of Ex-Ante and Ex-Post Evaluation ></p> <p>The project was consistent with Benin’s development needs to increase in the number of trained teachers from 23,000 in 2005 to 44,700 in 2015 in order to cover a shortage of trained teachers resulted from the long-term suspension of recruitment of teachers as well as close of teacher training schools. There are still the needs to increase the number by 17,600 in 2017-2018 and to improve teaching skills of teachers at the time of ex-post evaluation.</p> <p><Consistency with Japan’s ODA Policy at the Time of Ex-Ante Evaluation></p> <p>The project was consistent with the Japan’s ODA policy, considering the poverty situation in Benin, which prioritize support for the basic life areas which may have directly contributed to life improvement in the local people’s living, including “human resource development”.</p> <p><Evaluation Result></p> <p>In light of the above, the relevance of the project is high.</p>
2 Effectiveness/Impact
<p><Effectiveness></p> <p>The project mostly achieved its objectives to improve educational environment of the ENI Djougou at the time of ex-post</p>

evaluation. The number of ENI equipped with exclusive use facilities (Indicator 1) increased from 4 in 2011 to 6 in 2016 as planned and it sustained by the time of ex-post evaluation in 2017. Also, the number of teachers trained with necessary education in accordance with the standard at ENI Djougou (Indicator 2) exceeded the target value of 279 for the period from 2013 to 2016. However, it dropped to 182 in 2017 because the selection criteria for the ENI entry were revised upwards in order to guarantee the quality of students entering ENIs by t MEMP.

Among the number of students studying at ENI Djougou, the number of female students increased from 68 in 2013 to 104 in 2016 and dropped to 89 in 2017. However, the proportion of the female students at ENI Djougou constantly increased from 23.1% in 2013 to 48.9% in 2017.

In terms of study environment of ENI Djougou, according to 10 out of 13 students, 1 out of 2 ex-students and all the 7 ENI teachers interviewed by the field survey of this ex-post evaluation, they considered that class rooms are wide, buildings were well built, and conditions of study were excellent. On the other hand, 3 out of the 13 students interviewed and 1 out of 2 ex-students interviewed answered the facilities were not adequate.

The project constructed 6 dormitories for the students with capacity to accommodate 300 students. For the period from 2014 to 2016, around 60% of the students stayed in the dormitories but it dropped to 24% in 2017. For female students, the number of students staying at dormitories fluctuated year by year. While around 50% of female students stayed in the dormitories in 2014 and 2016, 28% of them stayed in the dormitories in 2015 and it decreased to 10% in 2017. While the MEMP limits the number of students with scholarship holders to enter ENI Djougou up to 200, the rest of students need to pay the tuition fee and they cannot afford to the cost of staying at dormitory which amounts 50,000 FCFA per month including costs for food, water, electricity and so on. It is very expensive compared to the cost to stay a rented house in Djougou which amounts around 7,000 FCFA per person per month without costs for food, water, electricity and transportation. According to MEMP, even for the female students with the scholarship, it is difficult to afford the payment for the dormitory. Also, they tend to prefer to go to private ENI of their locality since some of them are married or do not want to leave from their families. According to the students (3) and the ex-student (1) interviewed by the field survey of this ex-post evaluation, they had discontent with the dormitories due to bad ventilation in bedrooms, too small space in bedrooms to have personal space besides in the bed, and entry of insects due to interspace between door and floor. On the other hand, according to the 13 students interviewed by the ex-post evaluation (9 staying in the dormitory and 4 commuting from home), while the students staying in the dormitory study for 2 hours and 30 minutes per day, the ones coming from home study 1 hour or less. Owing to less commuting time, the students staying in the dormitory have longer self-study time than the students commuting from home. The fact indicates an advantage of dormitories on study time.

<Impact>

Some positive impacts were observed at the time of ex-post evaluation. According to the administration staff, delays and absenteeism of the students and the ENI teachers have considerably reduced because of improved environments of the new buildings constructed by the project compared with the situation before the project since the old buildings for ENI¹ had been not comfortable for them to stay due to hotness and humidity. The 5 public ENIs, including ENI Djougou, contributed to the increase in the number of female teachers for primary schools from 8,083 in 2013 to 9,174 in 2016. The total number of female teachers trained at the 5 Public ENIs was 2,585 for the period of 2013 to 2016, including 442 female teachers trained at ENI Djougou.

There is no other positive impact and no negative impact observed at the time of ex-post evaluation.

<Evaluation Result>

In light of the above, the certain effects of the project are observed but the number of students learning at ENI Djougou drastically decreased in 2017. Therefore, the effectiveness/impact of the project is fair.

Quantitative Effects

Indicator	Baseline 2011 Baseline Year	Target 2016 Target Year	Actual (2013) Year of Project Completion	Actual (2014)	Actual (2015)	Actual (2016) Target Year	Actual (2017) Year of Ex-post Evaluation
Indicator 1: No. of ENIs equipped with exclusive use facilities	4	5	5	5	6	6	6
Indicator 2: No. of teachers trained with necessary education in accordance with the standard at the ENI Djougou (person/year)	0	300	289	299	299	279	182

Source: Ex-ante evaluation summary, Inspection Report made for the ex-post evaluation

3 Efficiency

All the outputs were produced as planned and both of the project cost and period were within the plan (ratio against the plan: 97% and 99%, respectively). Therefore, the efficiency of this project is high.

4 Sustainability

<Institutional Aspect>

ENI Djougou has an adequate number of staffs for operation and maintenance (O&M) of the ENI Djougou (School Director: 1, Part-time Instructors: 33). 1 supervisor, 11 cooks and 6 house keepers have been employed for the dormitories, and they are sufficient to conduct O&M for the dormitories.

¹ ENI Djougou used the existing aged building of primary school before the project.

<Technical Aspect>

The staffs in charge of O&M of the ENI Djougou have necessary skills and knowledge for the regular O&M since they are purely administrative or technical personnel in the fields of their respective competences. There are no training systems for the maintenance of installations and equipment provided by the project. The ENI Djougou staff benefit from training courses organized by MEMP in the area of capacity building, with staff from other ENIs. As for the maintenance of the equipment provided by the project, the staff was trained once in the use of the projectors installed in the classrooms.

<Financial Aspect>

The revenue and the expenditure of ENI Djougou balanced at 261.92 million FCFA in 2014 and 261.84 million FCFA in 2015. In 2016, the revenue of 219.24 million FCFA was not cover the expenditure of 261.48 million FCFA. The main source of revenue for ENI Djougou is the government budget which decreased from 235.35 million FCFA in 2014 and 2015 to 196.31 million

		Unit: Million FCFA			
Budget of ENI Djougou	2014	2015	2016	2017	
Revenue	261.92	261.84	219.24	217.06	
Government budget	235.35	235.35	196.31	189.2	
Expenditure	261.92	261.84	261.48	-	

FCFA in 2016 and 189.2 million FCFA in 2017. The main use of budget is personnel cost which amounted 62.44 million FCFA in 2014 and 2015 and 46.83 million FCFA in 2016. It is comparatively expensive because of the payment to the part-time instructors. In fact, part-time instructors should be paid directly by ENI Djougou while permanent instructors are paid by the Ministry of Finance. MEMP plans to redeploy educational staffs with a master’s degree in sciences of education as permanent staff, who have been already recruited and working for MEMP to be assigned to all the 6 ENIs including ENI Djougou in accordance with the needs of each ENI in order to reduce the personnel cost.

<Current Status of Operation and Maintenance>

The current status of most of major facilities and equipment of the ENI Djougou such as administration building, 3 classroom buildings, canteen and 3 dormitories have been good. The ENI Djougou has recruited external providers for the maintenance and implements cleaning there twice a week with the staffs and students. The medical equipment for a dispensary room is currently not in use since 2016 after functioning in 2014 and 2015. Although a nurse from the public health center visited the dispensary room of ENI Djougou for 2 hours a day in 2014 and 2015, she stopped her visit in ENI Djougou in 2016. According to MEMP, there were some administrative issues and discussions among the MEMP, the Ministry of Health and the Ministry of Labor regarding expected issues to be considered in terms of dispatch of nurse to ENI Djougou and an interministerial decree which must be taken by the Ministry of Labor to this end. For the power room, when it rains, the water floods the room and overwhelms the electrical installations installed at ground level but it has been functioning so far. Administration building, classrooms, dormitories, canteen, kitchen, multipurpose hall are maintained once a month by controlling and clearing of electrical or hydraulic installations. The necessity to procure spare parts and consumables for the facilities constructed by the project has not yet occurred at the time of ex-post evaluation, but it is possible to procure them timely when necessary in future.

<Evaluation Result>

In light of the above, Slight problems have been observed in terms of the financial of the executing agency. Therefore, the sustainability of the project effect is fair.

5 Summary of the Evaluation

The project has mostly achieved its objectives of improvement of educational environment at the ENI Djougou with the facilities constructed by the project. As for sustainability, although there are some concerns about financial status of the ENI Djougou, the sufficient number of administrative and technical staffs with necessary skills has been deployed in the ENI Djougou to operate and maintain the facilities.

Considering all of the above points, this project is evaluated to be satisfactory.

III. Recommendations & Lessons Learned

Recommendations to Executing Agency:

[For MEMP]

- It is necessary for MEMP to reconsider the fee of dormitories associated with ENI Djougou, in particular for the non-scholarship students in order to maximize the advantage of staying in the dormitories and to make the students study for longer time since the current dormitory fee is too expensive for them to afford and make them to inhabit in rent-house outside of ENI Djougou.



Library of ENI Djougou



Class Room of ENI Djougou