



MALI - Skills Development and Youth Employment Project (P145861)

AFRICA | Mali | Education Global Practice |
IBRD/IDA | Investment Project Financing | FY 2014 | Seq No: 11 | ARCHIVED on 13-Dec-2019 | ISR39667 |

Implementing Agencies: Ministry of Economy and Finance, Republic of Mali, Ministry of Vocational Training and Employment

Key Dates

Key Project Dates

Bank Approval Date: 27-Jun-2014

Effectiveness Date: 24-Nov-2014

Planned Mid Term Review Date: 25-Jun-2018

Actual Mid-Term Review Date: 09-Sep-2014

Original Closing Date: 30-Jun-2020

Revised Closing Date: 30-Jun-2021

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

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

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

No

Components

Name

1. Education and Training for Employability:(Cost \$29.20 M)
2. Private-Sector led Job Creation for Youth:(Cost \$25.10 M)
3. Institutional Strengthening and Project Management:(Cost \$8.70 M)

Overall Ratings

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

Implementation Status and Key Decisions

Overview. The six-year *Skills Development and Youth Employment* project was approved by the World Bank Board of Executive Directors on 27 June 2014 and was declared effective on 24 November 2014 with an expected revised closing date of 30-June-2021. The Project Development Objective (PDO) is to support education and training for employability and private-sector led job opportunities for the youth in Mali. The Government of Mali and the Bank conducted a joint supervision and implementation support mission of the Project from October 28 to November 2, 2019. The mission noted that, overall, the project has continued to make progress towards the achievement of the PDO. As a result, the number of direct project beneficiaries has reached 36,025 youth aged 15 to 35 years against an end target of 37,000 youth and the number of enterprises created or consolidated has reached 3,933, exceeding the expected 3500 enterprises by the end of the project. Below is a summary of the status of 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 four public sector formal education and training institutions and one non-formal vocational institution in the agro-industry, construction, and mining sectors (all with the potential to become national or regional poles in one of the key priority sectors). The planned construction activities in the targeted public TVET institutions have shown satisfactory progress, although some initial delays have not allowed these structures to be fully completed within the initially agreed upon timeline. All planned equipment for the targeted institutions is fully acquired and their installation has started while awaiting the full completion of the planned public works. The planned curriculum and program development aligned with the competency-based approach has been completed with the support of an international consultant. To date, a total of 1,042 youth is currently enrolled in the planned training programs. Moreover, the project introduced a new autonomy-based and more efficient governance model in the targeted institutions that strongly engage the private sector. An international consultant has been recruited to support and work closely with the client 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 during a national validation workshop scheduled in late December 2019.

(ii) Support to private sector TVET institutions: the sub-component aims to provide grants to 12 competitively selected private TVET institutions to expand and improve technical and vocational programs at various levels in the key identified sectors. Nine (9) institutions have been supported among 80 that have participated in the competition. Although the task team had considered to support 3 additional institutions from the North of the country, the mission agreed to not engage in further selection due to the ongoing insecurity in the North. The mission agreed to use the remaining funds available towards more qualitative activities within the selected 9 institutions. These activities would particularly focus on the establishment and operationalization of internal structures for the provision of services and on the commission of tracer studies to evaluate the level of insertion of beneficiary youth. The mission also reiterated the need to conduct an evaluation of the effects of the support provided on the performance of the institutions.

(iii) Support to the *Ecole Normale de l'Enseignement Technique et Professionnel (ENETP)*: The sub-component aims to build the capacity of the ENETP. Study tours to Morocco was organized with the aim to exchange knowledge and good practices with similar entities in these two countries. A long-term partnership agreement was signed between ENETP and ENSET of Morocco. A similar study tour to Senegal is scheduled for early 2020. In addition to training equipment acquired, the institution will be further supported to develop curricula for the select targeted sectors supported by the project.

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 dual apprenticeship program has overall exceeded the expected end target: 4,858 youth are enrolled in the dual apprenticeship program in three cohorts (of whom 32 percent are female) against the projected end-of-project target of 4,500. Employment results are not yet available due to the duration of the dual apprenticeship program that is not yet completed. The mission has reiterated its recommendation to conduct an overall evaluation to ensure the relevance and quality of the training programs offered. In addition, 8,946 youth have completed the one-year skills training program (of whom 2,726 i.e. 30.47 percent represent female beneficiaries). Based on an 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. In addition, the decentralized skills training program has continued to progress satisfactorily: to date the program has placed 23,718 youth in apprenticeship with 2,429 capable craftsmen identified, exceeding the project end target of 20,000. The mission has agreed to further support a select number of youth who have completed the skills training program through the entrepreneurship program.

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 for youth, ages 21-35 years, 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, 6,500 youth have benefitted from a quality entrepreneurship program and have subsequently completed their simplified business plan development mainly in the agribusiness and handicraft sectors, among whom 3,615 youth have received start-up funds in the amount of FCFA 300,000 (against an end target of 3,000 youth). A tracer survey conducted by the *Observatoire national de l'emploi et de la formation (ONEF)* showed that, among a sample of 695 beneficiaries, 83.5 percent were employed at the time of the survey. In addition, the survey showed a positive effect of the program: 64.7 percent of the beneficiaries reported hiring one additional employee on average. Based on the success of the program, a last cohort of an additional 3,000 youth who have completed the short-term decentralized skills training program will further benefit from 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. Under the first edition of the business plan competition (*Concours de plan d'affaires – CPA*), 77 enterprises were created by graduate youth supported by the project's entrepreneurship program and have all benefitted from start-up funds (among which 53 have also accessed bank financing). The second edition of the CPA has selected 240 youth entrepreneurs and provided start-up funds (among whom 22 have also accessed bank financing). The third and final edition of the CPA built upon lessons learned from the first and second edition of the program and engaged with groups of experts in the sectors selected. The selection process has been led by members of the private sector and a total of 254 youth entrepreneurs have already been selected. To further support the beneficiary youth, the mission recommended to provide continued support and coaching.

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. This sub-component has been confronted with numerous bottlenecks, including a mismatch between the requirements of the matching grants scheme and the reality of Malian SMEs that are, even in the formal sector, mostly still very unstructured. The planned project restructuring to readjust the selection criteria of beneficiary SMEs was finalized in September 2019. A call for proposals for technical support has been launched on November 11, 2019 and the operationalization of the fund (*Fonds d'amorçage*) is expected within 6 months.

Risks

Systematic Operations Risk-rating Tool

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

Results

PDO Indicators by Objectives / Outcomes

Improve education and training for employability				
▶ Youth graduating in the public TVET institutions supported by the project in the 3 priority sectors (graduation rate, %) (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	50.00



Date	11-Mar-2014	31-Dec-2018	15-Nov-2019	30-Jun-2021
Comments:	Results for this indicator depend on the completion of planned activities in the public TVET institutions supported by project. The planned equipment is fully acquired, however construction activities as well as the implementation of the new governance model in the targeted public TVET institutions are yet to be finalized. To date, a total of 1,042 youth is currently enrolled in the planned training programs.			
▲CAP Level (Percentage, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	50.00
▲BT Level (Percentage, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	75.00
▶Out of school youth who completed the skills training program supported by the project (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	29.37	40.00	90.00
Date	11-Mar-2014	31-Dec-2018	15-Nov-2019	30-Jun-2021
Comments:	To date, 8,946 out of school youth have completed the short-term skills training program and have been certified among 22,476 youth enrolled in the program. The certification process which has been decentralized and entrusted to regional directorates has enable to reduce delays encountered in the certification process.			
▲Out of School Youth who completed the skills training program - out of which Female % (Percentage, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	34.00	30.47	40.00
▲Out of School Youth who completed the short-term skills training program Employed or Self-Employed within one year of completion (Percentage, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	20.00	20.00	70.00
▶Direct project beneficiaries (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	34,230.00	36,025.00	37,000.00
Date	11-Mar-2014	31-Dec-2018	15-Nov-2019	30-Jun-2021
Comments:	Project activities have benefitted 36,025 youth between the ages of 15 and 35 against an end-of-project target of 37,000 youth.			
▲Female beneficiaries (Percentage, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target



Value	0.00	32.00	34.43	36.00
►Out of school youth who completed dual apprenticeship programs supported by the project (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	97.63	97.63	80.00
Date	11-Mar-2014	31-Dec-2018	15-Nov-2019	30-Jun-2021
Comments:	To date, a total of 4858 out of school youth have been enrolled in the dual apprenticeship program in 2015, 2016, and 2017.			
▲Out of school youth who completed (dual apprenticeship) - out of which Females % (Percentage, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	31.55	31.55	30.00
▲Out of school youth who completed who are employed or self-employed (within one year of completion) (Percentage, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	75.00	75.00	75.00

Improve private-sector led job opportunities for youth				
►Enterprises created or consolidated supported by the project's entrepreneurship program (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	3,685.00	3,685.00	3,500.00
Date	11-Mar-2014	31-Dec-2018	15-Nov-2019	30-Jun-2021
Comments:	The end target has been exceeded. To date, 3,685 enterprises have been created with the support from the project's entrepreneurship program (3,608 by non-graduate youth and 77 by graduate youth). It is worth noting that in the second phase of the business plan competition program, 1,490 applications were received of which 1,295 were validated. A third and final round of the business plan competition program has been envisaged and the steering committee has approved 584 high-potential applications of upcoming small business ideas.			
▲Enterprises created or consolidated by non graduate youth (Percentage, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	3,608.00	3,608.00	3,000.00
▲Of which females (%) (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	1.00	52.00	52.00	50.00
Date	11-Mar-2014	30-Nov-2017	15-Nov-2019	30-Jun-2021
▲Enterprises created or consolidated by graduate youth (Number, Custom Supplement)				



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	77.00	77.00	400.00
►Enterprises scaled-up as a result of the project (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	24.00	24.00	130.00
Date	11-Mar-2014	31-Dec-2018	15-Nov-2019	30-Jun-2021

Intermediate Results Indicators by Components

1. Education and Training for Employability				
►Youth enrolled in the public TVET institutions supported by the project in the 3 priority sectors (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	2,100.00	0.00	1,042.00	3,300.00
Date	11-Mar-2014	31-Dec-2018	15-Nov-2019	30-Jun-2021
Comments:	A total of 1,042 youth are currently enrolled in the planned training programs. However, the planned construction activities in the public TVET institutions supported by project are yet to be completed as well as the implementation of the new governance model in the targeted public TVET institutions.			
►Private TVET institutions supported by the project (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	9.00	9.00	9.00
Date	11-Mar-2014	31-Dec-2018	15-Nov-2019	30-Jun-2021
Comments:	Planned support for the competitively selected 9 private TVET institutions is currently underway as planned. The mission agreed to not further engage in the selection of an additional 3 institutions that were envisaged to be selected from the Northern region due to the ongoing insecurity in the region.			
►Out of school youth enrolled in dual-apprenticeship programs as a result of project intervention (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	4,858.00	4,858.00	4,500.00
Date	11-Mar-2014	31-Dec-2018	15-Nov-2019	30-Jun-2021
Comments:	The end target has been exceeded. The dual apprenticeship program has so far benefitted 4,858 youth aged 15 to 24 years who have been enrolled in three cohorts (2015, 2016 and 2017).			
▲Female % (Percentage, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target



Value	0.00	32.68	32.68	30.00
►Out of school youth enrolled in the skills training program supported by the project (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	22,718.00	23,718.00	20,000.00
Date	11-Mar-2014	31-Dec-2018	15-Nov-2019	30-Jun-2021
Comments:	The short-term decentralized training program has placed 23,718 youth in apprenticeship.			
▲Female % (Percentage, Custom Supplement)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	30.21	30.00	40.00

2. Private-Sector led Job Creation for Youth

►Youth with completed simplified project plans under the entrepreneurship program for non-graduates (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	6,000.00	6,500.00	6,500.00
Date	11-Mar-2014	31-Dec-2018	15-Nov-2019	30-Jun-2021
Comments:	The end target has been met. 6,500 non-graduate youth have benefitted from the project's entrepreneurship program and have subsequently completed their simplified project development plans, among whom 3,608 were able to create their small businesses.			
►Youth with completed business plans under the entrepreneurship program for graduates (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	654.00	714.00	1,000.00
Date	11-Mar-2014	31-Dec-2018	15-Nov-2019	30-Jun-2021
Comments:	In the first and second editions of the business plan competition program, 714 young entrepreneurs had been trained and completed their business development plans.			
►Firms benefitting from matching grants under the project (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	24.00	24.00	124.00
Date	11-Mar-2014	31-Dec-2018	15-Nov-2019	30-Jun-2021
Comments:	Only 24 SMEs have thus far received the planned matching grants for activity scale-up. The proposed project restructuring has been completed in September 2019 which helped to adjust the selection criteria of the beneficiary SMEs, in line with the reality of the Malian business sector. With these adjustments made to the beneficiary selection criteria, the project is expected to achieve the end target.			



3. Institutional Strengthening and Project Management

►Beneficiary surveys completed to support on-going training improvement (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	Yes	Yes
Date	11-Mar-2014	31-Dec-2018	15-Nov-2019	30-Jun-2021
Comments:	The planned beneficiary survey on the decentralized short-term training program has been completed with the aim to further improve the quality and relevance of training programs.			

►PME inventories/surveys (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	11-Mar-2014	31-Dec-2018	15-Nov-2019	30-Jun-2021
Comments:	A multi-year program has been elaborated to support SME development, with a particular focus on women entrepreneurship. The planned activity to conduct an inventory of existing SMEs has not yet started.			

►LM Observatory data collection (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	Yes	Yes	Yes
Date	11-Mar-2014	31-Dec-2018	15-Nov-2019	30-Jun-2021
Comments:	A beneficiary tracer survey of the entrepreneurship program for youth with limited education has been conducted as planned.			

Data on Financial Performance

Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P145861	IDA-55130	Effective	USD	36.10	36.10	0.00	25.65	6.91	79%
P145861	IDA-H9710	Effective	USD	26.90	26.90	0.00	24.21	0.00	100%

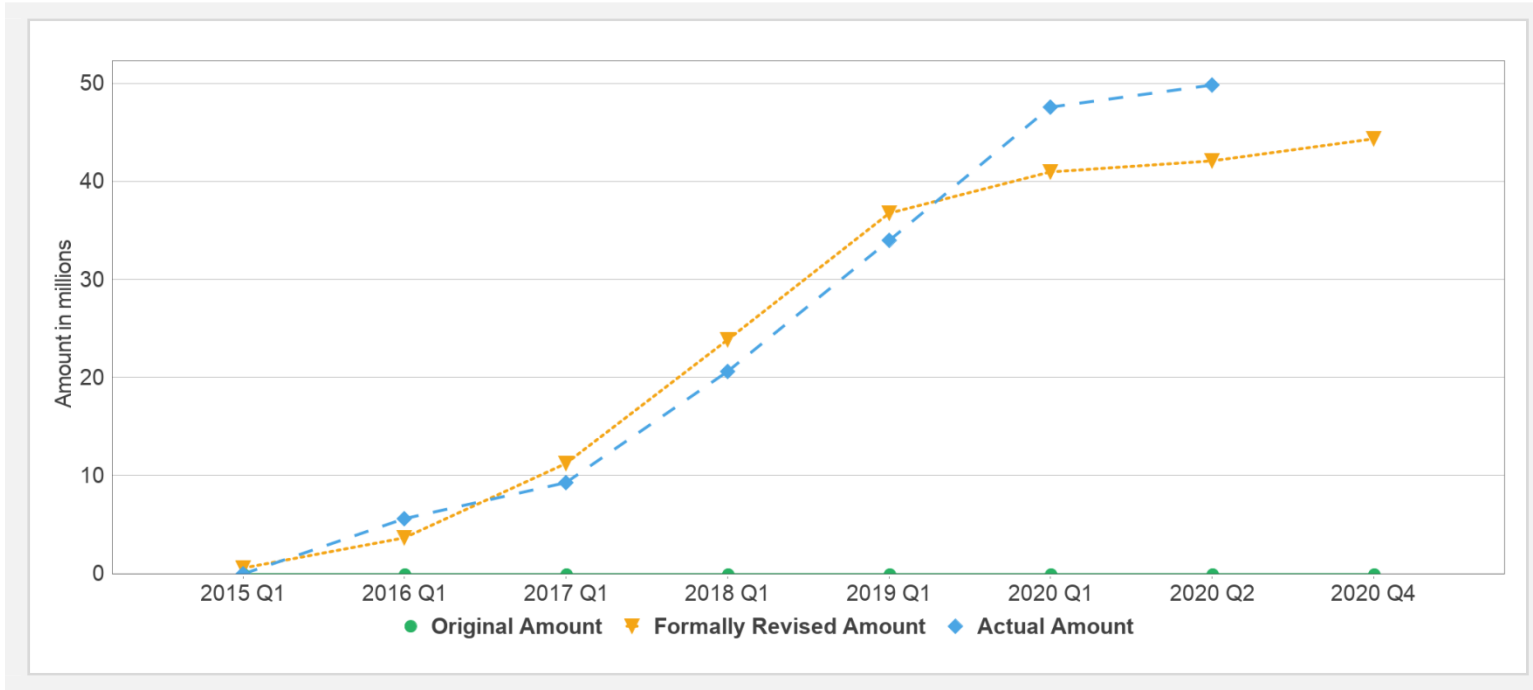
Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P145861	IDA-55130	Effective	27-Jun-2014	25-Jul-2014	24-Nov-2014	30-Jun-2020	30-Jun-2021



P145861 IDA-H9710 Effective 27-Jun-2014 25-Jul-2014 24-Nov-2014 30-Jun-2020 30-Jun-2021

Cumulative Disbursements



Restructuring History

Level 2 Approved on 13-Sep-2019

Related Project(s)

There are no related projects.