



RESTRUCTURING PAPER  
ON A  
PROPOSED PROJECT RESTRUCTURING  
OF  
MALI - SKILLS DEVELOPMENT AND YOUTH EMPLOYMENT PROJECT  
APPROVED ON JUNE 27, 2014  
TO  
MINISTRY OF ECONOMY AND FINANCE, REPUBLIC OF MALI

EDUCATION

AFRICA

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## ABBREVIATIONS AND ACRONYMS

ANPE	<i>Agence Nationale pour l'Emploi</i> (National Employment Agency)
APC	<i>Approche par Compétences</i> (Competency Based Approach)
APEJ	<i>Agence pour la Promotion de l'Emploi des Jeunes</i> (Agency for the Promotion of Youth Employment)
BT	<i>Brevet de Technicien</i> (Technical Degree)
BMS	<i>Banque Malienne de Solidarité</i> (Malian Solidarity Bank)
CAR	<i>Centres d'Animation Rurale</i> (Rural Animation Centers)
CAP	<i>Certificat d'Aptitude Professionnelle</i> (Professional Competency Certificate)
DNETP	<i>Direction Nationale de l'Enseignement Technique et Professionnel</i> (National Directorate for Technical and Professional Education)
DNES	<i>Direction Nationale de l'Enseignement Supérieur</i> (National Directorate for Higher Education)
DNFP	<i>Direction Nationale de la Formation professionnelle</i> (National Directorate for Training)
DUT	<i>Diplome Universitaire Technique</i> (Technical University Degree)
ECOWAS	Economic Community of West African States
ENETP	<i>Ecole Normale de l'Enseignement Technique et Professionnel</i> (Teacher School for Technical and Vocational Training)
FAFPA	<i>Fonds d'Appui à la Formation Professionnelle et à l'Apprentissage</i> (Fund for the Support of Vocational Training and Apprenticeship)
FARE	<i>Fond Auto-Renouvelable pour l'Emploi</i> (Auto--Renewable Fund for Employment)
FIER	<i>Fond d'Appui aux Entrepreneurs en milieu Rural</i> (Support Fund for Rural Entrepreneurship)
FNAM	<i>Fédération des Artisans du Mali</i> (Mali Artisans Organisation)
ICT	Information and Communications Technology
ISN	Interim Strategy Note
MEAPLN	<i>Ministère de l'Education, de l'Alphabétisation et des Langues Nationales</i> (Ministry of Education, Alfabetisation and National Languages)
MEFP	<i>Ministère de l'Emploi et de la Formation et Professionnelle</i> (Ministry of Employment and Vocational Training)
MTR	Mid Term Review
MSME	Micro, Small and Medium Enterprises
NGOs	Non-Governmental Organizations
ODA	Overseas Development Assistance
PACEPEP	Project for Economic Growth and the Promotion of Employment
PRODEC	<i>Programme Décennal de Développement de l'Education</i> (Ten-Year Education Development Program)
PRODEFPE	<i>Projet pour le Développement Professionnel pour l'Emplois</i> (Professional Development for Employment Project)
PPP	Public Private Partnerships
SME	Small and Medium Enterprises
TVET	Technical and Vocational Education and Training



**Note to Task Teams:** The following sections are system generated and can only be edited online in the Portal.

**BASIC DATA**

**Product Information**

Project ID P145861	Financing Instrument Investment Project Financing
Original EA Category Partial Assessment (B)	Current EA Category Partial Assessment (B)
Approval Date 27-Jun-2014	Current Closing Date 30-Jun-2020

**Organizations**

Borrower Ministry of Economy and Finance, Republic of Mali	Responsible Agency Ministry of Vocational Training and Employment
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**Project Development Objective (PDO)**

Original PDO

The Project Development Objective (PDO) is to support education and training for employability and private-sector led job opportunities for youth in Mali.

**Summary Status of Financing**

Ln/Cr/Tf	Approval	Signing	Effectiveness	Closing	Net Commitment	Disbursed	Undisbursed
IDA-55130	27-Jun-2014	25-Jul-2014	24-Nov-2014	30-Jun-2020	36.10	23.03	9.56
IDA-H9710	27-Jun-2014	25-Jul-2014	24-Nov-2014	30-Jun-2020	26.90	23.92	.29

**Policy Waiver(s)**

Does this restructuring trigger the need for any policy waiver(s)?

No



**Note to Task Teams:** End of system generated content, document is editable from here.

## I. PROJECT STATUS AND RATIONALE FOR RESTRUCTURING

### A. PROJECT STATUS

1. The Skills Development and Youth Employment Project (PROCEJ) is a USD 63 million IDA financing to the Government of Mali and was approved in June 2014 and became effective in November 2014. The original closing date is June 30, 2020. There have been no restructurings or extensions to date. The Project Development Objective (PDO) is to support education and training for employability and private-sector led job opportunities for youth in Mali. The PDO is still deemed relevant and remains strongly aligned with government's interim national education sector development program (Programme Interimaire de Relance du Secteur de l'Education et de la Formation Professionnelle, 2015-2018) as well as its ten-year Education Sector Development Program Second-Generation for 2019-2028 (Programme Décennal de Développement de l'Education Deuxième Génération, PRODEC II) currently under finalization.

2. To achieve the Project Development Objective, the project is articulated in the following components and sub-components:

**Component 1. Education and Training for Employability:** This component supports more effective formal education and training for in school youth and non-formal training for out of school youth to improve their skills for employability by strengthening technical and vocational education and non-formal skills development programs for key value-chains.

**Sub-Component 1.1 Strengthening Technical and Vocational Education and Training.** This sub-component supports specific public institutions and competitively selected private institutions in key priority sectors.

**(i) Support to public sector TVET institutions:** The sub-component supports four public sector formal education and training institutions and one non-formal vocational institution in the agro-industry, construction and mining sectors (all with potential to become national or regional poles in one of the key priority sectors).

**(ii) Support to private sector TVET institutions:** the sub-component aims to provide grants to 12 competitively selected private sector TVET institutions to expand and improve technical and vocational programs at various levels in the key identified sectors.

**(iii) Support to the Ecole Normale de l'Enseignement Technique et Professionnel (ENETP):** the sub-component aims to build the capacity of the ENETP through study tours and sharing of international best practices.

**Sub-Component 1.2 Strengthening Skills Development for Out of School Youth.** This sub-component supports dual-apprenticeship and short-term decentralized skills training programs tailored to the needs of two distinct categories of urban and rural out of school youth.

**Component 2. Private-Sector led Job Creation for Youth:** This component supports private sector led youth employment strategies in Mali to improve job opportunities for youth.

**Sub-Component 2.1 Supporting Entrepreneurship.** This sub-component supports the employability of youth through entrepreneurship development through two programs adapted to 21-35 years youth with different education and training levels.



**(i) Entrepreneurship program for youth with limited education:** this component supports youth with lower level formal technical education and non-formal education and training exiting education programs now or already on the market to create a micro-enterprise.

**(ii) Entrepreneurship program for youth with at least upper secondary education:** this component provides opportunities for successful entrepreneurship for youth with at least upper secondary education who have the potential for creating somewhat larger enterprises in the informal and formal sector.

**Sub-Component 2.2 Supporting Established Small and Medium Enterprises for Job Creation.** This sub-component supports selected SMEs (with more than 5 years of existence) with plans to scale-up through facilitating access to markets and credit lines, and provision of technical assistance on managerial, business and operational matters.

3. Overall, the Project has achieved strong results and shown significant implementation gains throughout its implementation over the last four years. The project has a healthy disbursement rate having disbursed USD 43.3 million (equivalent to 76.2% of the total IDA amount). The number of direct project beneficiaries has reached 34,230 youth aged 15 to 35 years and is well on track to reach the expected end target of 37,000 youth. To date, based on partial data, a total of 11 678 youth, of which 32% are women, have been employed or self-employed thanks to the project support.

4. Progress towards achievement of the PDO was rated moderately satisfactory in the last ISR (January 2019). Despite a difficult and low-capacity context, significant progress has been made towards achievement of the PDO and implementation of Project activities. Implementation of all components and sub-components is moving forward at a good pace, but overall implementation progress remains moderately satisfactory, as it has not been possible to catch up with initial implementation delays for some key activities related to the structural reform of TVET institutions and the organization of the Business Plan Competitions (CPA).

#### Box 1: Key results under the PROCEJ

- **Youth employment.** Although some cohorts have not completed their training yet, a total of 11,678 youth (of which 32% are women), have been employed or self-employed thanks to the project support.
- **Structural change for improving training quality and relevance.** The Project has engaged a deep change in TVET system in order to raise the training standard at international level and improve graduate's



employability. 15 schools and training centers, including 9 private schools have been targeted for this strengthening. Actual achievements in the selected schools/centers include:

- update of school infrastructure and equipment;
- 18 trainers are enrolled teacher training schools abroad for capacity upgrade;
- 21 new training programs have been developed, of which 17 have been opened and under implementation since last January. These programs will help strengthening the articulation between the training supply and the labor market. The Programs cover new professions such as: **leather and skins** (tannery, modern leather goods, shoes manufacturing); **building and public works** (home automation, installation and maintenance of lifts, painting, electricity, aluminum and PVC joinery, and plastering), agro-industry (processing of fruits and vegetables, processing of milk, processing of oilseed products), **irrigation**, etc.

- **Out-of-school youth training and employment. The project provided** training/ employment to more than 27,500 out-of-school youth mainly from rural areas. For the first time, apprenticeship has shifted to distant and ignored audiences.
- **Entrepreneurship training for 10,000 out of school youth:** 3,615 out of 10,000 have been financially and technically supported to create their SMEs. The 3,615 SMEs have created 7,145 jobs.
- **Entrepreneurship for young graduates:** a financing scheme has been established to promote entrepreneurship for young graduates: 257 young people are installed, and the process is underway for a last cohort.
- **Support to Small and Medium Enterprises for Job Creation.** 24 SMEs has been supported and have created 205 jobs.

5. The following PDO indicators have been met or exceeded their end of project target:

- **Enterprises created or consolidated supported by the project's entrepreneurship program** : the number of enterprises created or consolidated has reached 3 685, exceeding the expected 3 500 enterprises at the end of the project.
- **Percentage of out of school youth who completed the dual apprenticeship program supported by the project and who are employed or self-employed within one year of completion of the program:** 4858 youth are enrolled in three cohorts (of whom 32 percent are female) against the projected end target of 3000. Employment survey is underway conducted by the Observatoire Nationale de l'Emploi et de la Formation and is expected to be completed end of June 2019.
- **Out of school youth who completed the short-term decentralized skills training program supported by the project:** 6 603 youth (of which 34 percent are female beneficiaries) have completed the one-year skills training program. Based on an internal program evaluation conducted by the implementing entity (i.e. *Fonds d'Appui à la Formation Professionnelle et à l'Apprentissage – FAFPA*), among 1153 youth interviewed within one year of program completion, 75 percent have declared that they are engaged in an employment activity. Formal employment survey conducted by external firm is underway and expected to be available by end of June 19.

6. The remaining two PDO-level indicators are also expected to be achieved by project close despite the continued delays observed:

- *Youth graduating from the public TVET institutions supported by the project in the 3 priority sectors:* the launch of the training programs (for both CAP and BT levels) has started February 2019 with a total of 421 youth enrolled in 3 institutions.



Results for this indicator depend on the completion of planned activities in the public TVET institutions supported by project. The planned construction and equipment as well as the training of part of trainers and the implementation of the new governance model activities in the targeted public TVET institutions are expected to be fully completed by October 2019. The first graduates from the selected schools are expected by end of academic year 2019-2020.

- *Enterprises scaled-up as a result of the project:* the project only supported 24 small and medium enterprises (SMEs), which is far from the expected target. New criteria of enterprises selection have been proposed and described below so as to adjust accordingly this indicator.

7. The following section provides an overview of achievements to date under each component.

**Component 1. Education and Training for Employability:** This component supports more effective formal education and training for in school youth and non-formal training for out of school youth to improve their skills for employability by strengthening technical and vocational education and non-formal skills development programs for key value-chains.

**Sub-Component 1.1 Strengthening Technical and Vocational Education and Training.** This sub-component supports specific public institutions and competitively selected private institutions in key priority sectors.

**(i) Support to public sector TVET institutions:** The sub-component supports five TVET public institutions in the agro-industry, construction and mining sectors (all with potential to become national or regional poles in one of the key priority sectors). To date, the following achievements have been noted: the planned construction and equipment activities in the targeted public TVET institutions are completed for two schools and are expected to be completed in October 2019 for the remaining institutions. 18 trainers who were selected to train in these institutions have been enrolled in Tunisia in pre and in-service training in February 2019. They are expected to complete and be back to their respective institutions during the academic year 2019-2020. In addition, 21 new training programs have been designed to upgrade the training standard in the selected 5 TVET. Furthermore, the project introduced a new more efficient and autonomy-based governance model in the targeted institutions that strongly engage the private sector. An international consultant has been recruited to work on the operational model of this new governance mechanism based on global good practices. The proposed governance model will be presented and discussed with all relevant stakeholders in the new calendar year, including with private sector actors, before submission to decision makers.

**(ii) Support to private sector TVET institutions:** the sub-component aims to provide grants to 12 competitively selected private sector TVET institutions to expand and improve technical and vocational programs at various levels in the key identified sectors. Nine institutions for twelve expected have been selected among 80 that have submitted applications. Planned support to these institutions are being implemented according to an agreed timetable. In line with the mid term review (MTR) recommendation, the selection of the remaining three additional institutions has been cancelled.

**(iii) Support to the *Ecole Normale de l'Enseignement Technique et Professionnel (ENETP)*:** the sub-component aims to build the capacity of the ENETP. To learn from experienced training of trainers' schools, ENETP has organized in early 2019 study tours to Algeria and Tunisia with the aim to exchange knowledge and good practices with similar entities in these two countries. The visits allowed establishment of partnerships with these entities going forward.

**Sub-Component 1.2 Strengthening Skills Development for Out of School Youth.** This sub-component supports dual-apprenticeship and short-term decentralized skills training programs tailored to the needs of two distinct categories of urban and rural out of school youth. To date, the apprenticeship program has overall exceeded the expected end target. More specifically, (i) 6,603 youth (of whom 34 percent represent female beneficiaries) have completed the one-year skills training program. Based on internal program evaluation conducted by the implementing entity, among 1,153 youth interviewed within one year of program completion, 75 percent have declared that they are engaged in an employment activity; and (ii) 5,424 youth have recently completed the dual apprenticeship program in three cohorts (of whom 32 percent are female) against an end target of 4,500 youth. A formal employment survey is planned and expected to be completed in August 2019.



In addition, the decentralized skills training program continue to make commendable progress: a first cohort of 12,196 rural and peri-urban youth with low educational level have been placed with 2,429 capable craftsmen identified, among whom 6603 completed the program in November 2018. A second cohort of 10,522 youth have been identified, among whom 6,545 have started the training program. The program is well on track to exceed the targeted 20,000 youth over the project's life. To date a total 23,718 youth are enrolled or completed their training against the end target of 20,000. Relatedly, based on the MTR recommendation, the certification process has been decentralized and entrusted to regional directorates with the support from the national level to address the significant delays in the certification process. This has indeed helped to expedite the certification process: to date, 6,603 youth have been certified.

**Component 2. Private-Sector led Job Creation for Youth:** This component supports private sector led youth employment strategies in Mali to improve job opportunities for youth.

**Sub-Component 2.1 Supporting Entrepreneurship for Youth.** This sub-component supports the employability of youth through entrepreneurship development through two programs adapted to 21-35 years youth with different education and training levels.

**(i) Entrepreneurship program for youth with limited education:** this program supports youth with lower level formal technical education and non-formal education and training exiting education programs now or already on the market to create a micro-enterprise. To date, 10,000 youth have been trained in simplified business plan development mainly in the agribusiness and handicraft sectors, among whom 3,608 youth have received start-up funds in the amount of FCFA 300,000 (against an end target of 3,000 youth). An additional 2,000 youth who benefit from the short-term decentralized skills training program have been identified to transition to the entrepreneurship program, among whom 1,200 would receive start-up funds upon completion of the program.

**(ii) Entrepreneurship program for youth with at least upper secondary education:** this program provides opportunities for successful entrepreneurship for youth with at least upper secondary education who have the potential for creating somewhat larger enterprises in the informal and formal sector. To date, 257 enterprises were created or scaled up by graduate youth supported by the project's entrepreneurship program (against an end target of 500 enterprises). The 77 enterprises from the first edition of the Business Plan Competition (CPA) have benefitted from start-up funds, among which 53 have also accessed bank financing. To further support the beneficiary youth, a firm has been recruited to provide continued support and coaching. In addition, a second edition of the business plan competition program has been conducted and 180 business plans have been selected and start-up funds are currently being provided to beneficiaries, for whom support and coaching was further strengthened. As per the MTR recommendations, procedural changes have been prepared to ensure that the third and final cycle of the business plan competition program will meet the expected end of project targets in the remaining project life and intermediary objectives as revised by the restructuring (400 of enterprises created or consolidated by graduate youth instead of 500).

**Sub-Component 2.2 Supporting Established Small and Medium Enterprises for Job Creation.** This sub-component supports selected SMEs (with more than 5 years of life) with plans to scale-up through facilitating access to markets and credit, and ad-hoc specialized managerial, business and technical expertise. To date, only 24 small and medium enterprises (SMEs) have been supported by the project against the end-of-project target of 180 SMEs, which is far from the expected target. This sub-component continues to be confronted with numerous bottlenecks, particularly a clear mismatch between the requirements of the matching grants scheme by design and the reality of Malian SMEs that are, even in the formal sector, mostly still very unstructured. The project restructuring would be necessary to readjust the selection criteria of beneficiary SMEs in order to reach the agreed to target.

## **B. RATIONALE FOR RESTRUCTURING**





8. Considering the above, the proposed restructuring would include (i) changes in sub-components 2.1 and 2.2 respectively consisting of refining the selection criteria and procedures around the Business Plan Competitions (CPA) to ensure more entrepreneurs can be supported and moving from a *Fonds à Coût Partagé* to a *Fonds d'Amorçage* (Seed fund), (ii) a 12-month extension of the project closing date, (iii) a reallocation of funds between categories, and (iv) change in the Results Framework to adjust the end target of intermediate indicators and the end target date to account for the project extension. Although the project is performing well, the extension is necessary to allow for additional time to complete and consolidate key project activities and reforms, while the reallocation is recommended to allow full installation of structural reform engaged in four public TVET institutions, including acquisition of equipment and training of trainers, and to increase the number of out-of-school youth with little education who will benefit from the successful entrepreneurship program. This restructuring will be important in ensuring that the project will be able to achieve its PDO during the life of the project. The restructuring does not include any changes to the PDO, PDO indicators, safeguards triggers or legal covenants. Key elements of the restructuring include:
9. **Component 2 (sub-components 2.1 and 2.2):** A Mid-Term Review (MTR) of the project was conducted in March 2018 and highlighted some areas which needed strengthening or restructuring in order to meet the PDO targets by project closing. In particular the mid-term recommendations proposed to restructure Component 2 “Private-Sector Led Job Creation for Youth” of the project, and its sub-components 2.1 “Entrepreneurship program for youth with at least upper secondary education (technical or non-technical)” and Sub-component 2.2 “Supporting Established Small and Medium Enterprises for Job Creation”. Under sub-component 2.1, the MTR proposes to refine the selection criteria and procedures around the Business Plan Competitions (Competition de Plans de Affaires-CPA) to ensure more entrepreneurs can be supported. This was in response to the low uptake of the first CPA edition with 77 enterprises that benefitted from the startup funds against an end target of 500 enterprises. To note though that the 77 enterprises which were selected have benefitted in several instances from a seed grant and bank financing, combined with technical assistance and mentoring. The second CPA edition has been conducted and 180 business plans are benefitting from startup-funds and already received technical assistance and mentoring, which was extended in comparison to the first edition. Call for applications of the third CPA edition has been launched and closed on 17 May, with 800 applications being received. Approximately, 28% of these are from female applicants. The applications received are from all over the country, with considerable applications being received from Segou, Mopti and Koulikouro, in addition to Bamako, hence demonstrating the national footprint of the project.
10. The second recommendation emerging from the MTR was to restructure the sub-component 2.2 which supports through a *Fonds à Coût Partagé* (FCP) selected SMEs (with more than 5 years of life) with plans to scale-up through facilitating access to markets and credit lines, and ad-hoc specialized managerial, business and capacity building. To date, only 24 SMEs have been supported against the end-of-project target of 180 SMEs, demonstrating a clear mismatch between the financial instrument and Malian SMEs that are, even in the formal sector, still very unstructured, for the most part. Therefore, in line with the MTR’s recommendation, the team is proposing to restructure this component by creating a *Fonds d'Amorçage* (Seed fund) instead of the *Fonds à Coût Partagé*. This will have clearer selection criteria on the type of SMEs which can be supported and will aim to support an additional 100 companies.
11. **Reallocation of funding.** The reallocation of funds between categories is necessary to better align the required funding for the remaining project activities. The funds reallocation would enable the finalization of the structural reforms of the four public TVET institutions, including acquisition of equipment and training of trainers, and increase the number of out-of-school youth with little education who would benefit from the satisfactory program consisting of training and promoting entrepreneurship. The amount initially allocated to the guarantee funds has been overestimated. The remaining share of the guarantee funds will be used to cover resources shortage in expanding the short-term training program in Segou and Koulikoro regions in response to the Government's request.
12. **Extension of Project Closing Date.** The project has made considerable progress in terms of implementation and disbursement; however, there are challenges related to timely completion of key activities and reforms. Indeed, the extension of the project closing date would allow an appropriate completion of the third and last business plan competition



(CPA) which was launched in March 2019 and closed on 17 May as well as when it comes to the support to established firms that will be provided through the new Seed fund. In view of the closing date of the project in June 2020, after the selection and training of the laureates, very little time would be available to coach them in order to achieve the expected results. Moreover, additional time will be necessary to finalize the structural reform under implementation in 5 public TVET institutions, notably purchasing of equipment and construction / rehabilitation, training of trainers, curriculum reform and establishment of new management style of TVET institutions in order to improve employability of graduates through improved quality and relevance of training.

13. **Change in Disbursement Estimates.** The disbursement estimates are being adjusted to account for the extended closing date and to more accurately reflect the disbursement progress to date.

## II. DESCRIPTION OF PROPOSED CHANGES

### A. Changes as recommended for sub-components 2.1 and 2.2

Specific changes which will be implemented to the project components are:

14. **Revision of sub-component 2.1 by modifying the selection criteria and procedures of the Business Plan Competitions (CPA).** The changes under sub-component 2.1, as recommended by the MTR will be the following: (i) establish a 'guided' competition component directly responding to specific needs of the market to guide the youth towards real employment opportunities and maximize their market access. A part of the competition, special attention should be dedicated to those business ideas that meet the needs of existing projects financed by the Government such as solar electricity in rural areas, modern butchery, urban mobility, new technologies etc.; (ii) making group applications eligible (i.e. 2-5 people with varied and complementary profiles) rather than individual applications in order to foster team spirit and improve success rate; (iii) providing very practical and hands on technical assistance. For this, each team selected for the final phase will receive a budget between \$300 to \$600 to finance putting into practice an aspect of their business idea; and (iv) providing post-competition support for successful entrepreneurs through 6-12-month incubation into dedicated structures.

15. Sectors concerned by the application process of the third CPA cycle were: 1) Information and Communications Technologies, Digital Economy and startup; 2) Fruit, vegetables and cereal processing; 3) Cotton and textile processing; 4) Livestock processing; 5) Construction and civil engineering, mines and local materials.

16. In addition, during the supervision mission of the project that took place in April 2019, it was decided that detailed changes will include: i) making available two windows for project beneficiaries, where one will be dedicated to projects that are only at the ideation stage of the business project and another one for entrepreneurs which are at a very early stage<sup>1</sup> of conducting a business; ii) for transparency issues, the selection criteria should be the same for the two windows, but weights according to different criteria should change (for instance, for a project that is at the ideation stage, project's idea and the degree of innovativeness should be more valued, while for an established business, the internal structure and staff will be more important to examine); iii) in order to reduce potential delays in providing technical assistance, and allocate adequate support more optimally, coupons will be distributed to project beneficiaries that will allow them to buy adequate services (technical services, marketing, etc.). CECI will provide them with the list of the service providers in each geographic location. This will not necessarily replace the small budgets that will be offered to beneficiaries.

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<sup>1</sup> These project applicants are those who are just beneath the criteria set by the new Seed Fund and will be able to use this as an opportunity to be prepared to apply for the Seed Fund, would they express this interest. Those that are considered eligible for the new Seed Fund should be redirected to it accordingly.



17. **Revision of sub-component 2.2 by changing the Fonds à Coût Partagé (FCP) into a Fonds d’Amorçage (Seed Fund).** Subcomponent 2.2 was initially intended to support 180 SMEs (over 5 years), with financial or non-financial support, and 130 of them to access bank credit through the credit guarantees of the *Fonds Auto-Renouvelable pour l’Emploi* (FARE). To date only 24 companies have had their applications approved by the National Approval Committee (CNA), disbursing a total amount of 2.3 billion CFA francs with an average amount received by each company of 97.9 million CFA Francs. **This very low number of beneficiaries is mainly due to the fact that the FCP criteria of admissibility and eligibility were not adapted to the Malian SME context.** Even if 252 applications were registered, according to the FCP’s criteria the majority were immediately deemed ineligible. To address this issue, there is a clear need to modify the fund’s selection criteria so that they match the local SME reality and at the same time to better support the enterprises in the application process.
18. **To respond to this problem, the new Seed Fund will provide an investment readiness program.** This type of support allows a structural upgrade of the companies, improving their business models and the internal management in a more sustainable manner, ensuring better results of beneficiary expansion projects and increasing their chances of accessing investments and financing available on the market. To ensure a real private sector approach, the Seed Fund will need to be managed by an investment fund with experience in managing such type of financial instruments. This investment fund will be hired as implementing contractor for the Seed Fund.
19. **Additionally, more rigorous due diligence of the beneficiaries will be introduced to ensure optimization of remaining resources (1.8 billion CFA francs).** This is an additional reason to contract a firm with experience in risk capital investment, as due diligence is also a fundamental part of its operations. At the same time, there will be the need to revise the composition of the National Approval Committee to reflect the current best practices<sup>2</sup> in selecting project beneficiaries with high growth potential.
20. **The Seed Fund will target SMEs, startups and BPC winners, with high growth potential.** Recent studies<sup>3</sup> have shown that despite the fact that SMEs are the main providers of employment, less than 20% of firms in manufacturing and services create as much as 80% of all new sales and jobs in these sectors. These high growth firms (HGFs) are “powerful engines of job and output growth”. One of the main vectors of their growth is innovation, which is defined as the creation or improvement of a new or existing product, service, production process and / or business model. This has led many countries to pursue policies that support HGFs with the goal of achieving objectives more efficiently.
21. **The establishment of the Seed Fund will allow better achievement of the longer-term objective of the project, which is to improve sustained access to financing for Malian companies, especially at the seed financing stage, which today remains embryonic in Mali.** In order to achieve this objective, the Seed Fund will focus on strengthening both the demand and supply side: on the one hand it will work at educating Malian entrepreneurs on risk capital investment, and on the other will create a stronger pipeline of firms for investors to invest in. This is particularly important given the growing interest of domestic and foreign investors into the Malian market as demonstrated by the recent establishment of the Mali Network of Business Angels (MABN), and the arrival of several international equity funds.
22. **Primary institutional changes related to the establishment of the Seed Fund.** Three main institutional changes that will be introduced through the restructuring are the following:
- a. **Recruitment of a Firm, new implementing contractor, with qualifications and experience in:**
- Investment readiness;
  - Seed fund management;

<sup>2</sup> An example of such best practices are the eligibility criteria for the Innovative Startups and SMEs Fund’s (ISSF) Board of Directors as spelled out in Innovative Startups Fund Project (P161905) in Jordan.

<sup>3</sup> World Bank report on High Growth Firms, 2018.



- Risk capital investment (in Sub-Saharan Africa in general and/or in Mali and/or West Africa in particular.

The recruited Firm will be mandated to support at least 62 startups and innovative SMEs<sup>4</sup> with high growth potential through the A. Investment readiness window, and the integration and coordination with the window B. Seed funding, including:

- Identification of candidates;
- Investment readiness and due diligence;
- Identification and selection of the expertise of external service providers in consultation with CECI, and together with beneficiaries in terms of technical, commercial, organizational and environmental studies and training;
- Preparation and submission of applications requesting the seed grant to submit for approval to the National Approval Committee (CNA);
- Monitoring and support of beneficiaries' use of the seed grant;
- Preparing for and linking beneficiary firms with potential investors.

23. The amount allocated to the window A: Investment readiness, that is 800 million CFA francs will finance the remuneration of the above mentioned Firm (in the amount of 500 million CFA francs) and the remuneration of the external service providers (300 million CFA francs). The amount allocated to the window B: Seed funding will finance seed grants allocated to project beneficiaries (1 billion CFA francs).

**b. The re-composition of the National Approval Committee that will approve and grant the seed investment grants.** The new composition will be the following:

- Presidency Conseil National du Patronat du Mali, CNPM);
- 4 voting members will be natural persons from the private sector and shall receive a prior non objection from IDA<sup>5</sup>;
- 1 person from the public sector (Ministry in charge of investment), who will also have the right to vote;
- The new Firm and the Consortium will have an observer and advisory role, without the right to vote.

Investment decisions will be made by qualified majority, that is 3 out of 5 members if in physical meeting or by no objection if in virtual meeting.

The 4 voting members that are natural persons should adhere to the following criteria:

- Be non-governmental
- Possess Experience in VC/investment/Corporate law/accountancy.
- Possess Experience in the entrepreneurial ecosystem – either as an investor, or as an
- Entrepreneur
- Have limited or no conflict of interest
- Possess strong analytical, technical and operational experience
- Be Malian, where Malians from diaspora should be particularly promoted.<sup>6</sup>

**c. The functioning and provision of the seed investment grant**

24. To reflect the risk capital investment model, the grant will be awarded in the following way:

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<sup>4</sup> It was decided that at least 62 out of 100 project beneficiaries should be startups and innovative SMEs adhering to the eligibility criteria of having a growth strategy oriented at raising equity and quasi-equity investments and that the 38 remaining may involve more traditional SMEs.

<sup>5</sup> Members of the CNPM are also eligible to this position.

<sup>6</sup> Bearing in mind the low presence of equity and quasi-equity investors in Mali, it is highly probable that Malians with such experience and skills can be found within the community of diaspora.



- Once the firm receives the seed grant, it will commit to an "unallocated portion" of the grant (the amount of which will be assessed by the recruited Firm and determined on a case-by-case basis);
- Through this share, the beneficiary will commit to respect the predefined development stages with the Firm;
- The Firm will ensure the proper use of the seed grant by making periodic evaluation (e.g. financial and extra-financial results of the seed funding, the overall evaluation of the company through its post-financing path within the project duration);
- At the end of the assistance period, the beneficiary firm will receive back its exclusive rights to the "unallocated share" or transfer them to an equity investor.
- Firm's deliverables will be transmitted to CECI, and FARE if necessary.

#### **d. Revision of the operational manual**

25. The PCU will recruit a Consultant to develop a new operational manual that meets the needs of windows A and B of the Seed Fund. The adapted manual will be submitted to a committee for validation made of the Ministry in charge of investment, CECI, UCP and CNPM.

##### **i) Eligibility Criteria**

26. The eligibility criteria of the FCP beneficiary companies will have to be reviewed to take into account start-ups and innovative SMEs, including the BCP winners. Criteria for project proposals under the Seed Fund will include:

- Having a growth strategy focused on raising investment (in equity) with a predisposition for opening the firm's capital, notably through the seed grant;
- Being ready to put in place a governance that meets the requirements of the market and investors;
- Submission of a business plan and firm's expansion project. The form of the document/s will not be a criterion in itself, but to provide the necessary information on activity of the company, its history, its expansion project, the profile of the promoter and his collaborators, the known market information, etc.;
- Having a project with a high employment and revenue growth potential;
- Being formal or informal with an intention to formalize.

##### **ii) Targeted beneficiaries**

27. Target project beneficiaries will be startups, innovative and traditional SMEs (formal or informal and in operation for at least one year) that demonstrate high growth potential in terms of job creation and revenue growth. Innovation refers here to the creation or improvement of a new or existing product, service, production process and/or business model. Under the new operational manual, the winners of the BCP as well as the candidates not retained by the FCP will be eligible under the Seed Fund.

28. In addition, candidates outside these two pipelines will also be eligible. The Firm will reach out to the potential candidates to ensure that the those with the highest potential are concerned. New candidates will also be able to present their projects to the Firm and CECI, without having been reached beforehand.

#### **B. Reallocation between Disbursement Categories**

29. The Project development objective and components will not change; however, reallocation between categories will address necessary adjustments taking into account the actual expenditures and remaining activities critical to achieving the PDO. The reallocation includes the following key adjustments:



- **Support to public sector TVET institutions:** This activity implies structural changes in selected public TVET institutions. In each institution the project will support a reform package which will prioritize curriculum, human resources management and teachers upgrading, as well as physical rehabilitation. Initial estimate of amount related to the cost of the set of activities has underestimated, particularly the acquisition of equipment and the training of trainers. Therefore, resources from categories 2, 3 and 8 will be reallocated to allow appropriate accomplishment of the reform engaged in the public institution. The reallocation to category 1 will also permit the extension of the short-term training program in the Ségou and Koulikoro regions in response to the Government's request. The reallocation will not affect negatively the achievement of agreed activities under categories 2 and 3.
- **Strengthening skills development for out of school youth.** This activity is successfully implemented and achieved satisfactory results in terms of youth trained and employed or self-employed. Based on these results, it was agreed with the government to increase the number of beneficiaries beyond the initial target and cover additional regions (Segou and Koulikoro). Beyond the quantitative increase of beneficiaries, it was deemed important to provide further support to self-employment through financial and non-financial assistance to new small enterprises created by training beneficiaries. The proposed restructuring consists of reallocating the category 7A funds related to the guarantee funds to categories 4A and 4B associated with the program of strengthening skills development for out of school youth and to category 5A related to the Business Plan Competition. The amount initially allocated to the guarantee funds has been overestimated and youth are reluctant to request credit. Therefore, the reallocation will not affect the objective covered by the guaranty funds.

30. As described above, the reallocation between disbursement categories is necessary to adequately align the remaining funding required to achieve the remaining project activities described earlier. The reallocation would allow for proposed project activities to be carried out as planned, without changes to the core activities. As described above, the reallocation between disbursement categories is necessary to adequately align the remaining funding required to achieve the remaining project activities described earlier. The reallocation would allow for proposed project activities to be carried out as planned, without changes to the core activities. In total, US\$ 6,383,402 of the project funds (US\$1,197,521 from Category 2, US\$1,700,420 from Category 3, US\$170,042 from category 5B, US\$850,210 from Category 6, US\$1,912,768 from Category 7A, US\$1,177 from Category 7C and US\$551,264 from PPF Pre-financing) will be reallocated to Categories 1 (US\$ 4,300,593), to Category 4A (US\$635,097), to Category 4B (US\$1,047,314) and Category 5A (US\$400,398).

#### C. Change in Loan Closing Date(s)

31. Based on the MTR recommendations and the Government's request for the restructuring and extension of the project's closing date (in a letter dated February 25, 2019), the closing date of the project will be extended from June 30, 2020 to June 30, 2021, to allow for sufficient time to complete key planned activities and reforms.

#### D. Change in Disbursement Estimates

32. The disbursement estimates are being adjusted to account for the extended closing date and to more accurately reflect the disbursement progress to date. As of May 30, 2019, disbursement stands at 78 percent, equivalent to XDR 28,906,560 (US\$39,814,410) out of the total XDR 46,182,515 (US\$56,013,962) of the project financing. It is expected that the XDR 11,761,403 (US\$16,199,552) would be disbursed as follows: XDR 8,461,366 (US\$11,654,251) in FY19, XDR 3,003,363 (US\$4,136,678) in FY20 and XDR 296,673 (US\$408,623) in FY21. Estimates are based on: as of 30-May-2019, 1 Special Drawing Rights equals 1.38 United States Dollars.



**E. Results Framework.**

33. There will be minor changes to the results framework to update some intermediate indicators accordingly to the changes occurred in some activities. In addition, the end target dates will be adjusted in the Results Framework to account for the project extension.

Under the sub-component 2. Private-Sector led Job Creation for Youth, two intermediate objectives will be revised: The initially set objective of enterprises created or consolidated by graduate youth supported by the project's entrepreneurship program for graduates of 500 will be revised to 400. This revision is motivated by the recommendation stemming from the Mid-Term Review (MTR) of the project that was conducted in March 2018. The MTR recommends to promote the team applications (2 to 5 persons) for the third cycle of the Business Plan Competitions (BPC). In this way, rewarding teams would reduce the number of winning companies, and thus increase the size of the grant per company, without reducing the number of prize winners. The objective is to help fewer companies, but help them better, while creating as many jobs. This is motivated by the fact that the sums in the form of grant currently issued to the laureates, that range from 1 to 5 million FCFA, are too low for launching projects whose estimated cost is often much higher. These are also complemented by credit guarantees, however, as seen in Cycle 1, graduates who did not have a credit supplement (which is the case for about one in three laureates) have often not been able to start their own business as a result.

When it comes to firms benefitting from matching grants under the project, the sub-component initially intended to support 180 SMEs (over 5 years). To date only 24 companies have had their applications approved by the National Approval Committee (CNA), disbursing more than half of the total budget allocated to the activity. This very low number of beneficiaries is mainly due to the fact that the FCP criteria of admissibility and eligibility were not adapted to the Malian SME context, and benefitted to already established SMEs which had higher financing demands. To address this issue, there is a clear need to modify the fund's selection criteria so that they match the local SME reality and at the same time to better support the enterprises in the application process. Based on new criteria, the remaining resources will be used to select 100 additional SMEs.

**F. Audit Report**

34. All audit report has been submitted. There is no overdue audit report.

**Note to Task Teams:** The following sections are system generated and can only be edited online in the Portal.



**I. SUMMARY OF CHANGES**

	Changed	Not Changed
Results Framework	✓	
Loan Closing Date(s)	✓	
Reallocation between Disbursement Categories	✓	
Disbursement Estimates	✓	
Implementation Schedule	✓	
Implementing Agency		✓
DDO Status		✓
Project's Development Objectives		✓
Components and Cost		✓
Cancellations Proposed		✓
Disbursements Arrangements		✓
Overall Risk Rating		✓
Safeguard Policies Triggered		✓
EA category		✓
Legal Covenants		✓
Institutional Arrangements		✓
Financial Management		✓
Procurement		✓
Other Change(s)		✓
Economic and Financial Analysis		✓
Technical Analysis		✓
Social Analysis		✓
Environmental Analysis		✓

**IV. DETAILED CHANGE(S)**





**LOAN CLOSING DATE(S)**

Ln/Cr/Tf	Status	Original Closing	Revised Closing(s)	Proposed Closing	Proposed Deadline for Withdrawal Applications
IDA-55130	Effective	30-Jun-2020		30-Jun-2021	30-Oct-2021
IDA-H9710	Effective	30-Jun-2020		30-Jun-2021	30-Oct-2021

**REALLOCATION BETWEEN DISBURSEMENT CATEGORIES**

Current Allocation	Actuals + Committed	Proposed Allocation	Financing % (Type Total)	
			Current	Proposed
IDA-55130-001   Currency: XDR				
iLap Category Sequence No: 1	Current Expenditure Category: G,W,NC,TR,ST,O exp1.1bii,1.2a,2.1ab			
10,457,000.00	9,393,364.93	13,577,532.00	100.00	100.00
iLap Category Sequence No: 2	Current Expenditure Category: GD,NCS,CS,TR,OP 1.1bii,1.2a			
2,490,000.00	1,350,844.75	1,621,073.00	100.00	100.00
iLap Category Sequence No: 3	Current Expenditure Category: SUB-GRANT PRT 1.1b			
1,780,000.00	0.00	546,166.00	100.00	100.00
iLap Category Sequence No: 4A	Current Expenditure Category: CS,TR,NCS PRT2.1a			
1,340,000.00	875,454.56	1,800,830.00	100.00	100.00
iLap Category Sequence No: 4B	Current Expenditure Category: SEED FUNDS PRT2.1a			
530,000.00	530,070.46	1,159,326.00	100.00	100.00
iLap Category Sequence No: 5A	Current Expenditure Category: CS,TR,NCS PRT2.1b			
891,000.00	786,338.29	1,181,530.00	100.00	100.00



iLap Category Sequence No: 5B	Current Expenditure Category: SEED FUNDS PRT 2.1b			
992,000.00	0.00	868,617.00	100.00	100.00
iLap Category Sequence No: 6	Current Expenditure Category: MATCHING GRANTS PRT 2.2			
2,450,000.00	449,030.47	1,833,083.00	100.00	100.00
iLap Category Sequence No: 7A	Current Expenditure Category: GUARANTEE FUNDS PART 2.1a			
1,330,000.00	0.00	72,697.00	100.00	100.00
iLap Category Sequence No: 7B	Current Expenditure Category: GUARANTEE FUNDS PART 2.1b			
90,000.00	0.00	90,000.00	100.00	100.00
iLap Category Sequence No: 7C	Current Expenditure Category: GUARANTEE FUNDS PART 2.2			
550,000.00	549,145.62	549,146.00	100.00	100.00
iLap Category Sequence No: 8	Current Expenditure Category: PPF REFINANCING			
400,000.00	0.00	0.00		
<b>Total</b>	<b>23,300,000.00</b>	<b>13,934,249.08</b>	<b>23,300,000.00</b>	

IDA-H9710-001 | Currency: XDR

iLap Category Sequence No: 1	Current Expenditure Category: G,W,NC,TR,ST,O exp1.1bii,1.2a,2.1ab			
6,677,000.00	6,676,821.03	6,677,000.00	100.00	100.00
iLap Category Sequence No: 2	Current Expenditure Category: GD,NCS,CS,TR,OP 1.1bii,1.2a			
1,860,000.00	1,859,952.19	1,860,000.00	100.00	100.00
iLap Category Sequence No: 3	Current Expenditure Category: SUB-GRANT PRT 1.1b			



	1,330,000.00	86,986.94	1,330,000.00	100.00	100.00
iLap Category Sequence No: 4A					
	1,000,000.00	1,000,009.53	1,000,000.00	100.00	100.00
iLap Category Sequence No: 4B					
	400,000.00	530,611.43	530,615.00	100.00	100.00
iLap Category Sequence No: 5A					
	645,000.00	644,960.13	645,000.00	100.00	100.00
iLap Category Sequence No: 5B					
	718,000.00	467,992.85	718,000.00	100.00	100.00
iLap Category Sequence No: 6					
	1,830,000.00	1,827,899.92	1,830,000.00	100.00	100.00
iLap Category Sequence No: 7A					
	1,000,000.00	445,582.44	869,385.00	100.00	100.00
iLap Category Sequence No: 7B					
	1,530,000.00	937,041.03	1,530,000.00	100.00	100.00
iLap Category Sequence No: 7C					
	410,000.00	409,929.04	410,000.00	100.00	100.00
<b>Total</b>	<b>17,400,000.00</b>	<b>14,887,786.53</b>	<b>17,400,000.00</b>		

**DISBURSEMENT ESTIMATES**

Change in Disbursement Estimates



Yes

<b>Year</b>	<b>Current</b>	<b>Proposed</b>
2015	0.00	2,109,152.00
2016	0.00	6,241,946.00
2017	0.00	11,576,864.00
2018	0.00	15,827,658.00
2019	0.00	4,058,789.00
2020	0.00	4,545,301.00



**Results framework**

**COUNTRY: Mali**

**MALI - Skills Development and Youth Employment Project**

**Project Development Objectives(s)**

The Project Development Objective (PDO) is to support education and training for employability and private-sector led job opportunities for youth in Mali.

**Project Development Objective Indicators by Objectives/ Outcomes**

Indicator Name	DLI	Baseline	Intermediate Targets						End Target	
			1	2	3	4	5	6		
<b>Improve education and training for employability</b>										
Youth graduating in the public TVET institutions supported by the project in the 3 priority sectors (graduation rate, %) (Percentage)		0.00								50.00
CAP Level (Percentage)		0.00	33.00	33.00	35.00	37.00	40.00	45.00		50.00
BT Level (Percentage)		0.00	65.00	65.00	67.00	67.00	70.00	72.00		75.00
Out of school youth who completed the skills training program supported by the project (Percentage)		0.00	0.00	0.00	70.00	80.00	80.00	90.00		90.00
Out of School Youth who completed the skills training program		0.00	0.00	0.00	40.00	40.00	40.00	40.00		40.00



Indicator Name	DLI	Baseline	Intermediate Targets						End Target
			1	2	3	4	5	6	
- out of which Female % (Percentage)									
Out of School Youth who completed the short-term skills training program Employed or Self-Employed within one year of completion (Percentage)	0.00	0.00	0.00	0.00	0.00	50.00	50.00	60.00	70.00
Direct project beneficiaries (Number)	0.00	0.00				21,222.00			37,000.00
Female beneficiaries (Percentage)	0.00	0.00				36.00			36.00
Out of school youth who completed dual apprenticeship programs supported by the project (Percentage)	0.00	0.00	0.00	0.00	0.00	80.00	80.00	80.00	80.00
Out of school youth who completed (dual apprenticeship) - out of which Females % (Percentage)	0.00	0.00	0.00	0.00	0.00	30.00	30.00	30.00	30.00
Out of school youth who completed who are employed or self-employed (within one	0.00	0.00	0.00	0.00	0.00	0.00	60.00	70.00	75.00



Indicator Name	DLI	Baseline	Intermediate Targets						End Target
			1	2	3	4	5	6	
year of completion) (Percentage)									
<b>Improve private-sector led job opportunities for youth</b>									
Enterprises created or consolidated supported by the project's entrepreneurship program (Number)	0.00	0.00	0.00	750.00	1,625.00	2,500.00	3,375.00	3,500.00	3,500.00
Enterprises created or consolidated by non graduate youth (Percentage)	0.00	0.00	0.00	750.00	1,500.00	2,250.00	3,000.00	3,000.00	3,000.00
Of which females (%) (Percentage)	1.00	0.00	0.00	40.00	40.00	50.00	50.00	50.00	50.00
Enterprises created or consolidated by graduate youth (Number)	0.00	0.00	0.00	0.00	125.00	250.00	300.00	400.00	400.00



Indicator Name	DLI	Baseline	Intermediate Targets						End Target	
			1	2	3	4	5	6		
Enterprises scaled-up as a result of the project (Number)		0.00	0.00	0.00	0.00	0.00	30.00	70.00	100.00	130.00

**Rationale:**  
*As part of the project restructuring process, the initial target of enterprises created or consolidated by graduate youth supported by the project's entrepreneurship program for graduates of 500 will be revised to 400.*

**Action: This indicator has been Revised**  
*This revision is motivated by the recommendation from the project Mid-Term Review (MTR) conducted in March 2018. The MTR recommended to promote the team applications (2 to 5 persons) for the third cycle of the Business Plan Competitions (BPC). In this way, rewarding teams would reduce the number of winning companies, and thus increase the size of the grant per company, without reducing the number of prize winners. The objective is to help fewer companies, but help them better, while creating as many jobs. This is motivated by the fact that the sums in the form of grant currently issued to the laureates, that range from 1 to 5 million FCFA, are too low for launching projects whose estimated cost is often much higher. These are also complemented by credit guarantees, however, as seen in Cycle 1, graduates who did not have a credit supplement (which is the case for about one in three laureates) have often not been able to start their own business as a result.*

**Intermediate Results Indicators by Components**

Indicator Name	DLI	Baseline	Intermediate Targets						End Target	
			1	2	3	4	5	6		
<b>1. Education and Training for Employability</b>										
Youth enrolled in the public TVET institutions supported by the project in the 3 priority sectors (Number)		2,100.00	2,100.00	2,100.00	2,100.00	2,400.00	2,700.00	3,000.00	3,300.00	





Indicator Name	DLI	Baseline	Intermediate Targets						End Target
			1	2	3	4	5	6	
Private TVET institutions supported by the project (Number)		0.00	0.00	0.00	2.00	4.00	6.00	7.00	9.00
<b>Action: This indicator has been Revised</b>	<p><b>Rationale:</b>  <i>Based on the agreed criteria, 9 private schools have been selected. Given the time required for the selection process and the remaining duration of the project, even though considering the extension of one year from the closing date, it was agreed with the Government to no longer initiate a new selection process for three remaining schools. Therefore, the end target would change to 9.</i></p>								
Out of school youth enrolled in dual-apprenticeship programs as a result of project intervention (Number)		0.00	0.00	1,500.00	3,000.00	4,500.00	3,000.00	1,500.00	4,500.00
Female % (Percentage)		0.00	0.00	30.00	30.00	30.00	30.00	30.00	30.00
Out of school youth enrolled in the skills training program supported by the project (Number)		0.00	0.00	0.00	3,000.00	6,000.00	9,000.00	12,000.00	20,000.00
Female % (Percentage)		0.00	0.00	40.00	40.00	40.00	40.00	40.00	40.00
<b>2. Private-Sector led Job Creation for Youth</b>									
Youth with completed simplified project plans under the entrepreneurship		0.00	0.00	1,000.00	2,000.00	3,000.00	4,000.00	5,000.00	6,500.00



Indicator Name	DLI	Baseline	Intermediate Targets						End Target
			1	2	3	4	5	6	
program for non-graduates (Number)									
Youth with completed business plans under the entrepreneurship program for graduates (Number)	0.00	0.00	0.00	250.00	500.00	750.00	1,000.00	1,000.00	
Firms benefitting from matching grants under the project (Number)	0.00	0.00	50.00	100.00	150.00	200.00	250.00	124.00	
<b>Action: This indicator has been Revised</b>	<p><b>Rationale:</b>  <i>The Subcomponent was initially intended to support 180 SMEs (over 5 years. To date only 24 companies have had their applications approved by the National Approval Committee (CNA), disbursing more than half of the total budget allocated to the activity. This very low number of beneficiaries is mainly due to the fact that the FCP criteria of admissibility and eligibility were not adapted to the Malian SME context. To address this issue, there is a clear need to modify the fund's selection criteria so that they match the local SME reality and at the same time to better support the enterprises in the application process. Based on new criteria, the remaining resources will be used to select 100 additional SMEs.</i></p>								
<b>3. Institutional Strengthening and Project Management</b>									
Beneficiary surveys completed to support on-going training improvement (Yes/No)	No	No	Yes	No	No	Yes	No	Yes	
PME inventories/surveys (Yes/No)	No	No	Yes	No	Yes	No	Yes	Yes	
LM Observatory data collection (Yes/No)	No	Yes	Yes	No	Yes	No	Yes	Yes	



**The World Bank**

MALI - Skills Development and Youth Employment Project (P145861)

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MALI - Skills Development and Youth Employment Project (P145861)

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**Note to Task Teams:** End of system generated content, document is editable from here. *Please delete this note when finalizing the document*