
President's report

Proposed loans

Republic of Mali

**Second Rural Youth Vocational Training, Employment
and Entrepreneurship Support Project - FIER 2**

Project ID: 2000004014

Document: EB 2022/137/R.37

Agenda: 16(a)(iii)(c)

Date: 25 November 2022

Distribution: Public

Original: English

FOR: APPROVAL

Action: The Executive Board is invited to approve the recommendation contained in paragraph 50.

Technical questions:

Sana F.K. Jatta
Regional Director a.i.
West and Central Africa Division
e-mail: s.jatta@ifad.org

Norman Messer
Country Director
West and Central Africa Division
e-mail: n.messer@ifad.org

Contents

Map of the project area	ii
Financing summary	iii
I. Context	1
A. National context and rationale for IFAD involvement	1
B. Lessons learned	2
II. Project description	2
A. Objectives, geographical area of intervention and target groups	2
B. Components, outcomes and activities	3
C. Theory of change	3
D. Alignment, ownership and partnerships	3
E. Costs, benefits and financing	4
III. Risk management	7
A. Risks and mitigation measures	7
B. Environment and social category	8
C. Climate risk classification	8
D. Debt sustainability	9
IV. Implementation	9
A. Organizational framework	9
B. Planning, monitoring and evaluation, learning, knowledge management and communications	10
C. Implementation plans	11
V. Legal instruments and authority	11
VI. Recommendation	12
Appendices	
I. Negotiated financing agreement (to be made available prior to the session)	
II. Logical framework	
III. Integrated project risk matrix	

Project delivery team

Regional Director:	Sana F.K. Jatta
Country Director	Norman Messer
Technical Lead:	Fanny Grandval
Finance Officer:	Awa Mbaye/ Mohamed Mouctar Diallo
Climate and Environment Specialist:	Maam Suwadu Sakho-Jimbira
Legal Officer:	Aspasia Tsekeri

Map of the project area



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.
 Map compiled by IFAD | 04-10-2022

Financing summary

Initiating institution:	IFAD
Borrower/recipient:	Ministry of Economy and Finance
Executing agency:	Ministry of National Entrepreneurship, Employment and Vocational Training
Total project cost:	US\$100 million
Amount of IFAD loan 1 (SHC) :	US\$31.2 million
Amount of IFAD loan 2 (HC)	US\$7.8 million
Terms of IFAD loans:	<p>Super highly concessional (SHC): 50 years, including a grace period of 10 years, with a service charge of 0.10 per cent per annum (adjustments for single-currency loans)</p> <p>Highly concessional (HC): 40 years, including a grace period of 10 years, with a service charge of 0.75 per cent per annum (adjustments for single-currency loans)</p>
Domestic cofinancier:	Malian microfinance institutions
Amount of cofinancing:	US\$8.4 million
Terms of cofinancing:	Microloans at commercial interest rates
Contribution of borrower/recipient:	US\$7.3 million
Contribution of beneficiaries:	US\$5.6 million
Financing gap:	US\$39.6 million
Amount of IFAD climate finance:	US\$15.28 million

I. Context

A. National context and rationale for IFAD involvement

1. **Mali is a low-income country that has recently suffered economic setbacks.** With a GDP of US\$858.92 per capita in 2020, Mali is among the world's lowest-income countries. The budgetary deficit rose from 1.8 per cent of GDP in 2019 to 6.1 per cent in 2020, mainly due to decreased tax revenues. Mali is also a country in a **fragile situation** and on the World Bank's harmonized list of medium-intensity conflict countries.¹ The incidence of poverty in Mali remains high and is concentrated in rural areas.

2. **Alignment with national priorities.** The promotion of youth employment is of paramount importance and is reflected in most sectoral policies. The proposed Second Rural Youth Vocational Training, Employment and Entrepreneurship Support Project (FIER 2) will contribute to meeting national food security objectives as well as those linked to climate change mitigation and the national gender policy.

3. **Key actors and institutional arrangements.** Key actors will include specialized service providers – some of the best-performing ones under the first phase – as well as farmers' and youth organizations at different levels and community-based organizations. They will be selected on a competitive basis, and their contracts will be performance-based.

Special aspects relating to IFAD's corporate mainstreaming priorities

4. More than 80 per cent of the Malian population is under 35 years of age. Every year, about 300,000 young people enter the labour market in a weak economic context, recently undermined by COVID-19 and an uncondusive political environment permeated by a lack of security. Rural youth, mostly poorly trained, face unemployment and underemployment. In line with IFAD's mainstreaming commitments, FIER 2 has been validated as:

- Youth-sensitive
- Prioritizing persons with disabilities
- Including climate finance
- Including adaptive capacity

5. Mali has a Gender Inequality Index value of 0.613, ranking it 155th out of 170 countries in 2021.² Pressure on natural resources to sustain agricultural activities has increased as a source of conflict, while access to non-agricultural activities is still particularly difficult for rural women. According to the Notre Dame Global Adaptation Initiative, Mali is the seventh most vulnerable country when it comes to climate change, and the thirty-seventh in terms of its preparedness to cope with climate shocks.

Rationale for IFAD involvement

6. IFAD has a relatively long and successful track record in Mali in identifying and training young entrepreneurs, facilitating their access to financial services and connecting them to markets. During the first phase of FIER, more than 13,000 youth-led income-generating activities and microenterprises have been created throughout 1,504 villages. FIER 2 will consolidate and expand these achievements in several high-potential agricultural and a few non-agricultural value chains, based on market opportunities and potential for youth integration. FIER 2 will catalyse the entrepreneurial potential of young women in particular, which has remained largely untapped so far.

¹ World Bank, 2022: [FCSList-FY22.pdf \(worldbank.org\)](https://www.worldbank.org/FCSList-FY22.pdf).

² United Nations Development Programme, 2022.

B. Lessons learned

7. **Community-level targeting and job orientation.** Building on experience under the first phase, locally recruited grass-roots facilitators have become an integral part of a transparent and genuinely participatory approach to identifying youths' constraints and aspirations, which has led to strong project ownership.
8. **Job creation based on microenterprise development models needs to be more demand-driven.** The precise needs of the labour market must be taken into account, especially in the context of connecting youth to value chains.
9. **Economies of scale and sustainability of pro-poor financial service provision.** The first phase of FIER successfully piloted a system whereby term deposits were used as collateral for target young people on an individual basis. This has limited the outreach of microfinance institutions; to make up for this shortcoming, FIER 2 will set up not only a mechanism that encourages enhanced savings, but also a professionally managed guarantee fund that will allow microfinance institutions to grow their portfolio of young clients.
10. **Service provider (SP) contracts need to be results-based while ensuring continuity.** SPs should be enabled to plan for the long term, which does not exempt them from annual performance evaluations (a condition for contract renewal).
11. **The two-phased approach to expanding the project area under the first phase delayed implementation.** FIER 2 will adopt a process-oriented approach that will allow for gradual, progressive extension into new areas as and when conditions allow for it, in particular the security situation.
12. **Linking target youth to well-structured value chains increases the likelihood of sustainability of their economic activities.** This can be achieved by fostering the type of organizational development that allows youth to engage in bulk purchases and sales along some of the better structured and regulated value chains.

II. Project description

A. Objectives, geographical area of intervention and target groups

13. The **development objective** of FIER 2 is to promote entrepreneurship in rural areas and facilitate the economic integration of young people into agricultural value chains and non-agricultural subsectors. The project will thereby contribute to the achievement of the second strategic objective of the country strategic opportunities programme (COSOP): promoting market access for smallholder producers.
14. The **geographical area of intervention** corresponds to the COSOP targeting strategy, which encompasses eight regions. Implementation will start in the population-dense south, in the country's poorest 12 districts (*cercles*) in Koulikoro, Sikasso, Kayes and Ségou. Following coverage of these "concentration areas" (previously covered under the first phase), FIER 2 may broaden its scope into "extension areas" (including the regions of Mopti, Gao, Tombouctou and Kidal), depending on a range of conditions to be met, especially security concerns.
15. **Target group** selection will be consistent with IFAD's targeting policy and mainstreaming objectives. Enrolling eligible rural youth and providing them with advisory and job orientation services will be done through specialized SPs and producers' organizations. Approximately 60,000 rural youth aged 15 to 40 will benefit from vocational training and/or economic integration through microentrepreneurial or salaried employment, and 9,000 rural youth will be linked to supply chains; overall, 40 per cent of beneficiaries will be women.

B. Components, outcomes and activities

16. **The project components** are: (i) improving the enabling institutional and socio-economic environment for the promotion of rural youth entrepreneurship and employment; (ii) supporting rural youth in generating decent incomes through sustainable access to financial and non-financial services adapted to their aspirations and market requirements; and (iii) project coordination and management.
17. The expected outcomes, by component, are as summarized below.
- **Component 1** will lead to an institutional and socio-economic environment that is more conducive to promoting youth entrepreneurship and employment in rural areas. This will be the combined result of activity 1.1.1. – strengthen the capacities of the Ministry of National Entrepreneurship, Employment and Vocational Training and its branches; activity 1.1.2. – build the capacities of vocational training centres and regional and local actors responsible for providing services that meet rural youth’s needs; and activity 1.1.3. – build the capacities of federative organizations of rural youth and other similar umbrella organizations and agencies, as well as their grass-roots branches.
 - **Component 2** will lead to youth employment (self-employed and salaried) in several value chain segments. This will be the combined result of activity 2.1.1. – targeting rural youth and providing them with advisory and job orientation services. The project management unit (PMU) will recruit, on a competitive basis, NGOs as youth outreach operators and advisory operators. The PMU will also sign strategic partnership contracts with specific umbrella farmers’ organizations, selected based on an assessment of their capacities to deliver the required services; activity 2.1.2. – provide rural youth with appropriate training and business development and follow-up services, which will be gradually phased out. The PMU will contract competitively selected SPs for youth training and support, including agencies that have been strengthened under subcomponent 1.1; and activity 2.1.3. – integrate trained rural youth into agricultural and non-agricultural value chains.
 - **Component 3** will ensure a well-coordinated and -managed project. Activities will include financial management, procurement, monitoring and evaluation (M&E), and knowledge management.

C. Theory of change

18. Two mutually reinforcing pathways will be pursued: (i) on the supply side of vocational training and strategic small-scale infrastructure, upgrading their quality and increasing their availability and appropriateness for target youths; and (ii) on the demand side, identifying and aggregating non-financial and financial service needs and supporting access to these services to establish market linkages through youth-led supply chain subprojects, and by channelling support to key non-agricultural professions of interest to rural youth.
19. Assumptions include young people’s genuine interest in learning, and sufficiently strong incentives for SPs to commit to the project rationale. The security situation will also need to remain at least stable, if not improved.

D. Alignment, ownership and partnerships

20. FIER 2 is aligned with the IFAD Strategic Framework 2016-2025,³ and with the National Agricultural Policy. It will be implemented within the Second Ten-Year Programme for the Development of Education and Vocational Training (PRODEC 2) 2019–2028. The project will build on ongoing country programme partnerships.

³ The project will contribute to the following Sustainable Development Goals (SDGs): no poverty (SDG 1); zero hunger (SDG 2); quality education (SDG 4); gender equality (SDG 5); decent work and economic growth (SDG 8); reduced inequalities (SDG 10); and climate action (SDG 13).

E. Costs, benefits and financing

21. **Project costs** are estimated at US\$100 million over seven years, consisting of base costs of US\$91.2 million (91.2 per cent of total costs) and physical and price contingencies of US\$8.8 million (8.8 per cent of total costs). These costs are based on a national inflation rate of 2.6 per cent per year and an international inflation rate of 2.0 per cent per year; an exchange rate of US\$1:CFA 595; and physical contingencies up to a level of 5 per cent for certain expenditure categories, drawing on recent country programme experience. Investment costs represent 88 per cent of base costs, namely, US\$80.7 million, of which operating costs make up 12 per cent (US\$10.5 million).
22. The significant financing gap of US\$39.6 million may be sourced through subsequent performance-based allocation system (PBAS) cycles and/or through the Borrowed Resource Access Mechanism (BRAM) (under financing terms to be determined and subject to internal procedures and subsequent Executive Board approval) or by cofinancing identified during implementation.
23. Project subcomponent 1.2 on resilient infrastructure is partially counted as climate finance. As per the multilateral development banks' methodologies for tracking climate change adaptation and mitigation finance, the total amount of IFAD climate finance for this project is estimated as US\$15.28 million.

Table 1

Project costs by component and subcomponent and financier

(Thousands of United States dollars)

Component/subcomponent	Super highly concessional IFAD loan		Highly concessional IFAD loan		Microfinance institutions		Beneficiaries		Government		Financing gap		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
1. Improving the enabling institutional and socio-economic environment for the promotion of rural youth entrepreneurship and employment														
1.1 Capacity-building for of public and private institutions	2 866.3	55.2	273.2	5.3	-	-	103.8	2.0	1 079.5	20.8	867.8	16.7	5 190.5	5.2
1.2 Resilient bulking infrastructure for rural youth	6 029.5	33.7	44.0	0.2	-	-	1 319.1	7.4	3 826.4	21.4	6 663.1	37.3	17 882.1	17.9
Subtotal	8 895.8	38.6	317.2	1.4	-	-	1 422.8	6.2	4 905.9	21.3	7 530.9	32.6	23 072.6	23.1
2. Supporting rural youth in generating decent incomes through sustainable access to financial and non-financial services adapted to their aspirations and market requirements														
2.1 Supporting rural youth to choose a professional career path	10 013.9	43.7	395.7	1.7	-	-	3.5	-	450.0	2.0	12 035.8	52.6	22 898.9	22.9
2.2 Supporting the access of rural youth to appropriate financial services	7 327.7	18.6	6 385.8	16.2	8 408.8	21.3	4 206.7	10.7	54.6	0.1	13 065.5	33.1	39 449.2	39.4
Subtotal	17 341.6	27.8	6 781.6	10.9	8 408.8	13.5	4 210.2	6.8	504.7	0.8	25 101.3	40.3	62 348.1	62.3
3. Project coordination and management	4 964.0	34.0	715.6	4.9	-	-	-	-	1 933.8	13.3	6 965.9	47.8	14 579.3	14.6
Total	31 201.3	31.2	7 814.4	7.8	8 408.8	8.4	5 633.1	5.6	7 344.4	7.3	39 598.1	39.6	100 000.0	100.0

Table 2

Project costs by expenditure category and financier

(Thousands of United States dollars)

Cost categories	Super highly concessional IFAD loan		Highly concessional IFAD loan		Microfinance institutions		Beneficiaries		Government		Financing gap		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Investment costs														
1. Civil engineering	5 963.1	37.1	-	-	-	-	1 422.8	8.8	2 894.3	18.0	5 799.4	36.1	16 079.7	16.1
2. Guarantee funds	1 478.8	51.8	1 209.9	42.4	-	-	-	-	-	-	168.2	5.9	2 856.9	2.9
3. Funds for the refinancing of SFD	1 816.0	64.0	858.3	30.2	-	-	-	-	11.6	0.8	152.9	5.4	2 838.8	2.8
4. Equipment	1 769.8	42.3	-	-	-	-	-	-	1 674.7	40.0	742.3	17.7	4 186.8	4.2
5. Cars	245.6	21.3	221.0	19.2	-	-	-	-	460.7	40.0	224.5	19.5	1 151.7	1.2
6. Matching grants	3 901.0	11.6	4 315.9	12.9	8 408.8	25.1	4 210.2	12.5	-	-	12 713.3	39.7	33 549.3	33.5
7. Consultancy services	622.1	47.0	155.5	11.7	-	-	-	-	238.3	18.0	307.8	23.3	1 323.6	1.3
8. Other services	1 143.1	27.1	516.1	12.2	-	-	-	-	760.1	18.0	1 803.3	42.8	4 222.5	4.2
9. Training, information, education and communication, awareness campaigns	10 356.2	47.3	-	-	-	-	-	-	-	-	11 520.1	52.7	21 876.3	21.9
10. Workshops	168.6	41.9	116.2	28.9	-	-	-	-	-	-	117.6	29.2	402.4	0.4
Subtotal	27 464.2	31.0	7 392.9	8.4	8 408.8	9.5	5 633.1	6.4	6 039.7	6.8	33 549.4	37.9	88 488.1	88.5
Recurrent costs														
1. Staff costs	3 164.4	33.0	351.6	3.7	-	-	-	-	959.3	10.0	5 118.1	53.4	9 593.4	9.6
2. Operational costs	572.8	29.9	69.8	3.6	-	-	-	-	345.3	18.0	930.6	48.5	1 918.5	1.9
Subtotal	3 737.2	-	421.4	-	-	-	-	-	1 304.7	-	6 048.7	-	11 512.0	11.5
Total	31 201.3	31.2	7 814.4	7.8	8 408.8	8.4	5 633.1	5.6	7 344.4	7.3	39 598.1	39.6	100 000.0	100.0

Table 3
Project costs by component and subcomponent and project year (PY)
(Thousands of United States dollars)

Component/subcomponent	PY1		PY2		PY3		PY4		PY5		PY6		PY7		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
1. Improving the enabling institutional and socio-economic environment for the promotion of rural youth entrepreneurship and employment																
1.1 Capacity-building for of public and private institutions	1 249.8	24.1	2 257.2	43.5	641.8	12.4	441.8	8.5	458.9	8.8	137.0	2.6	4.0	0.1	5 190.5	5.2
1.2 Resilient bulking infrastructure for rural youth	30.4	0.2	3 183.2	17.8	5 352.5	29.9	4 873.7	27.3	4 407.8	24.6	17.1	0.1	17.5	0.1	17 882.1	17.9
Subtotal	1 280.2	5.5	5 440.4	23.6	5 994.2	26.0	5 315.5	23.0	4 866.7	21.1	154.2	0.7	21.5	0.1	23 072.6	23.1
2. Supporting rural youth in generating decent incomes through sustainable access to financial and non-financial services adapted to their aspirations and market requirements																
2.1 Supporting rural youth to choose a professional career path	1 894.1	8.3	3 258.0	14.2	3 880.1	16.9	4 536.0	19.8	4 322.5	18.9	3251.6	14.2	1 756.6	7.7	22 898.9	22.9
2.2 Supporting the access of rural youth to appropriate financial services	5 477.0	13.9	8 270.8	21.0	4 883.5	12.4	5 005.9	12.7	5 136.0	13.0	5269.5	13.4	5 406.5	13.7	39 449.2	39.4
Subtotal	7 371.1	11.8	11 528.7	18.5	8 763.6	14.1	9 541.9	15.3	9 458.5	15.2	8521.2	13.7	7 163.1	11.5	62 348.1	62.3
3. Project coordination and management	2 874.4	19.7	1 835.5	12.6	1 852.2	12.7	1 983.9	13.6	2 200.9	15.1	1843.1	12.6	1 989.1	13.6	14 579.3	14.6
Total	11 525.8	11.5	18 804.6	18.8	16 610.1	16.6	1 6841.3	16.8	16 526.1	16.5	10518.4	10.5	9 173.7	9.2	100 000.0	100.0

Financing and cofinancing strategy and plan

24. The strategy and plan will be as follows: (i) 39 per cent in IFAD financing, of which US\$31.2 million and US\$7.8 million respectively in the form of super highly concessional and highly concessional loans; (ii) 39.6 per cent from other cofinanciers (to be identified); (iii) 8.4 per cent from microfinance institutions; (iv) 5.6 per cent from beneficiaries; and (v) 7.3 per cent from the Government. IFAD financing will be disbursed during the first three years of implementation, while the Government and IFAD identify other cofinanciers to fill the significant financing gap of US\$39.6 million. If cofinancing cannot be mobilized, the subsequent PBAS cycle and/or BRAM resources (if Mali becomes eligible) will be used. Preliminary discussions have been initiated with several development partners and will be pursued shortly. Faster Implementation of Project Start-up arrangements will ensure a smooth transition from the first to the second phase, and early start-up.

Disbursement

25. Once the various financial instruments have entered into force, the mobilization of funds directly administered by IFAD will mainly follow the principle of revolving funds, and disbursements will be based on interim financial reports (IFRs). Withdrawals will be authorized on the basis of IFRs provided by the project at the latest 45 days after the end of each quarter.

Summary of benefits and economic analysis

26. The base case economic internal return rate (IRR) is 14.8 per cent and the net present value (NPV) is US\$24.7 million using a discount rate of 8 per cent. The sensitivity analysis confirms that the IRR and NPV are robust. If investment costs increase by 10 per cent, 20 per cent and 30 per cent, the IRRs are respectively 13.2 per cent, 11.8 per cent and 10.6 per cent with positive NPVs of US\$20.2 million, US\$15.7 million and US\$11.2 million respectively. If profits fall by 10 per cent, 20 per cent and 30 per cent, the IRRs are 13.0 per cent, 11.7 per cent and 9.2 per cent respectively with NPVs of US\$17.7 million, US\$10.8 million and US\$3.8 million respectively. If the benefits are delayed by one or two years, the IRRs are 12.7 per cent and 10.8 per cent respectively with corresponding NPVs of US\$18.1 million and US\$10.8 million respectively. The analysis of these economic indicators shows that the project is economically viable.

Exit strategy and sustainability

27. **The project's exit strategy** will be based on four sequential elements presented in the project implementation manual, starting two years before project closing. **Project sustainability** will be ensured through: (i) the use of selected pre-existing rural institutions for implementation; (ii) innovative institutional and economic arrangements along value chains, with actors to be coached by contracted experts; (iii) involvement of national institutions in the management of the rural finance delivery modalities; (iv) promotion of training options linked to market opportunities; (v) support to the insertion of youths into well-structured value chains and fostering contractual arrangements with well-established economic agents upstream and downstream; and (vii) promotion of agroecological practices and value chains.

III. Risk management

A. Risks and mitigation measures

28. The project's overall inherent risk rating is moderate, as is the residual risk rating. The top three risk factors that could potentially affect implementation and the achievement and sustainability of development outcomes are (i) the country security concern due to terrorism, insurgency and criminal groups (in particular in the north and centre north); (ii) environment and climate, due to Mali being one of the countries worldwide most exposed to natural calamities and climate change,

and due to that its agriculture is mostly rainfed and dependent on highly variable rainfall patterns; and (iii) financial management (FM) issues due to a lack of capacity, especially in field offices, weak budget planning and monitoring, and insufficient internal controls.

29. To mitigate risks related to (i) **country context** – the midterm review (MTR) may further adapt implementation modalities if necessary, for example by increasing reliance on community-based organizations rather than SPs; (ii) **environment and climate-related risks** – climate-smart technologies will be promoted, and agroecological practices, green entrepreneurship and non-agricultural jobs will be pursued; and (iii) **FM-related risks** – field offices and POs will be provided with dedicated FM staff; annual workplan and budget (AWPB) planning will initially be supported with outside expertise; as part of the COSOP MTR and the evolution towards greater integration of country programme human resources, the internal control function will be further strengthened; and adherence to good practices, including the separation of powers and clear accountability lines, will be ensured.

Table 4

Overall risk summary

<i>Risk areas</i>	<i>Inherent risk rating</i>	<i>Residual risk rating</i>
Country context	Substantial	Moderate
Sector strategies and policies	Substantial	Moderate
Environment and climate context	High	Moderate
Project scope	Moderate	Weak
Institutional capacity for implementation and sustainability	Moderate	Moderate
Financial management	Substantial	Moderate
Project procurement	Moderate	Weak
Environment, social and climate impact	Weak	Weak
Stakeholders	Weak	Weak
Overall	Moderate	Moderate

B. Environment and social category

30. The project's environmental and social impacts are categorized as substantial. Consequently, a number of studies will be conducted, including an abbreviated environmental, social and climate management framework and plan, and labour management and assessment procedures will be followed. The promotion of green entrepreneurship and solar-related jobs, the development of the organic market, and the use of solar energy and environmentally friendly packaging materials will be proposed for more sustainable practices. The potential adverse impacts of infrastructure development will be addressed through site-specific environmental and social management plans, to be developed during project implementation. In the event of collaboration with financial intermediaries, an assessment of the environmental and social management system will be conducted. Regarding social aspects, the risks identified are related to the exclusion of the most vulnerable groups (young people, women and persons with disabilities along the selected value chains); inequitable sharing of the added value from these chains; and conflicts between actors. However, the project will have a positive social impact by targeting the most vulnerable and promoting their integration into value chains, and through entrepreneurship development. To ensure that the proposed mitigation measures following the Social, Environmental and Climate Assessment Procedures (SECAP) and environmental and social screening are well implemented, a dedicated expert will join the project staff.

C. Climate risk classification

31. The climate risk is classified as high. As a result, a vulnerability and adaptation assessment study must be included as an annex to the project design report. Historical climate data and projections indicate the country's vulnerability to the

effects of climate change. Climate projections point to (i) a progressive decrease in rainfall (22 per cent decrease in rainfall by 2100), (ii) an increase in temperature (+ 3°C by 2100) leading to an increase in potential evapotranspiration; and (iii) an increase in extreme weather events such as droughts and floods. Consequently, a decrease in agricultural yields is expected, particularly in the area of FIER 2. To minimize the negative impacts of climate change on the project activities, adaptation options will be proposed, including the development of resilient infrastructure throughout the value chains, the promotion of climate-resilient seeds, and the adoption of climate-smart practices and technologies.

D. Debt sustainability

32. Mali's public debt increased in 2021, as the budget deficit shrank but remained high. Due to a reduction in donor funding, foreign sources of funding dried up, and fresh bond issuances on the regional market accounted for the majority of the deficit financing. By the end of 2021, Mali's overall public debt stock had risen by 4.6 percentage points of GDP to reach 52 per cent of GDP. More than 80 per cent of the new debt was acquired locally. The probability of debt distress for the country is still moderate.⁴ Since 2021, the country has gone through considerable economic and other changes and at one stage communicated with various creditors, including IFAD, that it was no longer able to service its debts. Nevertheless, despite the situation, Mali has committed to fulfilling all of its obligations to the Fund. The country's goodwill was further demonstrated by the swift debt repayment effected by the Government in July 2022, once the regional sanctions were lifted, and by recent contributions to the Twelfth Replenishment of IFAD's Resources.

IV. Implementation

A. Organizational framework

Project management and coordination

33. The Government's lead agency will be the Ministry of National Entrepreneurship, Employment and Vocational Training. For oversight, the lead ministry will establish, by administrative act, the arrangements for the steering and orientation of FIER 2. A national steering committee will assess implementation status, and ensure that objectives are met and the intervention strategy is respected. In each target region, a regional consultation committee will be established. The host ministry will establish the national coordination unit (NCU), which will have management autonomy, and will be responsible for implementing the project. In each target region, a regional coordination unit will work in close collaboration with the technical advisers of the regional council, in particular the vocational training and regional economic development advisers.
34. **Implementing partners.** FIER 2 will work mostly through contracts with service providers. The NCU will sign contracts with SPs (NGOs and farmers', young people's and women's umbrella organizations) in charge of targeting and providing guidance. The project will set up a roster of competent operators and SPs by region through a call for expressions of interest. The roster will be updated every two years.

Financial management, procurement and governance

35. The PMU will have administrative and financial autonomy, with all personnel recruited on a competitive basis. Interim unaudited financial reports, in a format acceptable to IFAD, will be prepared quarterly. Annual unaudited financial statements will be prepared and submitted to IFAD within four months of the end of each fiscal year, throughout the project implementation period. In accordance with IFAD guidelines, the accounts of FIER 2 will be audited annually and the audit

⁴ Joint World Bank-International Monetary Fund Debt Sustainability Analysis, February 2021.

report submitted to IFAD at the latest six months after each fiscal year. The accounting of FIER 2 will observe SYSCOHADA accounting standards.

36. **Procurement.** The works, supplies and services required for the implementation of FIER 2 will be delivered in accordance with national regulations in force in Mali, insofar as these are compatible with IFAD's Project Procurement Guidelines. The procurement methods used will generally be open competition except in the following cases: (i) purchase of vehicles through a specialized United Nations agency; (ii) restricted international consultation for the supply of accounting and M&E software and the accounting system; and (iii) partnership contract with producers' organizations based on an evaluation of their effective capacity to deliver certain services. For better processing of procurement through the SigMap software, the project will rely on processing its operations through the Inclusive Finance in Agricultural Value Chain Project where this software is already installed.
37. **Procurement plan.** A procurement plan, based on the AWPB, will be developed annually at the national and regional levels. This plan will specify procurement methods, estimated costs, timing, etc. The consolidated plan, as well as any updates, will be submitted to IFAD for prior review.
38. **Governance.** Considering the political crisis context, governance remains a concern in Mali. According to the Corruption Perceptions Index published by Transparency International for the year 2021, the country is ranked 136th out of 180 countries. Two structures are responsible for fighting and investigating allegations of corruption in Mali: (i) the Central Office for the Fight against Illicit Enrichment, and (ii) the Office of the Auditor General, but their independence is not fully assured and satisfactory. The number of project contracts increases the risk of poor governance. To mitigate these risks: (i) all beneficiaries of project resources will be informed of IFAD's policy on fraud and corruption prevention, (ii) there will be enhanced physical monitoring of youth support contracts with non-operational stakeholders, and (iii) a procurement expert will be included among the key staff of the firm in charge of the external project audits.

Target group engagement and feedback, and grievance redress

39. **A stakeholder engagement plan** will be prepared and implemented to enhance transparency and ensure smooth relations with stakeholders. Information campaigns will emphasize the project's objectives and actions, particularly the operational mechanisms for guiding, training, mentoring and financing young people in starting and/or consolidating their economic activities. Feedback from beneficiaries and partners will be sought through various channels spelled out in the project implementation manual.
40. **Grievance redress.** FIER 2 will implement a grievance management mechanism allowing any citizen or partner to transmit their grievances through three channels: (i) writing directly to the NCU or via a regional office; (ii) addressing their written/oral complaint to a local authority responsible for transmitting it to the relevant regional coordination unit, with a copy to the NCU; and (iii) ensuring that the complainant knows where to source legal support if necessary.

B. Planning, monitoring and evaluation, learning, knowledge management and communications

41. FIER 2 will prepare an AWPB presenting the activities to be implemented, along with a calendar, list of responsible stakeholders, and the budget and corresponding procurement plan. The AWPB will be broken down by region and will be subject to permanent monitoring by the M&E officer to enable the NCU to assess its level of implementation and the use of resources.
42. **The NCU will set up and operate a results-based management M&E system complying with IFAD and government requirements.** The M&E system will measure the achievement of expected results and validate the project's theory of

change, facilitate decision-making and derive lessons from implementation experience. FIER 2 will take advantage of information technology and digitalization to improve data production and information flows between the different actors. The M&E system will be linked to a computer application (RUCHE) already used in the country programme that allows for close monitoring of project operations. The system will also link FIER 2 to the COSOP results management framework to improve monitoring.

43. As part of **learning, knowledge management and communication**, the project will encourage exchange and sharing of know-how among different actors and help them better capitalize on the information generated and gain from their experiences in terms of training and youth support. It will establish a dialogue with other IFAD projects working on the theme of youth employment and will participate in regional platforms sharing experiences on job creation for rural youth. To better articulate knowledge management with policy dialogue, a knowledge management plan will be linked to policy-related activities.

Innovation and scaling up

44. FIER 2 will (i) empower actors at the national and regional levels (particularly youth and women's umbrella organizations and training centres) to contribute to promoting youth employment and takeover after the project ends; (ii) provide secure and sustainable access to soundly managed economic production and marketing infrastructure for youth; (iii) proceed with positive discrimination of women in access to some of this infrastructure; (iv) insert rural youth into supply chains driven by the private sector through cooperative joint ventures that sustainably connect them to input and output markets; and (v) establish the sustainability of the financing mechanism. FIER 2 scales up the first phase of the project, and is conceived as a project that the Government may, in time, scale up further.

C. Implementation plans

Implementation readiness and start-up plans

45. Between the approval and start-up of FIER 2, the NCU will engage in the following preparatory activities: (i) review applications by youth from the first phase whose unmet needs will be addressed; (ii) establish the project's financial mechanisms; (iii) evaluate the capacity of producers' organizations to deliver FIER 2 services in the field; (iv) recruit the bulking facilitation operator; (v) identify bulking infrastructure and complete feasibility studies; and (vi) identify youth beneficiaries under the first phase who could be aggregated into supply chains subprojects in each target region.

Supervision, midterm review and completion plans.

46. The supervision of FIER 2 will be performed jointly by IFAD and the Government through two supervision missions annually, in which regional councils will also take part. Implementation support missions will be undertaken, subject to the progress of activities. Four management control missions (quarterly audits) will be organized annually. A midterm review will be conducted before the end of the fourth year of implementation.

V. Legal instruments and authority

47. A financing agreement between the Republic of Mali and IFAD will constitute the legal instrument for extending the proposed financing to the borrower/recipient. A copy of the negotiated financing agreement will be made available prior to the session.
48. The Republic of Mali is empowered under its laws to receive financing from IFAD.
49. I am satisfied that the proposed financing will comply with the Agreement Establishing IFAD and the Policies and Criteria for IFAD Financing.

VI. Recommendation

50. I recommend that the Executive Board approve the proposed financing in terms of the following resolution:

RESOLVED: that the Fund shall provide a loan on highly concessional terms to the Republic of Mali in an amount of seven million eight hundred thousand United States dollars (US\$7,800,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

RESOLVED FURTHER: that the Fund shall provide a loan on super highly concessional terms to the Republic of Mali in an amount of thirty-one million two hundred thousand United States dollars (US\$31,200,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

Alvaro Lario
President

Negotiated financing agreement

(To be made available prior to the session)

Logical framework

Results hierarchy	Indicators	Targets			Means of verification			Hypotheses
		Base-line	Mid-line	End-line	Source	Frequency	Responsibility	
OUTREACH								
	Persons receiving services promoted or supported by the project <i>1105 +16</i>	0	30 000	60 000	M&E System	Twice per year	NCU (national Coordination Unit)	-Youth are interested in the services offered through the project
	-Number of young women (40 per cent)	0	12 000	24 000				
	-Number of young men (60%)	0	18 000	36 000				
	Corresponding number of households reached (CI 1.a)	0	30 000	60 000				
	Estimated corresponding total number of households members (CI 1.b)	0	30 000 x average hh size	60 000 x average hh size				
	Households satisfied with project-supported services (SF 2.1)	0	80%	80%	COI survey/ MTR/ completion	Years 1, 3 and 7	NCU	
	Households reporting they can influence decision-making of local authorities and project-supported service providers (SF 2.2)	Base-line survey	70%	70%		Years 1, 3 and 7	NCU	
Contribute to wealth creation and a reduction in poverty of rural youth in Mali	Number of persons [youths] with increased incomes (IFAD12 2.1.1)	Base-line survey	25 000	50 000	COI survey/ MTR/ completion	Years 1, 3 and 7	NCU	-Economic growth is not too strongly impacted by the security crisis
	Number of persons [youths] with strengthened resilience (IFAD12 2.1.4)	Base-line survey	40 000	60 000		Years 1, 3 and 7	NCU	
	Decrease in food insecurity by 10% as measured by FAO's FIES (IFAD12 1.2.1)	Base-line survey		10%	COI survey – FIES Module (Food Insecurity Experience Scale)			
DEVELOPMENT OBJECTIVE								

Results hierarchy	Indicators	Targets			Means of verification			Hypotheses
		Base-line	Mid-line	End-line	Source	Frequency	Responsibility	
Promoting entrepreneurial acumen in rural areas and facilitating the economic integration of youth in agricultural value chains and non-agricultural sub-sectors	Supported rural enterprises reporting an increase in profit (CI 2.2.2) <ul style="list-style-type: none"> - Lead by young men - Lead by young women 	0 0	70% 70%	70% 70%	COI survey/ MTR/ completion and M&E System	Years 1, 3 and 7	NCU	-Youth are interested in investing in the agricultural value chains and non-agricultural sub-sectors fostered under the project -Microenterprises and IGAs are profitable and meet market demands -Markets are not saturated
EFFETS ET PRODUITS								
Outcome 1. <i>An institutional and socio-economic environment more conducive to promoting rural youth entrepreneurship and employment in rural areas</i>	Number of supported rural producers' organization members reporting new or improved services (for youth) provided by their organization (CI 2.2.4)	0	Tbd	Tbd	COI survey/ MTR/ completion	Years 1, 3 and 7 and/or annually starting in year 2	NCU, SPs	-Institutional stability and political will to implement pro-youth policies and strategies -Public sector budget allocations are sufficient to meet youth training needs and to allow for their economic integration -Awareness on the part of sectoral actors about the importance of vocational training for youth -Sectoral actors are enabled by clearly assigned roles and functions
	[Youths'] Households reporting improved physical access to markets, processing and storage facilities (CI 2.2.6)	Base-line survey	25 000	55 000				
	Percentage increase of youth membership in organisations/groups/associations (IS)	Base-line survey	30%	40%				
Output 1.1. The capacities of public and private institutions dealing with vocational training and economic integration of youth, are strengthened	Number of persons who are members of institutions and organisations promoting youth entrepreneurship in rural areas who have been trained (IS) <ul style="list-style-type: none"> -National agencies or institutions -Resource centres -Vocational training centres -Federations or apex organisations of producers -Farmer organisations 	0	Tbd	Tbd	M&E System	Half-yearly	NCU, SPs	-Les centres de formation ont la volonté et la capacité de déployer des approches modernes et appropriées répondant aux besoins des jeunes et du marché
Output 1.2. Bulking infrastructure is constructed and is operational to the benefit of rural youth and their sustainable integration in agricultural value chains	Market, processing or storage facilities constructed or rehabilitated (CI 2.1.6) <ul style="list-style-type: none"> -Marketing -Processing -Storage 	0	123 Tbd 88 Tbd	175 Tbd 125 Tbd	M&E System	Quarterly	NCU, SPs	-Infrastructure management is not subject to élite capture -Infrastructure management models are performant -Socio-cultural constraints to the participation of youth and women are overcome
	Farmland under water-related infrastructure constructed/rehabilitated (CI 1.1.2)	0	1365	1950	M&E System	Quarterly		

Results hierarchy	Indicators	Targets			Means of verification			Hypotheses
		Base-line	Mid-line	End-line	Source	Frequency	Responsibility	
Outcome 2. Jobs (self-employed or salaried) are created to the benefit of youth along all agricultural value chain segments and in non-agricultural sub-sectors	Beneficiaries with new jobs/employment opportunities (CI 2.2.1) of which 60% young men of which 40% young women	0	30 000 15 000 12 000	60 000 36 000 24 000	COI survey/ MTR/ completion	Years 1, 3 and 7 and/or annually starting in year 2	NCU	-Selected agricultural value chains are conducive to sustainable youth employment -Private sector absorption capacity of new entrants is assured -The security crisis does not lead to a deterioration of the training environment and does not pose an obstacle to youth accessing project services
	[Youths'] Households reporting using rural financial services (CI 1.2.5)	Base-line survey	30 000	50 000				
	[Youths'] Households reporting improved access to land, forests, water or water bodies for production purposes (CI 1.2.1)	Base-line survey	Tbd	Tbd				
Output 2.1. Rural youth are supported to identify a professional career path and have access to appropriate non financial BDS services	Rural enterprises accessing business development services (CI 2.1.1)	Base-line survey	25 000	45 000				
	Persons trained in income-generating activities or business management (CI 2.1.2) - Young men - Young women	0	30 000	60 000	NCU, SPs	Quarterly	NCU	-Training is fully in line with market requirements and are accessible to rural youth -The opportunity cost of participating in a training is lower than that of participating in household activities aimed at ensuring food security
	Number of supply chain service agreements signed	0	3 000	12 000				
Output 2.2. Rural youth are supported to identify a professional career path and have access to appropriate financial BDS services	Persons in rural areas accessing financial services (savings, credit, insurance, remittances) (CI 1.1.5) - Young men - Young women	Base-line survey	25 000	40 000	MFI reports, M&E System	Quarterly	NCU, MFIs	-Willingness of youth to take out loans -Terms and conditions for youth loans are reasonable -Enterprises are profitable enough to allow loan repayments -MFIs accompany youth taking out loans
	Financial service providers supported in delivering outreach strategies, financial products and services to rural areas (CI 1.1.6)	0	5	11	M&E System	Yearly	NCU	
	Persons in rural areas trained in financial literacy and/or use of financial products and services (CI 1.1.7) - Young men - Young women	0	30 000	60 000	M&E System, SP reports	Quarterly	NCU	

Integrated project risk matrix

Contexte national	Substantiel	Moyen
Engagement politique	Substantiel	Moyen
<p>Risque:</p> <p>At present, the political situation of Mali is rather difficult, but expected to improve in the coming months as the government is likely to succeed in negotiating a softening of sanctions with ECOWAS (there is broad consensus that the current sanctions are in principle justified but exaggerated). Should this fail, counterpart funding will be unlikely to materialise. On the positive side, political turnover or changing political priorities are unlikely. Currently, project ownership is very strong, both at central and at decentralised level. With respect to the former, the first phase represented the government of Mali's flagship project for addressing rural youth issues successfully (culminating in the November 2021 National Forum on Youth Entrepreneurship, which provided a lot of visibility to the project, and which featured recommendations for a second phase formulated by youth groups themselves and endorsed by national policymakers). With respect to the latter, Regional Councils and elected representatives see the project as their most promising vehicle to fight against youth unemployment, out-migration, and the continued emergence of new violent and extremist groups (which pay youths monthly stipends to join them).</p>	Substantiel	Moyen
<p>Mesures d'atténuation:</p> <p>IFAD continues to monitor the situation closely. To the best of our knowledge, DPs (UN and IFIs) continue to fund development activities in Mali, and have adopted a wait-and-see attitude - with the exception of the EU, which has stopped its direct budget support to government. As part of the exit strategy of first phase (completion 28 Feb 2022; closing 30 Sept 2022), remaining core PMU staff will continue to further increase political ownership and policy engagement, by showcasing project successes and deploying an extensive communication strategy. Many project activities are directly channelled to the private sector (e.g., microfinance institutions) and service providers (private and NGO). Together with farmer and civil society organisations, rural youths organisations have been showing very strong ownership over, and commitment to, the project, creating a dynamic and momentum that government will find almost impossible to ignore. In sum, political pressure in favour of a second phase of the project is likely to prevail over potential political U-turns. As a case in point, the project (through its national coordinator) and IFAD, have both been nominated by 'Barometre' magazine, Mali's main civil society watchdog/citizen jury, as winners of their 2021 prize for service to the country (see attachment).</p>		
Co-financements		
<p>Risque:</p> <p>The current financing gap of USD 39 million is significant. Unless it can be filled, the project cannot be implemented as conceived.</p>		
<p>Mesures d'atténuation:</p> <p>IFAD will continue to work jointly with Government of Mali in a quest to mobilise additional co-financing. The fall-back option will be to use IFAD resources from the next PBAS cycle.</p>		
Gouvernance	Moyen	Moyen
<p>Risque:</p> <p>Although there is relatively weak governance at central government level, IFAD supported projects are situated at arm's length and are largely ringfenced against the intrusion of bad practices and political interference. Which does not mean that there are no issues: the still ongoing country programme audit by AUO has uncovered many of them, including with respect to contract management, reporting, etc. However, the audit arguably confirms that although there is a lot of room for improvement, there are no major shortfalls, and thus no major governance risks during project implementation. In fact, given the country context, the IFAD country programme has been doing remarkably well (better than many other DP country programmes) and is one of the best in WCA, on most performance criteria.</p>	Moyen	Moyen

<p>Mesures d'atténuation:</p> <p>The project will be implemented through a PMU with decision-making and financial autonomy (which has served past IFAD supported projects very well). Audits will continue to be performed by private firms (with a track record over the last decade or so, of unqualified auditor opinions and of reports submitted before the 30 June deadline). Procurement will continue to be subjected to low thresholds for IFAD's prior review. As an integral part of the country programme and further fine-tuning the country programme approach, a specialised procurement expert will be hired as a PMU staff member on a full time basis.</p>		
<p>Macroéconomie</p>	Moyen	Faible
<p>Risque:</p> <p>The macroeconomic impact of the current political situation has in part been outlined in the 'engagement politique' section above. If the sanctions continue unchanged, Mali will no doubt encounter fiscal, debt management/sustainability problems, and will not be able to service its debt to IFAD. Whilst local (agricultural) value chains and markets are likely to suffer more from the continuing impact of the Covid-19 pandemic than from the ECOWAS sanctions, there are risks related to exports with the closing of borders to most neighbouring countries. This will affect especially cotton producers and severely impact their incomes, purchasing power, livelihoods, and food security. Yet, the bulk of agricultural production (in particular rice and maize) is sold locally and contributes to household food security. The World Bank, AfDB, and West African Development Bank have been commissioned by the DP rural development WG to assess the macroeconomic impact on Mali's economy, and this work is currently ongoing. Prices for the main staple foods are however expected to remain stable, at least in the short term.</p>	Moyen	Faible
<p>Mesures d'atténuation:</p> <p>In addition to promoting food crop production and value chains, which will continue to enjoy strong local demand notwithstanding possible macroeconomic shocks, the second phase will add the non-agricultural sector to its menu of interventions, promoting local job creation delinked from, e.g., agricultural exports.</p>		
<p>Fragilité et sécurité</p>	Substantiel	Moyen
<p>Risque:</p> <p>Fragility and insecurity have unfortunately been a feature of Mali over the last decade or so, since the beginning of the emergence of jihadist and other extremist groups, as well as opportunistic criminal gangs and activities such as illegal gold mining. During the first phase, FIER could therefore not be implemented in the entirety of the planned project area. Climate change, soil erosion and natural calamities (droughts and floods) continue to be another risk factor.</p>	Substantiel	Moyen
<p>Mesures d'atténuation:</p> <p>As during the first phase, the project will deploy a cautious strategy of expanding into areas that may not be secure. Specialised private sector and NGO service providers will be able to work in some of these areas, once the minimum condition for doing so, are met. Learning from the first phase, mitigation actions in this respect will include: 1) de-emphasising implementation through third party service providers and emphasising implementation through pre-existing, endogenous organisations (national youth, women, and farmer federations and their sub-national member organisations, national and sub-national trade associations, CBOs, MFIs, etc.); 2) diversification: within the agricultural sector, and with the addition of the non-agricultural sector; 3) investments in irrigation and climate smart agriculture; and 4) community-based youth champions advocating for local development and raising awareness about the existence of income-generating opportunities).</p>		
<p>Stratégies et politiques sectorielles</p>	Substantiel	Moyen
<p>Alignement des politiques</p>	Moyen	Faible

<p>Risque:</p> <p>The main policy environment and sectoral strategies in Mali are sufficiently pro-poor, pro-youth, gender-sensitive, and supportive of smallholder farming; they are reasonably well-aligned with IFAD policies and strategic objectives. On the other hand, however, some of the laws (e.g., those related to organisational development, agricultural cooperatives, value chain related organisations, community development committees, etc.) are obsolete or non-existent. This has, however, not proven to be a substantial constraint to implementing IFAD projects successfully so far; rather, the sustainability of benefits is in part hindered by this out-dated and/or incomplete legal framework/enabling environment. Although sub-optimal, both the policy and legal basis for empowering IFAD target groups in the medium to longer term, can, however, in sum be deemed to be solid enough for IFAD's practical purposes related to country programme implementation.</p>	Moyen	Faible
<p>Mesures d'atténuation:</p> <p>The project will continue to lead by example, implementing existing policies at central and, in particular, at decentralised level, where local government units are mostly ill prepared to do so by themselves, lacking both (financial and human) resources and guidance. IFAD will take advantage of its sound reputation with Government of Mali to continue to pursue increasingly close alignment with, and further fine-tuning of, national policies, especially those related to youth and gender. Under this second phase, endogenous youth organisations will play a prominent role in policy advocacy, informed, inter alia, by project experience and exposure to good practices.</p>		
<p>Élaboration et mise en œuvre des politiques</p>	Substantiel	Moyen
<p>Risque:</p> <p>Like in many countries in the sub-region, the policy preparation process is still mostly driven by DPs, although it is also, increasingly, led by regional organisations such as ECOWAS and AU. The main risk in this connection is that the many well-intended policies are not implemented as intended, because of a lack of funding, or sufficient detail and clarity on 'how' to implement them (rather like laws that are 'dormant' because they lack the necessary by-laws to guide their implementation). In the specific case of this project, policies to promote vocational training for youth, e.g., exist and are adequate. The main risk is in the broader enabling environment within which these policies are supposed to achieve positive outcomes (e.g., government bureaucracy related to business start-ups, lack of qualified non-financial business development services in rural areas, inappropriate loan products from microfinance institutions, cultural issues related to girls' emancipation, etc.).</p>	Substantiel	Moyen
<p>Mesures d'atténuation:</p> <p>FIER 2 will support the Government of Mali in implementing some of the policies mentioned above, and will seek to address gender equality (the target objectives are 50 percent male and 50 percent female beneficiaries). It will in particular contribute to improve the enabling environment, through policy dialogue (e.g., the project will explore the possibility of setting up a National Youth Employment Fund, and its affiliated Resource Centres could eventually become 'one-stop shops' for registering microenterprises, as is the case in a number of countries in the region (referred to as 'guichet unique', e.g., in Burkina Faso). Continuing the work that started under the first phase, it will continue to roll out its approach to working with 'special' target groups such as under-age girls and young women, and collaborate with microfinance institutions to develop new, pro-youth loan products, micro-leasing, etc.).</p>		
<p>Contexte environnemental et climatique</p>	Élevé	Moyen
<p>Vulnérabilité du projet aux conditions environnementales</p>	Élevé	Moyen
<p>Risque:</p> <p>Mali's agricultural sector and value chains are vulnerable to climate change and the risk of natural disasters. Most agriculture is rainfed, and rainfall patterns are highly variable both from year to year as well as within seasons.</p>	Élevé	Moyen

Mesures d'atténuation: FIER 2 will conduct/update existing agricultural value chain related studies that will assess the vulnerability of value chains to vulnerability to environmental conditions. Only those agricultural value chains with reasonable exposure will be supported, and small-scale irrigation as well as climate smart agricultural practices will be promoted. The second phase will also include job creation in the non-agricultural sector, which will contribute to further limit project vulnerability to environmental conditions.		
Vulnérabilité du projet aux impacts des changements climatiques	Substantiel	Moyen
Risque: Mali is a country that is very vulnerable to the effects of climate change, and one of the least well prepared to deal with them. According to the ND-GAIN index, it is the 7th most vulnerable country (out of 182), but occupies only the 39th place in terms of its preparedness.	Substantiel	Moyen
Mesures d'atténuation: See above.		
Portée du projet	Moyen	Faible
Pertinence du projet	Faible	Faible
Risque: The first phase has shown that the project is highly relevant to government priorities and its target groups. It is the host ministry's flagship project to address the continuously worsening situation of under- and unemployment of rural youth. Under FIER, demand for project services far exceeded supply, with more than 2 500 youth projects that are ready but could not be supported because of a lack of sufficient funds, and many more that were stopped earlier on in the process, to avoid further disappointment among target youth.	Faible	Faible
Mesures d'atténuation: No mitigation action is necessary, as the project is very likely to remain sufficiently relevant and responsive to the needs and priorities of intended target groups throughout its lifespan of 7 years.		
Solidité technique	Moyen	Faible
Risque: As a second phase project, FIER 2 rests on solid and tested technical foundations, as its approaches have been adjusted, adapted, fine-tuned and scaled up over the last 7 years. Its complexity is for the most part only apparent, and is justified by the need for enhanced project relevance, i.e., a sophisticated enough response that does justice to the complexity of rural youth issues and the diversity of their individual situations and ambitions. Under the first phase, the PMU did an excellent job of implementing FIER, and lived up to the task of matching the range of different project interventions with the different expectations and possibilities of target groups.	Moyen	Faible
Mesures d'atténuation: Supervision missions will closely monitor implementation capacity and the need to possibly simply some aspects of project design. The MTR will be an opportunity to validate/fine-tune or simplify/redesign certain components and sub-components.		
Capacités institutionnelles d'exécution et de viabilité	Moyen	Moyen
Modalités d'exécution	Moyen	Faible

Risque: As explained above, FIER 2 is a second phase of a well performing project with tested implementation arrangements. The lessons learned section of the PCN already features several items related to this matter, and will be further detailed during design. One of the lessons not mentioned in that section refers to the need for realistic budgeting of activities, as FIER has run out of financial resources during the first phase because the costs of successfully setting up youth IGAs and RMEs from scratch were underestimated.	Moyen	Faible
Mesures d'atténuation: The second phase will ensure that realistic budgets are allocated to youth IGAs and RMEs. The main rationale of the project, i.e., addressing the under- and unemployment of rural youth, is an area of interest to most if not all DPs, and the design mission will explore co-financing options in this regard.		
Suivi-évaluation des dispositifs	Moyen	Moyen
Risque: The risk that the project executing agency's M&E processes and systems are weak or inefficient are minimal. During its first phase, FIER has been able to successfully address many issues that arose during implementation, in a gradual but timely manner. The project has managed to fine-tune its approaches based on evidence underpinned by quantitative and qualitative data collected in the field. The PMU's M&E expert under the first phase is a very experienced professional with a strong technical background, and he has been able to set up a relatively rigorous data collection system that channels information and knowledge from the community level upwards through the meso-level to the national level.	Moyen	Moyen
Mesures d'atténuation: The design mission of the second phase will take a closer look at what worked and what didn't work in FIER's M&E system, including its M&E manual. Adopting a country programme approach, FIER 2 will seek to further improve the system's function as a management tool and as a way of increasing our knowledge of current rural youth issues - many of which are expected to be relevant beyond Mali, in a number of countries.		
Gestion financière du projet	Substantiel	Moyen
Organisation et dotation en personnel du projet	Substantiel	Moyen
Risque: • Des capacités et des expériences insuffisantes qui pèseraient sur la capacité du SAF à délivrer des informations fiables et exhaustives sur l'exécution financière • des dysfonctionnements dans les inter-actions entre le Siège et des Antennes, des relations hiérarchiques conflictuelles et une répartition inadaptée des tâches qui affecteraient la mise en œuvre des interventions, les décaissements et les reconstitutions de fonds	<i>Elevé</i>	<i>Substantiel</i>
Mesures d'atténuation: • recrutement d'un Responsable de l'Appui Fiduciaire aux OPA qui aura à charge la gestion financière des conventions avec les partenaires de mise en œuvre et la supervision financière des subventions accordés aux Bénéficiaires. • recrutement d'un assistant administratif dans les antennes, en charge des questions administratives et de la gestion de la caisse • mise en place par le RAF de FIER 2, d'un cadre d'échange d'informations et de mise en commun des ressources.		
Budgétisation du projet	Substantiel	Moyen

<p>Risque:</p> <ul style="list-style-type: none"> • des difficultés de planification, d'organisation du travail et coordination interne entre les entités d'implémentation de FIER 2 qui affecteraient l'exercice de budgétisation annuel; • un cadrage budgétaire annuel qui ne tient pas compte de toute la période d'exécution de FIER, et un suivi non rigoureux et non exhaustif des engagements budgétaires annuels qui pourraient induire une consommation des fonds anticipée sur les guichets de financement • budget annuel prévu pour les partenaires de mise en œuvre n'est pas en phase avec leurs capacités d'exécution; 	Substantiel	Moyen
<p>Mesures d'atténuation:</p> <ul style="list-style-type: none"> • Le Manuel de Mise en Œuvre du Projet fera la ségrégation des obligations et définira les rôles et responsabilités des entités d'implémentation dans le processus d'élaboration du PTBA • le Budget annuel du PTBA fera l'objet d'une planification financière rigoureuse avec un plan de décaissement prévisionnel adossé au Budget annuel lors de l'élaboration du PTBA afin d'étaler les décaissements sur toute la période prévue pour l'exécution du projet • Nécessité d'une bonne exploitation des données sur les décaissements des partenaires, durant les exercices budgétaires précédentes, lors du processus de budgétisation; 		
<p>Flux de fonds et procédures de décaissement du projet</p>	Elevé	Substantiel
<p>Risque:</p> <ul style="list-style-type: none"> • Insuffisance de ressources financières pour assurer la continuité de l'exécution du projet qui pourrait entraîner une clôture anticipée • Des modalités de gestion des fonds mal définies dans les conventions et les contrats avec les Partenaires d'exécutions et prestataires qui pourraient conduire à des mises à disposition de fonds inadaptées et influencer sur la mise en œuvre sur le terrain 	Elevé	Substantiel
<p>Mesures d'atténuation:</p> <ul style="list-style-type: none"> • En plus du FIDA, d'autres bailleurs de fonds ont d'ores et déjà marqué leur intérêt pour le financement de FIER 2, limitant ainsi le risque lié au bouclage du financement; • Pour les flux de fonds vers les partenaires, les décaissements de fonds seront effectués sur la base d'avance de fonds renouvelables pour mitiger le risque de surliquidité au niveau des partenaires de mise en œuvre. 		
<p>Contrôles internes du projet</p>	Substantiel	Moyen
<p>Risque:</p> <ul style="list-style-type: none"> • Processus et des procédures de contrôle interne faibles et/ou inadaptées pour un projet impliquant plusieurs agences d'exécution dans la gestion fonds qui impacteraient sur la recevabilité et l'éligibilité des dépenses du Projet • Une séparation insuffisante des tâches et un cumul préjudiciable sur le contrôle interne au niveau des antennes, • Contrôle financier insuffisant sur les dépenses des Partenaires d'exécution et l'utilisation faite des fonds du projet sur le terrain; 	Substantiel	Moyen
<p>Mesures d'atténuation:</p> <ul style="list-style-type: none"> • Les activités de contrôle interne dans le manuel fiduciaire prendront en compte les spécificités d'une gestion décentralisée, la périodicité et les acteurs responsables seront bien détaillés; • Les rôles et responsabilités des assistants- comptables et assistants administratifs des antennes seront clarifiés; • procédure dans le manuel fiduciaire sur la justification et le recouvrement des avances de fonds aux Partenaires de mise en œuvre; • Plan Annuel d'Audit interne qui prendra en compte la vérification de l'utilisation faite des fonds du Projet sur le terrain; 		

Information comptable et financière du projet	Substantiel	Moyen
<p>Risque:</p> <ul style="list-style-type: none"> • Absence d'un système d'information financière intégré dans un contexte de gestion financière décentralisée affecterait la transparence sur les dépenses • Un reporting financier peu orienté sur les analyses de performances et d'efficacité et qui ne serait pas utile à la prise de décision • Retards dans la soumission des Rapports Financiers Intérimaires et les états financiers annuels du projet au FIDA. 	Substantiel	Moyen
<p>Mesures d'atténuation:</p> <ul style="list-style-type: none"> • Le système d'informations financières, grâce à une utilisation efficace des fonctionnalités du logiciel de gestion financière, va apporter une lisibilité sur les dépenses par centre de coûts (UGP, Antennes, Partenaires de mise en œuvre, situation financière consolidée); • Le reporting financier sera axé sur le profil des dépenses afin d'évaluer l'impact financier réel du Projet sur les bénéficiaires. Des indicateurs de performance et d'efficacité seront déterminés à partir des prévisions de coûts du PTBA et rapprochés à l'exécution financière de FIER 2 • Responsabilité du SAF de transmettre au FIDA les RFI, les Etats Financiers non audités et les rapports d'audit externe de FIER 2 suivant le calendrier prévu dans la LTB 		
Audit externe du projet	Moyen	Faible
<p>Risque:</p> <ul style="list-style-type: none"> • Expériences insuffisantes des cabinets d'expertises comptables et retard dans le processus de sélection et la réalisation des travaux d'audit qui pénaliseraient la capacité du Projet à transmettre son rapport d'audit avant le 30 juin • Le champ de l'audit ne couvre pas les fonds accordés aux Partenaires d'Exécution, aux Microprojets des bénéficiaires • Faible application des recommandations formulées par l'auditeur externe 	Moyen	Faible
<p>Mesures d'atténuation:</p> <ul style="list-style-type: none"> • Ouverture de la Consultation de cabinet d'audit au niveau régional et respect des clauses de la LTB et des Directives du FIDA en matière d'Audit; • TdR obligatoirement non objeté par le FIDA; • L'auditeur interne sera chargé du suivi de la mise en œuvre des plans d'actions. 		
Passation des marchés relatifs au projet	Moyen	Faible
Cadre juridique et réglementaire	Moyen	Faible
<p>Risque : l'insuffisance des données sur les acquisitions de faible montant (inférieures à 5.000.000 FCFA) sur le système SIGMAP risque de ne pas permettre (i) un suivi effectif de la passation de marchés et (ii) un registre exhaustif des contrats. Les petits contrats issus des partenariats, dont le nombre est très élevé, risquent de ne pas être bien suivi et enregistrés/comptabilisés dans les registres des contrats</p>	Moyen	Faible
<p>Mesure d'atténuation : Le projet FIER 2 devra tout mettre en œuvre pour que le PPM soit le plus exhaustif possible pour permettre le suivi de la passation de marchés, quel que soit le montant. De plus, le projet devra utiliser la nouvelle plateforme de bout en bout (PETE) en lien avec le PPM et le CMT/NOTUS</p>		
<p>Risque: Compte tenu des spécificités de certaines prestations (partenaire de mise en œuvre, encadrement et accompagnement des jeunes, appui de proximité,...), l'utilisation des méthodes de passation de marchés non concurrentielles risque d'être fréquente</p>	Moyen	Moyen
<p>Mesures d'atténuation : Le projet FIER 2 devra, dans la mesure du possible, recourir à la mise en concurrence ouverte, pour respecter le principe de libre accès à la commande publique, et limiter au maximum l'utilisation des méthodes non concurrentielles à 25% (en nombre et en montant). Il est également recommandé de recourir à des supports de publications appropriés (i) pour assurer un nombre suffisant de candidats répondant (ii) pour faire jouer la concurrence en faveur du prix et de la qualité (iii) pour éviter les procédures infructueuses par manque de candidats, et qui mènent à l'utilisation des procédures non concurrentielles</p>		
Responsabilité et transparence	Substantiel	Moyen

Risque : avec un indice de perception de la corruption élevé du pays (score : 29/100 en 2021), la corruption risque d'affecter l'intégrité du processus de passation de marchés et de gestion des contrats	Substantiel	Moyen
Mesures d'atténuation : Le projet FIER 2 devra mettre en œuvre les dispositions visant à promouvoir la transparence et l'intégrité dans le processus de passation de marchés : (i) l'application effective des dispositions du décret 2016-0888/P-RM portant code de l'éthique et de déontologie dans les marchés publics (ii) l'Information, la sensibilisation, et la mise en application des dispositions de la Politique du FIDA en matière de prévention de la fraude et de la corruption à l'endroit tous les intervenants à la mise en œuvre du projet et à tous les bénéficiaires des ressources du projet. (iii) le renforcement de la transparence : publication des adjudications de contrat et des rapports d'avancement du projet et provenant des entités d'exécution (partenaires de mise en œuvre) sur le site web du projet et celui du Ministère de tutelle (iv) la conduite de l'audit externe avec l'intervention d'un expert en passation de marchés parmi le personnel du cabinet d'audit - inspection physique d'un échantillon représentatif de tous les contrats mis en œuvre par le projet (v) la mise en place au sein du projet d'un mécanisme de gestion des plaintes		
Capacité en matière de passation de marchés publics	Moyen	Moyen
Risque : Le projet a prévu de recruter un seul responsable en passation de marchés (RPM) au niveau central, sans assistant. Il n'est pas prévu de responsable en passation de marchés au niveau régional. Ce qui présente un risque d'insuffisance d'effectif et de cumul de fonction incompatible	Moyen	Moyen
Mesure d'atténuation : Le manuel des procédures du projet devra prévoir un arrangement au niveau central et régional pour diminuer le risque : identification de responsables fonctionnaires centraux et régionaux pour compléter les effectifs. La disposition prévue sera à évaluer à la première mission de supervision, et le renfort d'effectif sera décidé si cette faiblesse affecte la bonne marche des acquisitions		
Processus de passation de marchés	Moyen	Faible
Risque : Sur la base des pratiques existantes, il y a un risque de retard dans les passations de marché : (i) le traitement des processus au niveau du Ministère de tutelle (validation PPM, validation DAO, approbation des rapports d'évaluation, circuit de signature...) peut entraîner des retards dans la passation de marchés; (ii) Certains intervenants (projet, ministères...) devant participer à la passation de marchés à travers les différentes étapes (ouverture des plis, évaluation des offres...) peuvent ne pas bien connaître les procédures nationales et/ou celles du FIDA;	Moyen	Moyen
Mesures d'atténuation : (i) Le FIDA et le Ministère de tutelle (point focal FIDA) fera un suivi étroit des échéanciers prévus dans le PPM, allant de la préparation des dossiers d'appel d'offres jusqu'à l'adjudication des contrats. (ii) Formation intensive en passation de marchés (procédures nationales/FIDA) pour le personnel du projet et du gouvernement participant à la passation des marchés, ainsi que pour les partenaires de mise en œuvre; formation à mettre en œuvre au démarrage du projet et en cas de besoin (iii) Saisie des opérations sur SIGMAP à effectuer au niveau du projet INCLUSIF.		
Risques : La non-participation du RPM au processus d'établissement des PTBA, constitue un risque sur la cohérence PTBA/PPM et sur le calendrier de mise en œuvre	Substantiel	Faible
Mesures d'atténuation : La coordination du projet et le Ministère de tutelle devra assurer à ce que le RPM fasse partie intégrante du processus d'élaboration du PTBA; notamment pour assurer un arbitrage sur les coûts des prestations et les délais de passation de marchés à prendre en compte dans les calendriers de mise en œuvre des activités planifiées		
Risques : L'utilisation des méthodes de passation de marchés non alignées aux pratiques internationales et aux Directives du FIDA pour les marchés de prestations intellectuelles (DRPR : Demande de renseignement de prix restreint, DC : Demande de cotations) risquent de conduire à des passations de marchés non conformes	Substantiel	Faible
Mesures d'atténuation : Le FIER 2 devra veiller au respect strict des méthodes de sélection adéquates aux prestations intellectuelles et aux services de consultant, celles prescrites dans le guide de passation de marchés du FIDA. Assurer un renforcement de capacité des responsables du projet, du Ministère de tutelle, ainsi que des partenaires de mise en œuvre au démarrage du projet, et en cours de mise en œuvre selon les besoins		
Administration et gestion des contrats	Moyen	Faible

Risque : Les procédures de gestion, de suivi et d'administration des contrats risquent de ne pas être adéquates pour assurer (i) l'exécution efficace des contrats dans les délais impartis suivant les termes et conditions des contrats, et (ii) l'atteinte des objectifs visés	Moyen	Faible
Mesures d'atténuation : (i) Renforcement des conditions sur la gestion appropriée des contrats et renforcement de la formation y afférente; ii) Suivi et inspections physiques régulières, vérifications de conformité et contrôle qualité des biens/travaux/services livrables par l'équipe du projet et du Ministère de tutelle (iii) Audit externe avec l'intervention d'un expert en passation de marchés parmi le personnel du cabinet d'audit - inspection physique d'un échantillon représentatif de tous les contrats mis en œuvre par le projet		
Impact environnemental, social et climatique	Faible	Faible
Conservation de la biodiversité	Faible	Faible
Risque: Given the nature of the project, this risk is low.	Faible	Faible
Mesures d'atténuation: These risks are mitigated, amongst other things, by the project's strong emphasis on the use of innovative climate smart technologies and state-of-the-art agribusiness solutions. The IGAs and RMEs being promoted need in large part to focus on serving niche markets of good quality and nutritious food products. GAP and 'green technologies' will be promoted under the project.		
Efficience des ressources et prévention de la pollution	Moyen	Faible
Risque: There is only a low risk that there will be 'significant' pollution to air, water, and land, and that it would promote an inefficient use of finite resources. Within agricultural value chains, some of the transportation and processing activities in particular may potentially be polluting; their small scale, however, will ensure that this risk is only low.	Moyen	Faible
Mesures d'atténuation: These risks are mitigated, amongst other things, by the project's strong emphasis on the use of innovative climate smart technologies and state-of-the-art agribusiness solutions. The IGAs and RMEs being promoted need in large part to focus on serving niche markets of good quality and nutritious food products. GHP and 'green technologies' will be promoted under the project. NGOs working as service providers with the project will follow due diligence protocols and a 'do-no-harm' approach when engaging with communities and microentrepreneurs. The latter's activities are too small-scale to pose any serious threat of pollution, and are furthermore encouraged to take up 'green' technologies such as, e.g., solar panel powered equipment.		
Patrimoine culturel	Faible	Faible
Risque: In the case of this particular project, this risk is so low that it is practically zero. The only risk to cultural heritage could be though the promotion of imported cheap food products of low nutritious quality.	Faible	Faible
Mesures d'atténuation: The project will promote local agricultural value chains and niche markets of higher value, nutritious food products. To the extent possible, this will include NUS (neglected and underutilised species), such as certain pulses and grains.		
Peuples autochtones	Faible	Faible

<p>Risque:</p> <p>The Tuareg (Tamazight speakers), Moors (Arabic speakers), and Songhai and Peulh (Fulani) are the main "indigenous groups" present in the northern part of the country. The Malian state does not recognise the existence of "Indigenous Peoples", as defined by the UNDRIP and ILO Convention 169 on Indigenous and Tribal Peoples in Independent Countries.</p>	Faible	Faible
<p>Mesures d'atténuation:</p> <p>There are very few such groups to be found in the project area. The project will be implemented in the field by endogenous CBOs that are inclusive of these groups where they are present, and by NGOs which follow due diligence protocols and a 'do-no-harm' approach when engaging with communities and microentrepreneurs.</p>		
<p>Conditions de travail</p>	Substantiel	Faible
<p>Risque:</p> <p>In very poor remote rural areas, exploitative labour practices, discriminatory and unsafe/unhealthy working conditions for people employed, are, unfortunately, generally rather common and widespread. Gender based violence is an entirely different risk over which IFAD has even less influence. But the risk of any of this occurring specifically in relation to the project, including third parties and primary suppliers, is low.</p>	Substantiel	Faible
<p>Mesures d'atténuation:</p> <p>In the field, the project will in part be implemented by NGOs which follow due diligence protocols and a 'do-no-harm' approach when engaging with communities and microentrepreneurs; this includes respect of the 'decent work' agenda principles. Also, the project promotes labour-saving technologies, as well as the registration of formerly informal income-generating activities, thus further diminishing this risk somewhat.</p>		
<p>Santé et sécurité communautaires</p>	Moyen	Faible
<p>Risque:</p> <p>In the case of this project, the only risk that has a (low) likelihood of materialising is the one linked to GBV at intra-household level, which can happen, e.g., when women microentrepreneurs start to increase their earn income up to a certain level and beyond.</p>	Moyen	Faible
<p>Mesures d'atténuation:</p> <p>The project will be implemented in the field by endogenous CBOs and NGOs with a robust track record of dealing with gender issues, as part of the 'inclusive finance' approach to microfinance/microenterprise development. IFAD can also in case there is enough need/interest, deploy its household methodologies to counteract this risk and maximise the positive impact of income gains at family level.</p>		
<p>Réinstallation et réinsertion économique des populations</p>	Faible	Faible
<p>Risque:</p> <p>Not applicable.</p>	Faible	Faible
<p>Mesures d'atténuation:</p> <p>Not applicable.</p>		
<p>Émissions de gaz à effet de serre</p>	Faible	Faible
<p>Risque:</p> <p>The economic activities of the microentrepreneurs supported by this project are unlikely to have much impact on greenhouse gas emissions. It should however be noted that there is a lack of expertise at the crossroads of climate change adaptation and private sector development.</p>	Faible	Faible

<p>Mesures d'atténuation:</p> <p>As mentioned above, the project will pay explicit attention to the promotion of 'green' technologies and environmentally friendly innovations. Also, as part of the country programme approach with its emphasis on enhanced KM, and with the newly approved COSOP, there are a number of positive experiences (e.g., by GIZ), to be capitalised upon in Mali.</p>		
<p><i>Vulnérabilité des populations cibles et des écosystèmes aux fluctuations étalées climatiques</i></p>	<i>Faible</i>	<i>Faible</i>
<p>Risque:</p> <p>The risk that the project may significantly increase the exposure or vulnerability of target populations' livelihoods, ecosystems, economic assets or infrastructure to climate variability and hazards, is low.</p>	Faible	Faible

<p>Mesures d'atténuation:</p> <p>Climate smart agriculture will be part of the training curricula of partner CBOs and NGOs. Greater value addition downstream from agricultural production coupled with increases in agricultural productivity will indirectly decrease exposure to climate variability and hazards.</p>		
<p>Parties prenantes</p>	<p>Faible</p>	<p>Faible</p>
<p>Coordination/participation des parties prenantes</p>	<p>Faible</p>	<p>Faible</p>
<p>Risque:</p> <p>As a second phase project with a good track record of stakeholder coordination and participation, this risk is low.</p>	<p>Faible</p>	<p>Faible</p>
<p>Mesures d'atténuation:</p> <p>During FIER 2, this risk will be even lower, given the new emphasis of involving endogenous organisations at all levels, and the prominent role for CBOs that are representative of grassroots stakeholders. In terms of private sector stakeholders, the second phase will also see the addition of Mali's Chamber of Commerce and Industry and of Mali's Chamber of Trades.</p>		
<p>Doléances des parties prenantes</p>	<p>Faible</p>	<p>Faible</p>
<p>Risque:</p> <p>The project will be implemented at decentralised level (including through Regional Consultative Committees) and in the field by a number of inclusive endogenous organisations and CBOs, as well as national and local NGOs, which ensures closer proximity to target groups and easier access to several ways of expressing grievances and lodging complaints. The latter comprise ways of recourse as foreseen by Mali's statutory laws and sectoral policies, through elected citizen representatives at various levels of local government units, as well as customary mechanisms of expressing concerns, in particular with regard to natural resources management. However, the risk that project stakeholders do not know how express their grievances remains.</p>	<p>Faible</p>	<p>Faible</p>
<p>Mesures d'atténuation:</p> <p>The project will include awareness raising sessions about existing grievances and complaints mechanisms and how to use them, and will furthermore set up a complementary project related grievance redress mechanism.</p>		