

# TEFXUNDP MALI

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## OFFCYCLE PROGRAMME CLOSEOUT REPORT

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*28<sup>th</sup> December 2022*



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## EXECUTIVE SUMMARY

The United Nations estimates that over 1.7 million people have been displaced by violence in Mali since 2012, further exacerbating an already volatile Sahel crisis.

At the Tony Elumelu Foundation (TEF), we believe and have demonstrated that entrepreneurship is the singular most effective tool for creating jobs, opportunity, economic hope, stability, peace, sustained growth, and poverty reduction. UNDP has been greatly encouraged by the remarkable collective solidarity and resilience of young African entrepreneurs, most recently responding to the current COVID-19 pandemic.

The ongoing TEFXUNDP Entrepreneurship Programme, a partnership between the [Tony Elumelu Foundation \(TEF\)](#) and the [United Nations Development Programme \(UNDP\)](#) to empower 100,000 entrepreneurs over ten years across Africa, further illustrates the commitment of both organisations to creating additional jobs and revenue, breaking the cycle of poverty and bringing closer to home, the hope for productive lives for Africa's youth.

In 2020, the Tony Elumelu Foundation (TEF) partnered with UNDP Mali and jointly deployed the TEF-UNDP Mali Entrepreneurship Programme to empower 10,000 Mali youth entrepreneurs for three years.

This intervention has begun to contribute to UNDP's COVID 2.0 significantly: Beyond Recovery – Towards 2030 initiative, which is part of # NextGenUNDP's commitment to supporting African countries beyond the prevailing COVID-19 pandemic.

We have developed a robust Programmes concept plan from the Application – the seed capital phase.

- It is important to note that thousands of young Malian entrepreneurs benefitted from the TEF-UNDP Sahel off-cycle pilot programme in 2020.

- In 2020/2021, the TEF-UNDP Mali Entrepreneurship Programme funded 1860 Malian entrepreneurs.
- Also, in 2021, the programme targeted 200 Malian entrepreneurs funded as part of the TEF Entrepreneurship Flagship Programme.
- This year, the programme will target an additional 2500 Malian youth at Application and shortlist 1000 youth to receive training and coaching support.
- To shortlist 700 high-performing youths who completed the training and submitted their business pitch alongside other criteria will be eligible to pitch their business ideas to a panel of expert judges.

We had a steering committee kick-off meeting to discuss the programme flow and execution plan for the programme on Thursday, July 21, 2022.

We developed a detailed programme and shared it with UNDP to properly track the programme activities. [See the attached workplan](#)

## 2022 TEFXUNDP MALI OFF-CYCLE ENTREPRENEURSHIP PROGRAMME

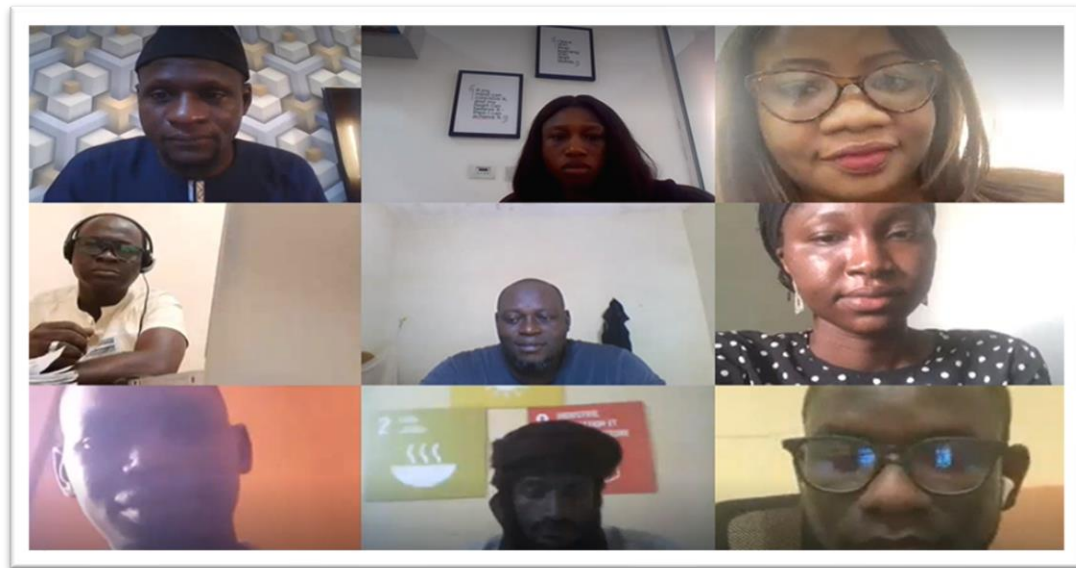
The TEFXUNDP Mali Off-cycle Programme was physical and deployed in 11 regions across Mali. The Tony Elumelu Foundation engaged the services of Badra Doumbia as a programme coordinator to manage the entire programme onsite and oversee the activities of the local facilitators recruited to work the activities in each region. The regional facilitators were screened and recruited through the CNVP organisation.

### TEF ONBOARDING SESSION FOR LOCAL FACILITATORS

A TOR was developed (scope of work & qualifications) and shared with the UNDP team as a guide to recruiting local facilitators in Mali. They recruited 11 local facilitators. To ensure they understood the programme and training content correctly, The Entrepreneurship Programme team developed a revised training curriculum document for the facilitators and organised five Train the Trainer masterclass sessions. The sessions helped them understand the core goal of the programme and each phase of the programme in detail.

At the end of each session, they took a test to assess their level of understanding & knowledge. It is interesting to note that the facilitators performed excellently well in the assessment tests.

Figure 1.0: a screenshot of a train-the-trainer session on Fund use and Milestone Assessment tool on the 29th of September 2022



## MASTERCLASS SESSION- UNDERSTANDING THE FUNDING MILESTONE DOCUMENT

As part of the plan to effectively ensure we select quality participants ready to launch and run successful businesses. We worked closely with the Monitoring & Evaluation team to develop a business milestone template. This document will help the entrepreneurs give a detailed outline of their business operations from Q1 –Q4 and hold them accountable.

**[See attached the funding milestone document here.](#)**

The Monitoring & Evaluation team had a session with the local facilitators to explain the milestone paper and know how to help the participants fill it out correctly. Also, the team engaged a business development consultant Miss Omowunmi Adenuga to develop a simplified business pitch document template. We organised a webinar session facilitated by Omowunmi to teach the local facilitators how to create an effective business plan.

Figure 2.0: a screenshot of the train-the-trainer session on How to build a Compelling Business pitch on the 28th of September 2022.

In conclusion, to ensure we have a seamless and effective programme across all the phases, we developed an excel scoring sheet scope. The TEF IT support executive created an excel scoring sheet). It is a simplified document with a metric scoring feature that can shortlist participants and export data. The sheet helped to mark physical attendance, score pre & post-assessment, training assessment and Business plan submission.

## TEFXUNDP MALI APPLICATION PHASE

Figure 3.0: a screenshot of the TEFConnect Application platform



The application phase of the programme started on **the 8<sup>th</sup> of August 2022** and ended on the **28<sup>th</sup> of August 2022**. The total number of completed applications was **13605**, and we used the criteria highlighted below to shortlist the eligible applicants. we received **7357 applications from new & old applicants** from the 12 regions specified by UNDP.

The approved average cut-off score is 30% and above. However, we selected applicants who scored below 30% in some regions due to the low application. A total of 3024 was shortlisted for field visit due diligence conducted by UNDP Mali.

Figure 4.0: Please see below the Shortlist Criteria post application

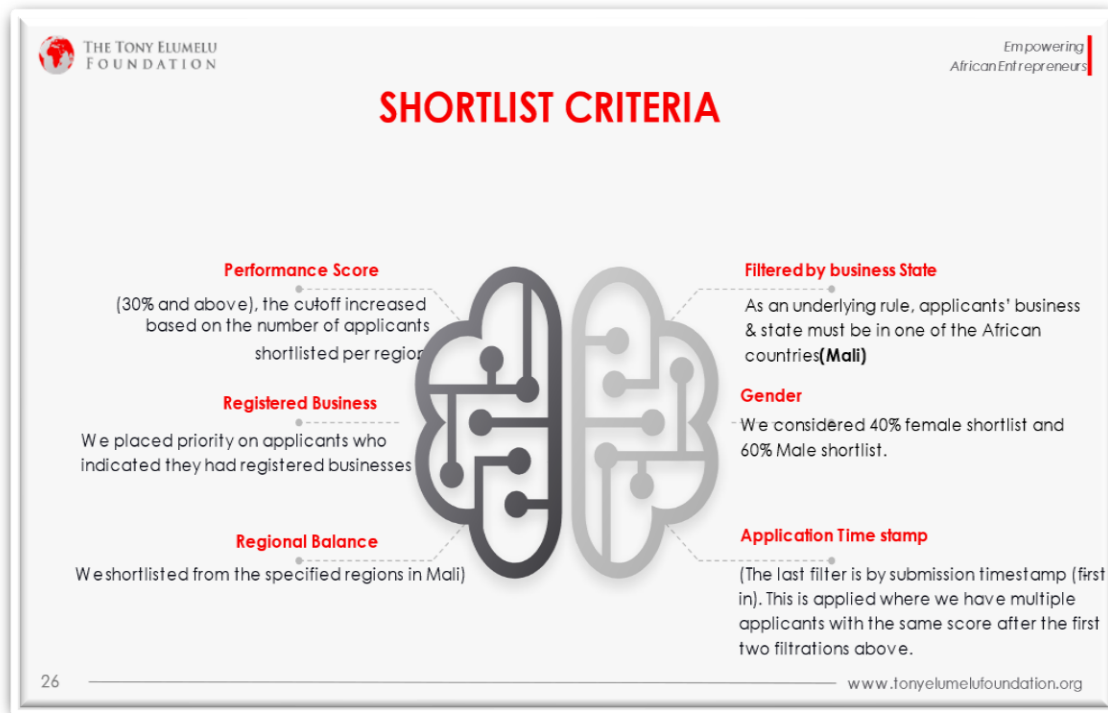


Table 1.0: Please see a detailed breakdown of the application number.

Region	Total Completed
Bamako	3751
Bandiagara	114
Gao	335
Kayes	360
Kidal	130
Koulikoro	800
Ménaka	74
Mopti	566
Segou	577
Sikasso	435
Taoudénit	40
Tombouctou	175
<b>Grand Total</b>	<b>7357</b>

Out of the 7357 applicants who applied to the programme, 3204 applicants were shortlisted based on performance scores, residents or businesses in the regions UNDP identified. The team shared the data with UNDP to kick off the field visit screening exercise.

Table 2.0; See below the target breakdown for the UNDP field visit screening.

Region Target	Region Target	Completed Applications	Female	male	Target for Field visit screening
<b>North 32%</b>	Gao	662	136	204	340
	Timbuktu	331	120	180	300
	Menaka	202	120	82	202
	Kidal	263	106	114	220
	Taoudanit	82	45	37	82
<b>Centre 34%</b>	Mopti	1014	124	186	310
	Bandiagara	301	72	108	180
	Segou	1025	114	176	290
<b>South 3%</b>	Kayes	688	116	174	290
	Sikasso	771	108	182	290
	Koulikoro	1396	116	174	290
	Bamako	6870	92	138	230
		<b>13605</b>	<b>1269</b>	<b>1755</b>	<b>3024</b>

Table 3.0; See below the target breakdown for the UNDP field visit screening.

<b>Gender Distribution for Field Visit</b>		
Gender	Total	Percentage (%)
Female	1269	41.96%
Male	1755	58.03%
<b>Grand Total</b>	<b>3024</b>	<b>100%</b>

The TEF EPM team conducted a first-level due diligence process which involved cleaning the datasets for duplicates and removal of previous beneficiaries.

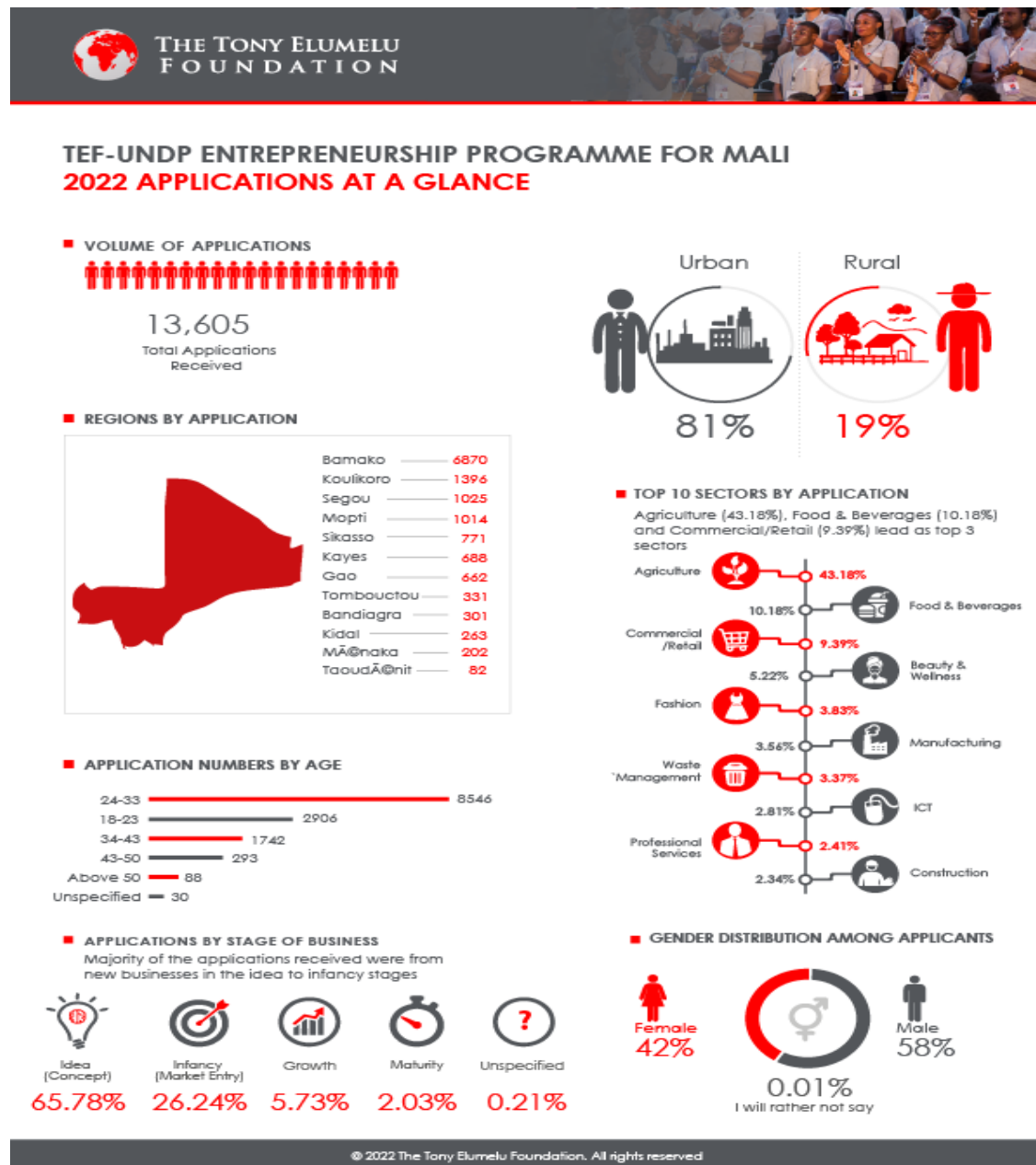
The UNDP conducted a second-level due diligence process. It was done to ensure they verified each applicant before shortlisting to participate in the training programme. The screening took about four weeks, and at the end, they shortlisted 995 applicants to attend the physical training programme.

We sent an email to the applicants informing them about their eligibility status and the programme's next steps.



## POST APPLICATION INFOGRAPHICS

Figure 5.0: Please see below a snippet of the 2022 TEFXUNDP Mali Application at a glance



## The TEFXUNDP Mali Training Programme

The Tony Elumelu Foundation Business Management Training was tailor-made for the 2nd phase of the TEFXUNDP entrepreneurship MALI Off-cycle Programme. It was a 2-week training programme running concurrently. We developed a training timetable and curriculum breakdown for each week.

The training programme will be held concurrently in four regions from Monday, October 3 to Thursday, 6 2022, in 4 localities of the five initially planned. (Bamako, Segou, Bandiagara, and Timbuktu).

Week 2, It held from Tuesday, October 11 to Friday, October 14, 2022, in the remaining six localities (Kayes, Koulikoro, Sikasso, Mopti, Gao, and Kidal).

### Preparation of the training session

The preparation consisted of reading the module and adapting it in an easy language using simple words to understand the listeners better. There was Q&A after each training slide covered to help & confirm the participants were following the training.

The first activity of the day began with the registration of the candidates by presenting a document (ID card, NINA card, or license),

- The installation of the participants
- The beginning of the session with a series of speeches
- The signing of the participation agreement and the safeguarding policy.
- Coffee break.
- The pre & Post test
- Setting the standards of the workshop (appointment of the village chief, etc.)
- Setting the rules of the training session.
- A storytelling exercise on the ability of a person to do entrepreneurship.
- Modules: Starting a Business,
  - Defining your Enterprise.
  - Identifying Problems and Opportunities.
  - Understanding the Competitive Landscape/Business Environment.

### Teaching method

- The methodology used for the training
- - Brainstorming.
- - Theoretical presentations, followed by exchanges at each step.
- - Anecdotes on experiences of other companies.
- For a better understanding, they taught in Bambara and French.

## Bamako



Table 4.0: Participants attendance breakdown at the training in Bamako

Participants	
Present	109
Absent	23
Total	132

### State of the site

The condition of the training venue was unsatisfactory, and the layout was unsuitable for such a large-scale training. The participants showed great interest in the module. Participation was effective.

Mrs Rokia NIONO provided facilitation of the training

## Segou



Photo 1: A cross-section of the UNDP members of staff, and the programme participants in Segou

Table 5.0: Participants attendance breakdown at the Segou

Participants	
Present	69
Absent	20
Total	89

# Bandiagara



**Photo 2:** A cross-section of the UNDP members of staff, Government officials and the programme participants in Bandiagara

**Table 6.0:** Participants attendance breakdown at the training venue in Bandiagara

Participants	
Present	80
Absent	5
Total	85

The participants were highly motivated and eager to be entrepreneurs by meeting the needs of their communities and reducing unemployment in the country by hiring young people from their locality and motivating them to undertake

## Tombouctou



**Photo 3:** A cross-section of the UNDP Staff, and the programme participants in Tombouctou

**Table 7:** Participants attendance breakdown at the training venue in Tombouctou

Participants	
Present	61
Absent	7
Women	68

Mr Mahamane Tandina provided facilitation of the training

## Kayes



**Photo 4:** A cross-section of the UNDP Staff, and the programme participants in Kayes

Table 8: Participants attendance breakdown at the training venue in Kayes

Participants	Present	Absent	Total	facillitator
	43	48	91	Mr. Ham sala Modibo CISSE

## Koulikoro



**Photo 5:** A cross-section of the UNDP Staff, and the programme participants in Koulikoro

Table 9: Participants attendance breakdown at the training venue in Koulikoro

Participants	Present	Absent	Total
	94	36	130

The Facilitator was Mr. Amadou Ongoiba

# Sikasso



Photo 6: A cross-section of the UNDP Staff, and the programme participants in Sikasso

Table 10: Participants attendance breakdown at the training venue in Sikasso

Participants	Present	Absent	Total
	65	21	86

The Facilitator was Mr Oumar Sanaye Ouatarra

# Mopti



Photo 7: A cross-section of the UNDP Staff, and the programme participants in Mopti

Table 11: Participants attendance breakdown at the training venue in Mopti

Participants	Present	Absent	Total
	98	14	112

The Facilitator was Mr. Badra Aliou DOUMBIA

## Gao



*Photo 8: A cross-section of the UNDP Staff, and the programme participants in Gao*

**Table 12: Participants attendance breakdown at the training venue in Gao**

Participants	Présent	Absent	Total
	147	5	152

**The Facilitator** Mr. Moussa Alhousseini.



## Kidal



**Photo 9:** A cross-section of the UNDP Staff, and the programme participants in Kidal

**Table 13:** Participants attendance breakdown at the training venue in Kidal

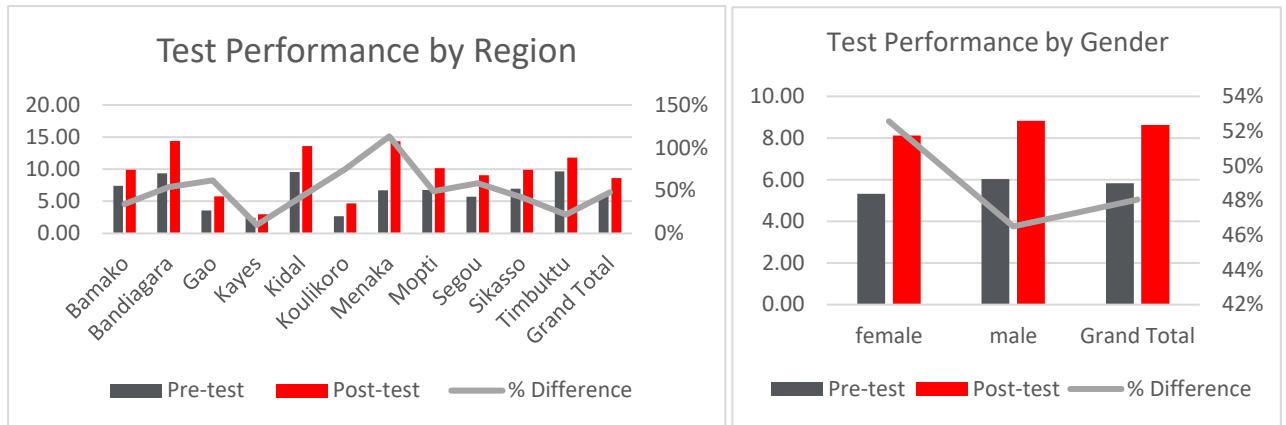
Participants	Present	Absent	Total
	19	3	22

**The Facilitator was** Mr. Inawelane Ag Hamed Ahmed

### Expected Results Post the Training Programme

1. Upon successful completion of the training, participants will be able to.
2. Define a business in the framework of preparing for the creation of a company.
3. Identify the challenges facing any business and the opportunities that arise from them.
4. Understand the competitive landscape, including the business environment, and how to deal with the various factors.
5. Understand the basics of marketing through the various digital marketing channels to improve sales and results.
6. Learn how to conduct market research and intelligence and avoid small business mistakes that could cause a business failure.

## Knowledge Gain Analyses



There was a significant increase in the level of knowledge acquired through the training program across all regions, with the highest percentage increase of 113% observed in the Menaka region and the lowest in the Kayes region at 10%. Moreover, Overall, there was a significant increase of 48% in the level of knowledge acquired through the training, with female beneficiaries demonstrating the highest percentage increase at 60% and male beneficiaries following closely at 47%.

## The TEFXUNDP Pitching Competition

The Pitching competition commenced 2nd week in November 2022. It was a physical pitch, and all eligible participants had the opportunity to defend their business idea to the panel of judges.

The pitching competition kicked off in the capital (Bamako), and other regions followed. It started on the 8<sup>th</sup> of November and ran simultaneously in other localities.

### The Selection of Judges comprised of the listed below:

- UNDP or UN representative (at the central or field level)
- UBA (to represent TEF)
- Government Authorities
- Luxembourg

At the end of the training programme, we screened the data and noticed the total number of women who completed the training did not meet the UNDP gender target of 40% women. We only had about 28% of women attend the physical exercise. We informed UNDP about this challenge and came to an agreement to select all women who attended the training regardless of their scores and shortlist the men using the performance score band.

The TEF EPM team shortlisted 707 participants across 11 regions. The data and shortlist criteria were shared with UNDP to review and endorse. On 25 October 2022, we received an email from Tatiana to adjust and make a few changes to the number shortlisted in **Bamako, Kayes, Mopti and Gao**. The eligibility list was adjusted and updated to reflect the new eligibility number of 702 and shared with UNDP.

A meeting was held to discuss and make recommendations which have been listed below:

1. Select only women who completed the training and remove the names of the women who were absent from the training
2. Replace the names removed with Men who completed the training
3. Compile a buffer list of 100 participants across the 11 regions.
4. Share updated shortlist criteria for each area.

## Shortlist Criteria

Figure 6.0: Please see below a snippet of the 2022 TEFXUNDP MALI Shortlist Criteria



Empowering  
African Entrepreneurs

### SHORTLIST TO PITCH CRITERIA

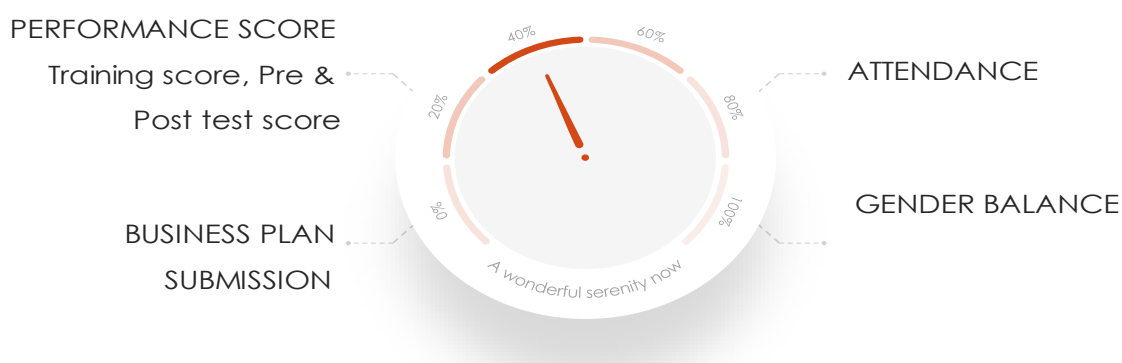


Table 14: Pitching breakdown

Region Target	Region Target	Completed Applications	Number Shortlisted for Field visit screening	Number Trained	Number selected for Pitching	Female	Male	Target for funding
North 32%	Gao	662	340	148	100	32	48	50
	Timbuktu	331	300	61	61	14	41	50
	Menaka	202	202	25	20	5	10	40
	Kidal	263	220	19	19	1	9	40
	Taoudanif	82	82	0	0	0	0	20
Centre 34%	Mopti	1014	310	98	92	28	42	60
	Bandiagara	301	180	80	76	14	36	40
	Segou	1025	290	69	69	18	32	50
	Kayes	688	290	43	38	11	19	40

South 3%	Sikasso	771	290	65	65	14	26	40
	Koulikoro	1396	290	94	72	16	24	35
	Bamako	6870	230	109	90	19	41	35
		<b>13605</b>	<b>3024</b>	<b>811</b>	<b>702</b>	<b>172</b>	<b>328</b>	<b>500</b>

Table 15: Breakdown of entrepreneurs that did not attend the training and did not submit Business Plan

Regions	female	male	Total
Bamako	7	16	23
Bandiagara	2	3	5
Gao	1	4	5
Kayes	15	33	42
Kidal	0	3	3
Koulikoro	16	20	36
Menaka	2	1	3
Mopti	3	10	13
Segou	9	11	20
Sikasso	3	18	21
Timbuktu	0	7	7
<b>Grand Total</b>	<b>58</b>	<b>126</b>	<b>184</b>
	<b>31%</b>	<b>68%</b>	

Table 16: Breakdown of entrepreneurs on the buffer

Region	male	Total
Bamako	7	7
Gao	28	28
Kayes	2	2
<b>Grand Total</b>	<b>37</b>	<b>37</b>

## The Pitching Competition Preparedness Process

The preparedness process for the pitching competition kicked off with a virtual webinar session with all the judges shortlisted. We held a 2-hour session to show them how to use

the Pitching scoring sheet and understand the scoring criteria- [see attached here the pitching scoring sheet](#)

The tool helped with scoring each entrepreneur using the nine criteria and getting the final score to shortlist for the seed capital phase of the programme. It was translated to French for the benefit of our judges.

## PITCHING-TIMETABLE- BAMAKO

Table 18: Pitching timetable for Bamako region

DATE	TIME	ACTIVITY
Tuesday 8 November 2022		Opening remarks by the minister of entrepreneurship, RR UNDP, TEF, Luxembourg), The CEO, Tony Elumelu foundation and all the panel presidents for the other regions.
		Introduction of the panel of Judges
		Short briefing session with the entrepreneurs
		Pitching competition starts
Wednesday, 9 November 2022		Introduction of the panel of Judges
		Short briefing session with the entrepreneurs
		Pitching competition starts
Thursday, 10 November 2022		Travel to the next region

## KAYES, SIKASSO, GAO & KIDAL

Table 19: Pitching timetable for Kayes, Sikasso & Kidal Region

DATE	TIME	ACTIVITY
Friday 11 November 2022		Short briefing session with the entrepreneurs
		Pitching competition starts
Saturday 12 November 2022		Short briefing session with the entrepreneurs
		Pitching competition starts

13<sup>th</sup> & 14<sup>th</sup> (Sunday & Monday) will be travel days

## KOULIKORO, MOPTI & MENAKA

Table 20: Pitching timetable for Koulikoro, Mopti & Menaka region

DATE	TIME	ACTIVITY
Tuesday 15 November 2022		Short briefing session with the entrepreneurs
		Pitching competition starts
Wednesday, 16 November 2022		Short briefing session with the entrepreneurs
		Pitching competition starts

Timbuktu from 11 to 12 November 2022 (travelling on the 10<sup>th</sup> and back on the 14<sup>th</sup>) - Gao from 18 - 19 November 2022 and Monday 21<sup>st</sup> for those from Kidal, at the same venue in Gao.

## SEGOU, BANDIAGARA & TOMBOUCTO

Thursday 17<sup>th</sup>. will be a travel day

Table 21: Pitching timetable for Segou, Bandiagra & Tombouctou

DATE	TIME	ACTIVITY
Friday 18 November 2022		Short briefing session with the entrepreneurs
		Pitching competition starts
Saturday, 17 November 2022		Short briefing session with the entrepreneurs
		Pitching competition starts

## The TEFUNDP Pitching Competition Inaugural Ceremony

The TEF-UNDP Mali Pitching competition started on November 8, 2022. The EPM manager and M&E manager travelled to Mali, Bamako to co-implement the Pitching Competition and attend the inaugural ceremony. We received great support from UNDP, CNPV, The Mali Ministry of Entrepreneurship, Luxembourg and of course UBA Mali.



**Figure 1** Benjamin Okonkwo, M&E Manager, Tatiana Choudi, UNDP, and Ibukun Odurinde, Entrepreneurship Programme Manager

**Photo 10&11: Benjamin Okonkwo, M&E Manager, Tatiana Choudi, UNDP, and Ibukun Odurinde, Entrepreneurship Programme Manager**

In Bamako, 90 participants physically pitched their businesses in to a panel of 4 Judges and used an innovative scoring sheet co-developed the by the EPM and IT Support

(Stephen). The pitching competition style used in Bamako was replicated in 10 other regions. UBA Mali was on the ground to ensure the entrepreneurs opened a business account. The Competition across the other regions was organised concurrently and split into 2 days each. The pitching competition ended on November 21, 2022, in Kidal.

Pictures at the UNDP Mali pitching competition



Figure 2 The Panel of Judges at a pitching session in Bamako



Figure 3 The Panel of Judges in Tombouctou



Figure 7 The panel of Judges in Koulikoro



Figure 6 The panel of judges in Bandiagara



Figure 5 The panel of judges and the participants in Segou



Figure 4 The panel of judges in Sikasso

## The Seed Capital Selection Breakdown Analysis

## The Seed Capital

We concluded the selection of entrepreneurs who will receive funding in all the regions. The data has been shared with Tatiana (UNDP Programme Coordinator).

**Table 22: Seed Capital Selection Breakdown**

Regions	female	male	Grand Total	Comment
Bamako	19	41	60	Only 19 women were present at the pitching competition, hence the increase in the number of male selections.
	32%	68%	100%	
Bandiagara	14	36	50	Only 14 women were present at the pitching competition, hence the increase in the number of male selections.
	28%	72%	100%	
Gao	32	48	80	
	40%	60%	100%	
Kayes	11	19	30	Only 11 women were present at the pitching competition, hence the increase in the number of male selections.
	37%	63%	100%	
Kidal	1	9	10	Only 2 women were selected to pitch, out of which, only 1 woman was present at the pitching competition, hence the increase in the number of male selections.
	10%	90%	100%	
Koulikoro	16	24	40	
	40%	60%	100%	
Menaka	5	10	15	Only 5 women were present at the pitching competition, hence the increase in the number of male selections.
Menaka Mopti	33%	67%	100%	Only 5 women were present at the pitching competition, hence the increase in the number of male selections.
	28	42	70	
Mopti	40%	60%	100%	



Segou	18	32	50	Only 18 women were present at the pitching competition, hence the increase in the number of male selections.
Segou Sikasso	36%	64%	100%	Only 18 women were present at the pitching competition, hence the increase in the number of male selections.  Only 14 women were present at the pitching competition, hence the increase in the number of male selections.
	14	26	40	
Sikasso Tombouctou	35%	65%	100%	Only 14 women were present at the pitching competition, hence the increase in the number of male selections.  Only 14 women were present at the pitching competition, hence the increase in the number of male selections.
	14	41	55	
Tombouctou	25%	75%	100%	Only 14 women were present at the pitching competition, hence the increase in the number of male selections
	<b>172</b>	<b>328</b>	<b>500</b>	
<b>Percentage total</b>	<b>34%</b>	<b>66%</b>	<b>100%</b>	

## Challenges

**Language Gaps:** Language gaps existed with participants drawn from different regions who speak only their local languages. For a better understanding, Tamashek, Sonhrai, and French were used for training. This may have affected the level of knowledge gained as key training information may be lost during interpretation.

**Connectivity Issues:** Technology gaps in regions away from Bamako and lags in connectivity and network access affected the monitoring and coordination while in the field. Locations with limited network access struggled to ensure adequate coordination with local facilitators.

**Insecurity and Conflict:** The lingering conflict and degenerated security situation in some project regions, hampered access to some project locations and field support staff and local facilitations relied heavily on the presence of local security agencies while implementing in that location. This may have affected project quality as activities were coordinated with limited time to ensure staff can return to a safer region.

## Learnings and Recommendation

**Copping with Changing Conflict dynamics:** Adequacy of project locations affects the level of logistics and planning. With the context of conflict changing in different locations. It is essential to use a suitable training location and more support in the handling of the logistics process. This may also need further inclusion of government partners at an even more local level.

**Cross-Organisational Collaborations:** Considering the conflict situation in some areas of the project country, the project would benefit from working more closely with organisations working around peacebuilding and conflict resolution projects within the project location. It is essential to target entrepreneurs in regions that are safe and less prone to political violence and insecurity.

**Locally Supported Monitoring:** Due to the level of insecurity in some of the localities, it has limited access to reaching some of the selected entrepreneurs, which may be a challenge during the Monitoring & Evaluation exercise. Hence the need to work more with CSOs in local communities to ensure a locally coordinated approach for effective monitoring