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# YEAR I WORK PLAN USAID CEREAL VALUE CHAIN PROJECT

**OCT 17, 2013 –SEPT 30, 2014**

**CONTRACT NUMBER AID-688-C-13-00002**

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## **DISCLAIMER**

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# LIST OF ACRONYMS

ALC	Agricultural Learning Centers
ASPM	Agrodealer Strengthening Program for Mali
ATP/EATP	Agribusiness Trade Promotion/Expanded Agribusiness Trade Promotion
BDS	Business Development Services
BNDA	Agricultural Development Bank
CEDAR	Communities Empowered for Disaster & Adaptive Resilience
CRS	Catholic Relief Services
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
CVC	Cereal Value Chain
DCOP	Deputy Chief of Party
DRA	Direction Régionale de l'Agriculture (Regional Agriculture Directorate)
ECOWAS	Economic Community of West African States
EIA	Environmental Impact Assessments
EMOP	Emergency Operations Program
EMMP	Environmental Mitigation and Monitoring Plan
FEWS NET	Famine Early Warning Systems Network
FTF	Feed the Future
GIZ	Gesellschaft für Internationale Zusammenarbeit
GOM	Government of Mali
GREFA	Le Groupe d'Etude et de Formation en Agriculture et Arboriculture (Agriculture and Arboriculture Study and Training Group)
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IDP	Internally Displaced Person
IEE	Initial Environmental Examination
IER	Institut d'Economie Rurale (Institute of Rural Economics)
IFDC	International Fertilizer Development Center
IFRA	Institut de Formation et de Recherche Appliquée (Institute for Applied Research and Training)
IICEM	Integrated Initiatives for Economic Growth in Mali
ILO	International Labor Organization
IMF	International Monetary Fund
INTSORMIL	The International Sorghum and Millet Collaborative Research Support Program
IPR	L'Institut Polytechnique Rural de Katibougou (Rural Polytechnic Institute of Katibougou)
IR	Intermediate Result
IRS	Intensive Rice Systems
KFW	Kreditanstalt für Wiederaufbau
LOP	Life of Project
M4	Money, Membership, Management, Markets
M&E	Monitoring and Evaluation
MALIMARK	Mali Agricultural Marketing Trust
MDS	Moulins du Sahel
SMFM	Sell More For More (training program)



# EXECUTIVE SUMMARY

ACDI/VOCA, Nyeta Conseils, GFORCE and d intl are pleased to submit the first annual workplan (WP) of the USAID Cereal Value Chain (CVC) project, successor to Integrated Initiatives for Economic Growth in Mali (IICEM) in the (Feed the Future) FtF intervention zones. CVC builds on achievements of IICEM in terms of actors, organizations, and infrastructure to bring established dynamics in production, processing and marketing to a higher level of performance. Our facilitative, private-sector-led approach will contribute to improved food security and reduced poverty through agriculture-led growth, greater competitiveness of rice, millet and sorghum value chains and inclusive market access by smallholder farmers. The project will improve agricultural production, expand markets and trade as well as increase the resilience of vulnerable households and communities while strengthening local systems and capacities for enduring impact. Furthermore, half of the targeted population and actors of the CVC project will be female.

The project will contribute to improvement of agricultural production by identification and promotion of available technologies and best practices for yield increases (emphasis on improved seeds and soil fertility management), improvement of access to agricultural inputs (emphasis on seed production and input distribution networks), extension or improvement of irrigation networks and improved water management, and by promotion of soil and water management techniques in rainfed agriculture. The basic idea is to push production by systematic promotion of confirmed and promising technologies in the FtF intervention zones among producers involved in selected rice, millet and sorghum value chains.

The project will contribute to expansion of markets and trades by identification and introduction of new products like fortified foods (market surveys, needs assessment), strengthening of access to markets of inputs, outputs and services by building linkages between value chain partners, improvement of post-harvest handling and processing (emphasis on training and equipment), bulking and collective marketing of produce (emphasis on organization and warehouses), strengthening of access to adequate business development services (BDS) (emphasis on access to financial services) and improvement of access to especially pertinent and timely market information.

The project will contribute to increased resiliency of vulnerable communities and households in the targeted intervention zones, by the activities mentioned above and by a systematic promotion of revenue diversification (alternative crops, post-harvest handling, and small processing units), gardening, good nutrition practices, literacy and numeracy among targeted vulnerable groups.

Local systems and capacities will be strengthened by a systematic involvement of local entities and capacities in identification, planning, introduction and evaluation of above mentioned activities. While learning by doing holds for all partners and actors, major support will be provided for capacity strengthening of our two main implementing partners GFORCE and Nyeta Conseils to increase their capacities in project management for USAID.

In this first year, a number of studies and analyses are planned to better orient project activities, and the project activities are strategically designed to establish and strengthen linkages between value chain actors rather than large scale extension of existing interventions. Over the life of the project, the targeted acreage or number of value chain actors involved in CVC project interventions will substantially increase with the improved functionality of the targeted value chains. It is proposed to start working immediately, with the actors already identified by the IICEM project, without waiting for the results of further studies. This will allow for testing our envisaged working methods and lay the foundation for acceleration of activities during the second year. In order to reach targets comparable to IICEM's, it is proposed to include additional staff involved in grass-root extension work, by additional sub-contracting to extension/business development services, in addition to our main implementing partners Nyeta Conseils and GFORCE.

## I. INTRODUCTION

The Year One CVC Annual Workplan (FY 2013) describes the activities anticipated from October 2013 through September 2014 for the Mali Cereals Value Chains (CVC) award, the main part of the Cereal Value Chains Project that is the central component of the larger effort under USAID/Mali's FtF strategy<sup>1</sup>. Other components of USAID's FtF strategy include a livestock value chain project and a project to improve the overall policy environment for agriculture in Mali.

### CVC OVERVIEW

The **goal** of the CVC award is to achieve inclusive and equitable agricultural sector growth through increased value chain integration and competitiveness leading to broad based economic growth.

The **purpose** of the project is to increase agricultural production, productivity and incomes by increasing direct income to men and women farmers through promoting value-added income generating activities and support services that strengthen the value chain.

CVC will reach its objectives through the achievement of four **Intermediate Results**:

1. Increased agricultural production and productivity in rice, millet and sorghum value chains;
2. Increased markets and trade of core value chain products;
3. Increased resilience of vulnerable communities and households;
4. Strengthened local capacities and systems.

CVC will also coordinate with and contribute feedback and learning to a fifth IR: Improved policy and enabling environment that will be achieved through a separate complementary award.

### THE IMPLEMENTATION TEAM

**ACDI/VOCA** is the prime contractor of the CVC award and will lead the team in implementing a facilitative, market systems approach. ACDI/VOCA will oversee all activities and ensure integration across regions and Intermediate Results (IRs) and Sub-Intermediate Results (sub-IRs), manage subawards and the Investment Fund, build capacity of local partners and service providers, liaise with USAID and ensure contract compliance. However, our consortium has strong technical implementing partners with diverse skills and broad experience to deliver results for CVC.

#### LOCAL PARTNERS:

**Nyeta Conseils**, a Malian nongovernmental organization (NGO) with extensive experience in integrated rural development, will implement activities in Mopti and eventually Timbuktu. In the first year, emphasis will be placed on access to improved seeds, support to water users in recently established or rehabilitated irrigated perimeters and organization of farmers around newly constructed warehouses and provided motor pumps, but the scope of activities will gradually be broadened to also include the promotion of best agricultural practices, access to inputs, and marketing of produce.

**G-FORCE**, a Malian consulting group with comprehensive skills in project management, technical assistance (TA), and local capacity building for agriculture, health, and environment, will implement in Segou (Alatona)

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<sup>1</sup> In this document the word 'CVC' is used for the specific award to be implemented by ACDI/VOCA. However, to avoid further confusion between this 'award' and the more general 'CVC Project' it is proposed to determine another name for the 'award' part.

and Sikasso area. In the first year in Sikasso, emphasis will be placed on the set-up and training of water user associations around the newly (in 2013) constructed dams while support to water users around older IICEM dams will continue. During the first year, in both areas access to improved seed and the organization of farmers around IICEM constructed warehouses will receive special attention

#### **INTERNATIONAL SUBCONTRACTOR:**

• **d intl**, a woman-owned U.S. small business, will support identification and assessment of investment opportunities and matchmaking with investors, development of a cadre of financial intermediaries and facilitation of access to financial services.

#### **ADAPTABILITY**

A plethora of value chain studies in the cereals sector have been completed or are currently underway in Mali; therefore, the CVC team will build upon available resources and experiences of past and current interventions funded by USAID (The International Sorghum and Millet Collaborative Research Support Program (INTSORMIL), IICEM, MAYEP), as well as other organizations working in the Malian cereals sector. The CVC Year One Work plan will remain flexible throughout the first year of implementation and will further adapt over the life of the project to new developments in the Malian cereals sector that result from these studies and assessments. As some of the current interventions will soon come to an end, it is important to maintain the momentum and progress made from these previous actors.

Building upon previous interventions and training materials developed and tested on prior projects in Mali, the CVC team will implement activities using pre-tested techniques and methodologies as well as create a space for new technical interventions in the sector. Intervention methods and training materials from ACIDI/VOCA's prior projects in Mali and elsewhere will be adapted during this first year. Experience shows that changing the mindset of many actors from "sell what can be produced" to "produce what can be sold" takes an average of three to five years; therefore, it is important to kick-start field activities using existing materials.

#### **VALUE CHAIN TERMINOLOGY**

A value chain is considered *the chain of operations required for bringing produce or a service from producer to the final consumer*. The value chain actors are supported by a number of surrounding services and operate within a natural, social and political context.

Different uses of the word "value chain" do not always provide the same definition. Some describe value chains broadly as the entire system of firms producing a product and moving it into its multiple market channels. In that sense, the term "value chain" may even be broader than the French term, 'filier<sup>2</sup>'. Others use the term "value chain" in a more restricted way, identifying a value chain as specific farmers, processors, traders and end-market actors who know each other and actively seek to support each to collectively increase the efficiency, competitiveness, and profits of the entire system.

In the CVC Year One Work Plan, the term "*value chain*" will be used in the broad sense and "*specific value chain*": in the narrow sense. As such, within the rice value chain or the millet and sorghum value chains there are hundreds of often intermingled specific value chains between thousands of producers and a multitude of end-markets (some may be very short and simple chains from a farmer to the school canteen in his or her village; others may be long and complicated chains connecting producers in a far-away village in Dogon area to a supermarket chain in New York City serving the Malian diaspora).

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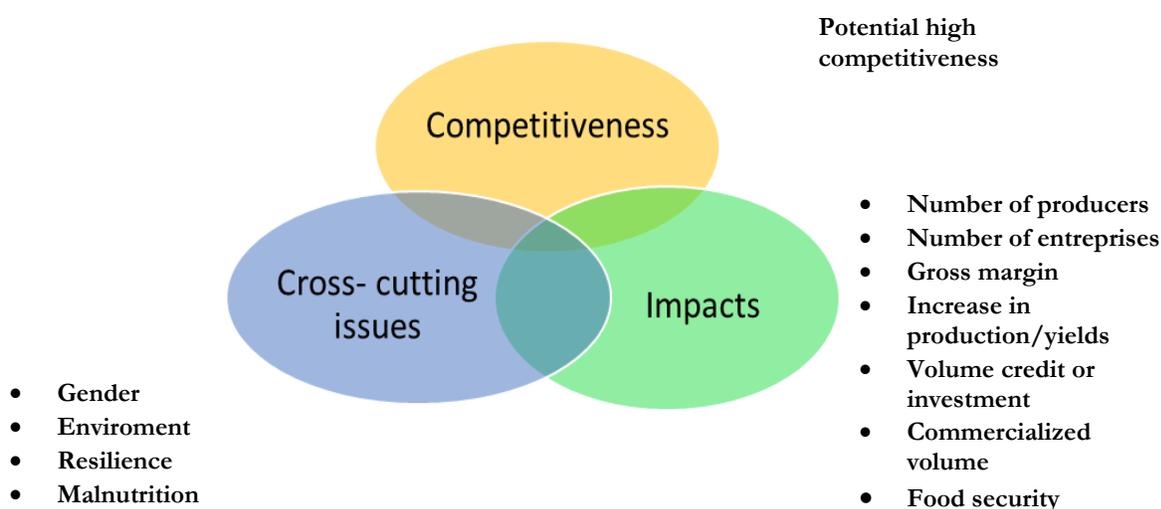
<sup>2</sup> Also the word 'filier<sup>e</sup>' is used in different ways, varying from a relatively integrated market systems in which one firm governs the whole chain ('filier<sup>e</sup> coton' in the most known) to a whole set of activities around a certain (group) of crops (eg 'filier<sup>e</sup> riz', or 'filier<sup>e</sup> cerealier<sup>e</sup>').

## VALUE CHAIN SELECTION

Within the rice, millet and sorghum value chains, CVC will select a number of specific value chains that give the best opportunities to reach the project's objectives and targets in terms of:

- Increase in production, yields and gross margin;
- Number of producers (male and female) that benefit from interventions;
- Number of enterprises (female managed, male managed) and their turnover involved in each of the chain links;
- Commercialized volume;
- Volume of credit and investments.

### FIGURE I. CVC SELECTION CRITERIA FOR SPECIFIC VALUE CHAINS



The specific value chains selected will have their production areas located within the communes targeted by Feed the Future and previously supported by IICEM. During the first year of the CVC project, a limited number of specific value chains within the rice, millet and sorghum chains will be targeted that were previously supported under the USAID-funded IICEM project.

## COLLABORATION AND COORDINATION

During the preparation of this work plan, the CVC team held discussions with a number of potential implementation partners:

- IICEM project management team
- Catholic Relief Services (CRS): involved in resilience projects in some of the FtF villages;

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<sup>3</sup> Fortified millet and sorghum Moulins du Sahel;  
Millet for Export, Sikasso,  
Quality millet and sorghum for OPAM and WFP.  
Husked white rice Mopti,  
Husked white rice Niono,  
Paddy rice Sikasso,  
Parboiled rice Sikasso,  
Women and sorghum for female managed small and medium scale processing companies.

- INTSORMIL/Purdue University: working on development and introduction of improved sorghum variety;
- International Crops Research Institute for the Semi-Arid Tropics (ICRISAT): works in sorghum, millet varieties and best agricultural practices;
- KfW (Kreditanstalt für Wiederaufbau): involved in irrigation infrastructure in the Sikasso region,
- International Fertilizer Development Center (IFDC) and USAID’s West Africa Fertilizer Program: promotion of integrated soil fertility management, urea deep placement technology in rice production, agrodealer development, has considerable experience in value chain development and rural financing)
- Elephant Vert (‘green fertilizer’ and ‘bio-pesticides’ production company in Segou, looking for market opportunities and ready to start promotion activities;

In addition to the discussions mentioned above, CVC will link to and coordinate with other projects in the USAID/Mali FTF portfolio, USAID/West Africa regional projects, other relief and development programs, local and national government, private sector entities and communities. We will participate in donor coordination working groups and will meet with implementers of closely related projects on at least a quarterly basis. We will particularly emphasize coordination with current and future USAID/Mali implementing partners including Farmer-to-Farmer, Title II Food for Peace, the upcoming CVC policy and livestock projects, health and nutrition programs, and regional initiatives such as West Africa Trade Network (WATN), West Africa Fertilizer Program (WAFP), and FEWSNET. This will allow us to leverage opportunities, achieve efficiencies and avoid duplication.

In the table below, we have identified key opportunities for collaboration with ongoing projects in three USAID/Mali sectors: Agriculture and Food Security, Working in Crises and Conflict, and Global Health, in addition to other relevant USAID/West Africa regional projects. CVC will prioritize collaboration with projects in bold due to their geographic and technical focus. We will also meet with USAID/Mali and lead implementers of the relevant projects in order to discuss strategies to appropriately, integrate and sequence our activities with these ongoing projects so that our distinct, but complementary, contributions to building resilience (with CVC focused primarily on building resilience within target market systems and institutions and many of the food security and humanitarian projects below focused primarily on individual and household resilience) are coordinated and maximized.

Table 1: Opportunities for collaboration with ongoing projects

USAID Sector	Targeted Projects within Sector and Regional Focus	Intersection with CVC Target Zones	Opportunities for Collaboration
Agriculture and Food Security	• <b>West Africa Farmer to Farmer Program</b> (implemented by ACIDI/VOCA)	<i>TBD</i>	CVC will collaborate with USAID/Mali’s Agriculture & Food Security projects to: <ul style="list-style-type: none"> <li>• Link Farmer-to-Farmer volunteers to project activities when appropriate. This will include TA in technology transfer for production, marketing and processing, strengthening service providers, conservation farming, building resilience, natural resource management, integrated pest management; etc.</li> <li>• Utilize data collected by FEWSNET to inform CVC’s baseline, Value Chain Analysis (VCA),</li> </ul>
	• <b>Alatona water association development</b> (implemented by G-FORCE)	<i>Segou</i>	
	• <b>Out of School Youth</b>	<i>Sikasso</i>	
	• <b>Alatona business</b>	<i>Segou</i>	

USAID Sector	Targeted Projects within Sector and Regional Focus	Intersection with CVC Target Zones	Opportunities for Collaboration
	<p><b>development</b> (implemented by Nyeta Conseils)</p> <ul style="list-style-type: none"> <li>• Asian Vegetable Research Development Center: Improving Vegetable Production and Consumption</li> <li>• <b>FEWSNET</b></li> <li>• Farmer Seed Enterprises in Mali (FarmSEM)</li> </ul>	<p><i>Sikasso</i></p>	<p>Performance Management Plan (PMP), and to identify and prioritize vulnerable communities in CVC intervention zones in order to target our resilience strategy</p> <ul style="list-style-type: none"> <li>• Work with Early Warning System (SAP), Market Information System (OMA), FEWSNET to assist in designing/refining products and presentations better suited to producers and market players. Also assist Producer Organizations (POs) and agro-enterprises to effectively use this information to inform decision making</li> <li>• Disseminate and promote adoption of successful technologies and promising innovations among smallholders, with a special emphasis on women and youth and those technologies that enhance adaptive capacity</li> <li>• Pilot an initiative to identify rural youth interested in starting small businesses to provide mechanization and mechanical services, linking the youth to training in mechanics and business management as well as to client POs, especially women's groups</li> <li>• Align CVC activities in Alatona with Alatona Business Development and Alatona Water Association Development projects and define complementarities.</li> </ul>
<p>Working in Crises and Conflict</p>	<ul style="list-style-type: none"> <li>• <b>CRS MYAP</b></li> <li>• <b>Africare MYAP</b></li> <li>• <b>Integrated Program to Reduce Vulnerability of Communities in Mopti and Gao</b></li> <li>• <b>Mali Country Emergency Operations Program (EMOP)</b></li> <li>• <b>Strengthening Community-Based Acute Malnutrition</b></li> </ul>	<p><i>Mopti, Segou, Sikasso</i> <i>Sikasso</i></p> <p><i>Mopti, Gao</i></p> <p><i>Mopti</i></p> <p><i>Timbuktu, Mopti, Segou, Sikasso, Koulikoro</i></p>	<p>CVC will collaborate with USAID/Mali's Working in Crises &amp; Conflict projects to:</p> <ul style="list-style-type: none"> <li>• Ensure CVC activities take a holistic approach to addressing nutrition, resilience, and market access</li> <li>• Identify and map out the geographical location of vulnerable communities within CVC's target areas</li> <li>• Link the most vulnerable, including women and youth, to wraparound services such as literacy and vocational training, savings/lending groups, health services to increase resilience</li> <li>• Link voucher recipients in Timbuktu to CVC income diversification activities</li> <li>• Coordinate on promoting income generating activities to Internally Displaced Persons as appropriate</li> <li>• Participate in design of community disaster risk reduction plans, which are being led by OFDA projects. Integrate those plans into CVC Value Chain (VC) development interventions to build</li> </ul>

USAID Sector	Targeted Projects within Sector and Regional Focus	Intersection with CVC Target Zones	Opportunities for Collaboration
			<p>resilience to climate change and crisis</p> <ul style="list-style-type: none"> <li>• Through trainings, such as Sell More For More (SMFM), CVC will bring together communities and encouraging them to work together and share resources, contributing to increased resilience.</li> <li>• Organize joint trainings with crisis and vulnerability projects to ensure integration of market access and disaster risk reduction messaging</li> </ul>
Global Health	<ul style="list-style-type: none"> <li>• <b>Nutrition Water, Sanitation, Hygiene (WASH) “DAMU ni WASSA”</b></li> <li>• <b>WASH Plus</b></li> <li>• Indoor Residual Spraying</li> </ul>	<p><i>Sikasso</i></p> <p><i>Mopti</i></p>	<p>CVC will collaborate with USAID/Mali’s Global Health projects to:</p> <ul style="list-style-type: none"> <li>• Integrate nutrition messaging into CVC activities when appropriate</li> <li>• Reinforce nutrition behavior change at the community and household level</li> <li>• Work with agro-processors to develop fortified food blends that can be distributed into CVC’s target communities</li> <li>• Strengthen local partners to better contribute to improved community capacity to prevent undernutrition</li> <li>• Identify existing interventions that target HIV-affected populations and collaborate to avoid duplication and ensure maximum effectiveness</li> <li>• Coordinate and leverage resources with WASHPlus and DAMU in WASSA to select irrigation sites in Sikasso and Mopti ensuring that irrigation activities focus on building resilience of vulnerable communities</li> </ul>
USAID West Africa Regional Programs	<ul style="list-style-type: none"> <li>• <b>West Africa Trade Network</b></li> <li>• <b>FEWS NET</b></li> <li>• <b>WAFP</b></li> </ul>		<p>CVC will collaborate with USAID’s regional projects to:</p> <ul style="list-style-type: none"> <li>• Facilitate regional market linkages for cereals, value added products, and transport services</li> <li>• Contribute to regional trade and food security policy and advocacy plans, particularly to regulations relating to regional trade in seeds, fertilizers, and staples</li> <li>• Participate and contribute to efforts undertaken by regional alliances including Borderless and West Africa Grains Network (WAGN).</li> <li>• Link with WAFP’s agro-dealer network to facilitate access to high-quality seeds and planting materials for CVC’s smallholder farmers.</li> <li>• Develop a feedback loop with FEWS NET to</li> </ul>

USAID Sector	Targeted Projects within Sector and Regional Focus	Intersection with CVC Target Zones	Opportunities for Collaboration
			ensure accuracy and relevancy of data

## 2. TECHNICAL APPROACH, METHODOLOGY AND INTERVENTION ZONES

### APPROACH

CVC's technical approach will be based on the following pillars:

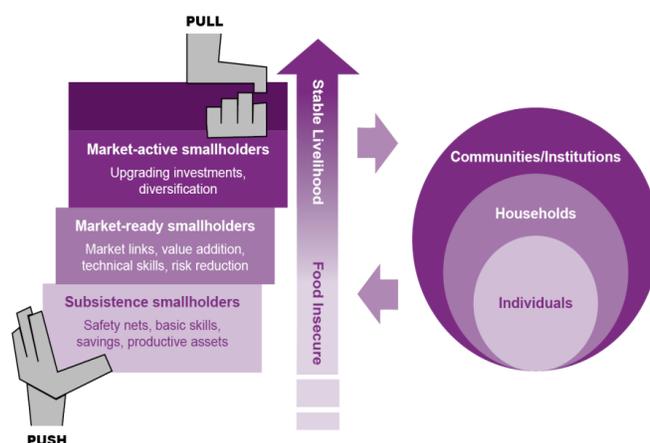
- *Employ a facilitative market system approach*

CVC will use this approach to catalyze the local private sector to make the investments needed for more competitive cereal value chains. The move from direct implementation and support to a facilitative, market-led touch represents a tremendous shift in mindset at a moment of increased risk and vulnerability, when much of Mali will be seeking direct hand-outs. We understand this is a process of transition and will engage stakeholders every step of the way to gain their buy-in and understanding of the long-term benefits, while at the same time ensuring they can meet basic needs.

- *Integrate both push and pull interventions*

CVC will employ both “push” and “pull” strategies to integrate vulnerable Mali Cereal Value Chain (CVC)

households transitioning out of OFDA, Multi-Year Assistance Programs (MYAPs) and other relief interventions into farming as a business. Push activities will increase knowledge and skills, especially for women and vulnerable groups, and increase access to appropriate inputs and basic business skills. They will also reduce risk by promoting POs as service providers, increasing diversification and shared risks among group members. Pull activities will include facilitating private sector investment, access to finance and market linkages. CVC interventions will align incentives and build the capacity of local actors to understand, create and pursue opportunities to improve their livelihoods.



- *Address shared constraints to maximize spillover effect*

While CVC will apply innovation and best practices to address unique challenges primarily for rice and sorghum/millet VCs, we understand that many constraints are systemic and behavioral rather than specific to any one commodity. By prioritizing and addressing these shared constraints, we will maximize spillover that will positively impact multiple specific value chains and actors. For example, improved linkages among POs, traders and processors will not only increase rice and sorghum/millet sales, but also create market channels for maize, cowpeas and groundnuts. Investments in irrigation infrastructure, maintenance and management will benefit all crops and women’s kitchen gardens and will create opportunities for aquaculture.

- *Promote investments to catalyze transformation*

CVC will establish a carefully structured CVC Investment Fund that will provide flexible mechanisms to reduce risk, introduce and scale-up innovations, leverage resources and stimulate private sector investment. Investments will be demand-driven and address constraints identified by the VCA. The fund will serve as a catalyst or support for investments by the recipients, not as a sole funding source. A financial or in-kind contribution will be required to increase accountability and ownership, and CVC investment will be phased out over Life of Project (LOP). In this way we ensure that investments are demand-driven and reflect buy-in by local actors. As appropriate, recipients will be asked to include a plan for gender integration or women’s engagement as part of their investment plan. During the first year of intervention, modalities for the establishment of the fund will be defined.

- *Layer options for increased resilience*

Resilience must be strengthened for subsistence households to engage with local VC development. This means stabilizing income and building assets to enable families to smooth consumption and cope with shocks. Poor households strongly prefer to expand their available livelihood options, as long as new opportunities do not rule out old ones or impose unmanageable obligations or risks. This is a process of layering multiple options that offer reliability, flexibility and affordability. To this end, we will take a production systems approach that emphasizes diversified, complementary economic activities such as integrating farming, fisheries and livestock; intercropping; and value addition and other income generating efforts. We will also link the most vulnerable, including women and youth, to wraparound services such as literacy and vocational training, savings/lending groups, health services, etc., that help provide a safety net as they expand into new endeavors. In addition, to build the assets of resource-poor, vulnerable groups, particularly women, CVC will provide them with basic productive equipment with very low cash or in-kind contributions.

- *Promote gender-inclusive and equitable value chains and access to market opportunities.*

Gender inequality affects the competitiveness of agricultural production and markets, as well as household decision making and knowledge sharing, particularly related to food security. To help close the gender gap, we challenge gendered institutional and cultural barriers and link women to key VC opportunities. We will prioritize reaching women where opportunity is greatest—specifically, through rice production and processing in Sikasso, value-adding activities across the regions and VCs, and the use of labor-saving technologies and practices to sustainably reduce women’s labor constraints. We engage men and traditional leaders via community consultations to maximize buy-in and mitigate backlash (such as gender-based violence), monitor for adverse impacts of changing gender dynamics and adjust activities as needed.

## **METHODOLOGY**

CVC is committed to facilitating a market-driven approach that catalyzes investment in and by the private sector to increase competitiveness of the rice and sorghum/millet value chains that will ultimately contribute to increased resilience and food security of the Malian people. The CVC project team will mainly work with intermediate actors (BDS or business support services like apex farmers organizations, cooperative unions, NGOs, Consultancy firms, Extension Services, financial institutions) who, in their turn, will reach out to the direct chain actors. Competent farmer-based organizations and other facilitation and training service providers will be contracted and trained to support actors at grass root level (technical and organizational training, organization of study tours, establishment of demonstration plots, data collection for Monitoring and Evaluation (M&E), etc.).

The main intermediate facilitation and training organizations are ACIDI/VOCA’s partners, Nyeta Conseils and GFORCE who will coordinate and supervise activities in their respective intervention zones. There is also a potential need to subcontract with other facilitation and training service providers situated in or nearby the selected intervention zones.

Apart from activities oriented toward direct chain actors (producers, processors, traders, etc.) to promote inter-chain collaboration, CVC will work closely with the ‘chain supporters’, especially the providers of facilitation and training and of financial services. CVC will act as a facilitator, building up and reinforcing commercial linkages between private firms and chain actors. By identifying those private sector actors with a vested interest in increasing the quantity and quality of farmer production, presenting them with the business case for doing so, and the support necessary to develop their skills and capacity to deliver those services, they will embrace this role, resulting in increased provision of extension services that are both effective and market-driven.

## INTERVENTION ZONES

The intervention zones of CVC will be limited to the selected FtF communes in Sikasso, Mopti, and Segou Regions. Priority will be given to villages that have benefitted from IICEM investments in infrastructure and equipment (warehouses, dams, rehabilitation works, pumps) and /or have bank-loans to reimburse. A separate document submitted with the WP presents an overview of the different IICEM intervention areas.

Table 2: FtF communes

Mopti Region	Sikasso Region	Segou Region
<b>Bandiagara Circle</b>	<b>Bougouni Circle</b>	<b>Niono Circle</b>
Dandoli Dourou Pelou	Bougouni Debelin Domba Faradieles Faragouaran Kokele Kola Koumantou Kourolamini Sanso Zantiebougou	Diabaly Dogofry
<b>Bankass Circle</b>	<b>Sikasso Circle</b>	
Bankass Baye Diallassagou Dimbal Habbe Kani-Bonzoni Koulogon Habe Lessagou Habe Ouonkoro Segue Sokoura Soubala Tori	Diomatene Fama Farakala Finkolo Ganadougou Gongasso Kaboila Kafouziela Kapala Klela Kouoro Miniko Missirikoro Natien Niena N'Tjikouna Pimperna Sikasso Sokouranimissirik Zanferebougou Zangaradougou Zaniena	
<b>Djenne Circle</b>	<b>Kadiolo Circle</b>	
Dandougou Fakala Derary Djenne Fakala Femaye Kewa Madiama Nema-Badenyakafo Niansanarie Ouro Ali Pondori Togue Mourari	Kadiolo Loulouni Zegoua	
<b>Koro Circle</b>	<b>Yorosso Circle</b>	
Barapireli Bondo Dougoutene I Dougoutene II Koporo Pen Koporokendie Na Koro Pel Maoude Youdiou	Karangana Yorosso	

<b>Mopti Circle</b>	<b>Koutiala Circle</b>
Bassirou	Kapala
Borondougou	Kolonigue
Dialloubé	Koutiala
Fatoma	Logouana
Konna	Nafanga
Korombana	N'Goutjina
Koubaye	Sincina
Kounari	Sinkolo
Mopti	Sorobasso
Ouro modi	Yognogo
Ouroube Doude	Zangasso
Sasalbe	Zebala
Sio	
Socoura	
Soye	
	<b>Yanfolila Circle</b>
	Wassoulou-Balle

### **3. PROPOSED ACTIVITIES**

#### **3.1 PREPARATORY ASSESSMENTS AND STUDIES**

##### **BASELINE STUDY**

An assessment of current socio-economic-situation of the CVC target population and institutions is needed to be able to set realistic targets and evaluate achievements. In the original design of the FtF effort of USAID/Mali, it was planned to have an independent third party conduct a baseline study for the CVC project. At present, USAID/Mali is in the process of identifying a third party organization to provide M&E services to the mission; however, the anticipated results will most likely not become available until late 2014. Given this delay, USAID/Mali has agreed that the CVC project will move forward with conducting its own project baseline survey as soon as possible. As of December 2013, a baseline SOW is under development, potential consultants are being identified and a request for proposals will be launched. Data collection and field work are planned for March-April 2014 and results should be available in May 2014. ACDI/VOCA plans to contract Institut d'Economie Rurale (IER) or another research organization to conduct the baseline assessment. The baseline will include a treatment (project beneficiaries) and control (non beneficiaries) group. We will conduct impact surveys throughout the project to measure progress against baseline data. We will collect sex-disaggregated data and interview both the male and female heads of household. In addition, we will conduct focus group interviews with community leaders, traders, input suppliers and processors.

In an absence of baseline data, we will use 'end-of-project' data of the IICEM project as preliminary baseline data for the CVC project. These final results of IICEM will be indicated in the PMP as a point of reference.

##### **REVIEW OF ENVIRONMENTAL COMPLIANCE REQUIREMENTS**

Over the first quarter of the CVC project, ACDI/VOCA engaged with Environmental Compliance Consultant, Karen Menczer, to review all project activities in the context of the Initial Environmental Examination (IEE) prepared for Mali/West Africa Accelerated Economic Growth Portfolio. Based on the threshold determinations and conditions of this IEE, we are submitting a draft Environmental Mitigation and Monitoring Plan (EMMP) as Annex 4 as part of the initial work plan and guide implementation. For all subsequent annual work plans, we will review ongoing and planned activities to ensure compliance with environmental regulations.

CVC will conduct Environmental Impact Assessments (EIAs) to enable integrated water and land use planning, avoiding irreversible environmental damage. The Environmental Compliance tasks on CVC will be overseen by the Natural Resource Management (NRM)/Water Manager with technical support as needed by Short Term Technical Assistance (STTA) consultants for major efforts such as the anticipated environmental assessment for the irrigation infrastructure.

CVC activities will facilitate access to pesticides, herbicides and fungicides and may provide recommendations, demonstrations and training in their use. Therefore, as stated by the IEE, all activities that entail the procurement or use, or both, of pesticides shall conform with the 2009 Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP), conducted in accordance with USAID Pesticide Procedures (22 CFR 216.3(b)).

USAID environmental requirements flow down to all fund transfer mechanisms. Therefore, the project will ensure that adherence to Reg. 216 is incorporated into all subagreements. The project will utilize Environmental Review Forms for subagreement review and approval. We will integrate the EMMP and PERSUAP into all project work plans, budgets and implementation activities and will include Environmental Status Reports as an element of regular project performance reporting.

##### **VALUE CHAIN ASSESSMENT**

Beginning in December 2013, value chains originating in the FtF target zones and serving specific end-markets, will be analyzed on their potential contribution for reaching project targets. As numerous studies are already available, this exercise will start with a desk study of available documentation (market studies,

value chain analysis), completed by a quick check of findings. In January 2014, project staff will participate in value chain facilitation training, and assessments for rice millet and sorghum will be updated. The VCA will have a strong gender and youth lens, assessing roles and identifying both constraints to women and youth fully accessing agricultural opportunities, and strategies to overcome them.

After a first selection of priority specific value chains, these will be mapped, described in more detail (end-market, direct actors, potentially involved business support services, costs and constraints at each link in the value chain, current volumes of production and trade, potentials, etc.) and provide the footprint for the CVC project technical interventions over the life of the project. Supply of improved, certified seed has been identified as one of the main constraints for production increase; therefore, a priority will be given to a detailed analysis of the seed value chains for rice, millet and sorghum.

**Network Analysis:** The CVC team will use network analysis to map and measure relationships among individuals, groups, organizations and other VC entities. Network analysis provides both a visual and mathematical analysis of human relationships, illustrating the location of actors in the network and the various roles and groupings. It helps answer these questions: Who are the connectors, leaders, bridges, isolates? Who and where are the clusters? Who is in the network core, and who is on the periphery? Women typically have more limited networks than men, which contributes to the gender gap in agriculture and low productivity of women farmers. The mapping exercise enriches the VC framework to determine the factors that support effective trust building along and between vertical and horizontal linkages. Understanding the role of social networks within a VC will help bring to light those interventions that can best include women and other vulnerable populations within the cultural context. It will also offer a deeper knowledge of the business-enabling environment. Knowing how VC activities are influenced by social networks will provide CVC with an understanding of entrance requirements to networks and markets and opinion leaders who can influence innovation. It will identify leverage points; current roles and interactions; structural gaps; strengths and deficiencies in the flow of information, knowledge and resources; the efficiency of the network in supporting desired outcomes; and links that could improve efficiency.

In pro-poor market development, social networks are important to identify because they can support—or undermine—all aspects of VC development. They may:

- Allow people into the market OR keep people out
- Provide advantages in the market OR support exploitation
- Support OR undermine the flow of information, technology, skills, finance and market linkages.

The outcome of this activity will be a map of all the actors, their relative influence and the relationships and flow of resources (material and nonmaterial) between the actors operating in each VC stage, as seen by the actors themselves. It will also include social and economic support networks (i.e., the coverage and services of formal or informal community groups, cooperatives, NGOs, INGOs, etc.) providing services in target communes. This will allow us to identify potential partners and refer CVC participants to complementary services. The map will also identify the different capacity-development and BDS providers and services available to and being used by POs, processors, and traders, and it will show where gaps exist. Finally, it will guide us to identify positive deviants and innovators who can serve as models for replication and scale-up, as well as bottlenecks and vulnerabilities to be addressed.

#### **ELEMENTS OF GENDER ANALYSIS IN VALUE CHAIN ANALYSIS:**

- What men and women do in each of the chain links (input supply, production, processing, marketing)
- What men and women in the chain have and use (relations, importance, influence)
- What upgrade opportunities men and women have in the chain
- What constraints they face (structural or individual)

#### **GENDER ASSESSMENT**

A number of gender studies have been undertaken in Mali. The CVC project will build upon these studies as well as collect gender specific data as part of both

the value chain analysis and baseline study for a general description of gender issues in the intervention zones and the selected value chains. The CVC project intends to integrate its gender assessment into the value chain analysis conducted in January 2014. Currently available methodologies and tools will be used to integrate gender analysis in the overall value chains analysis and mapping.

Gender will be a core part of each of the baseline and VCA mentioned above. To complement those studies and fully understand the gender constraints, entry points and opportunities for women's empowerment and inclusion in the target VCs, the CVC team will combine literature review on gender roles and gaps in the targeted sector with expert interviews and group discussions with women and men representing our target population. The observations will feed into the design of the other analyses, so that they can dig deeper into the specific gender issues related to networks, VC development and POs. Following completion of all studies, the project compile findings into a summary report on the gender issues, gaps and opportunities related to CVC and develop a gender strategy and work plan that outlines the CVC gender approach and specific activities to incorporate gender concerns and achieve inclusive and equitable development.

### **INVENTORY OF FINANCING SOURCES**

Development of value chains needs financing of activities and investments. There are two distinct, broad categories of finance tools—financing for markets and financing for growth. Financing for markets encompasses financing tools such as trade and purchase order finance, payment and transaction services, and essentially satisfies short-term financing needs. Financing for growth supports medium- to long-term investments using tools such as mezzanine capital, debt instruments and equity finance. Financing for growth allows firms to invest in expanding their operations, opening new lines of business, and research and development (R&D), all crucial building blocks for the growth and commercialization of the agricultural sector in Mali. While recurrent operations should find their financing mainly with the known local financial institutions (agricultural development banks, microfinance institutions) or eventually with chain actors, the need for investments for growth may go beyond the possibilities of these. An inventory will be made of policies and priorities of commercial banks operating in Mali (like BICIM, Ecobank, BoA etc), and of (semi)public and private investment funds interested in supporting value chain development in Mali.

### **PRODUCER ORGANIZATION ASSESSMENT**

CVC will primarily target POs that participated in the IICEM project; however, there is a possibility of including different producer associations within the intervention zones as well. The producer organization assessment tool will incorporate ACDI/VOCA's Money, Membership, Management, Markets (M4) tool, a participatory survey for POs to assess their capacity and identify development priorities by measuring aspects of membership, management, money and marketing. Organizations that pass a threshold score on M4 will be targeted for ongoing support through CVC. We will also apply our gender equity in cooperatives data collection tool to assess the quantity and quality of women's participation as PO members and leaders. POs will analyze their M4 results and develop an action plan to address weaknesses. Organizational development and training topics will be tailored to help POs achieve their goals as described under IR 4.2.

CVC considers the role of agricultural cooperatives as crucial for development, in addition to systematic analysis and strengthening of cooperatives, CVC will contribute to the reflection about the establishment of two entities currently emerging on the horizon of the institutional landscape:

- an independent 'rating' institution that analyses structure and performance of cooperatives, especially their historic and future capacity for scheduled reimbursement of loans. Higher ratings should lead to cheaper credit;
- a permanent training institute for cooperatives where cooperative leaders will systematically be trained in their roles and responsibilities;

## PRE-SELECTION OF SPECIFIC VALUE CHAINS

In order to begin field activities without waiting the results of all of the different studies, the CVC project will springboard-off of some of the activities implemented by the IICEM project and begin working immediately on a number of specific value chain development activities identified such as:

- *Enriched (fortified) millet and sorghum flour Moulins du Sahel (MDS)*

This flour, requested by humanitarian aid agencies like UNICEF for child nutrition is produced by Moulins du Sahel (MDS) on a structured demand. The supply to MDS of good quality millet and sorghum is ensured by formal, well established, cereal traders/wholesalers. These traders (Sidiki Badjan Doumbia in Koutiala, Kalilou Diallo in Sikasso, Issaka Keita in Segou, etc.) buy millet and sorghum from producers, organized or not in cooperatives, through their collectors in the "Feed the Future " villages in the Cercles Bougouni , Sikasso, Koutiala (in Sikasso Region), Bankass and Koro (in Mopti Region). CVC will work with the cereal traders/ wholesalers and MDS to improve the functioning of the chains that originate in FtF villages, to meet MDS's requirements for millet and sorghum in terms of quality and quantity.

- *Millet for export Sikasso.* The cereal trader Kalilou Diallo in Sikasso has difficulty purchasing enough millet to satisfy his clients in the sub region (Ivory Coast, Burkina, Niger). He has experimented with formal contracts with farmer cooperatives and provides value chain financing (inputs against the right to buy the produce at predetermined prices). Farmers receive the inputs and commit themselves to deliver the produce. The CVC project will explore mechanisms to increase the exported volume and identify needs for additional investments.

- *Quality millet and sorghum Mali Office of Agricultural Products (OPAM) and World Food Program (WFP).*

Every year, OPAM and World Food Program, institutions specialized in the storage and distribution of food grains, purchase important volumes of millet and sorghum. Given the fact that these cereals must obey a list of specific requirements, purchasing is done by a call for competition between large wholesale traders. Only few of the traders /wholesalers meet the criteria and they have developed a specialization in supplying these institutional markets. These traders are the same as the ones mentioned above. CVC will work with involved actors to make the chains between these traders and production areas targeted by CVC more functional and dynamic.

- *Husked white rice Mopti and husked white rice Niono*

White rice is a staple product in Mali. High demand for white rice makes this a product with unprecedented market opportunities. In the region of Mopti, white rice is produced by mini mills from paddy rice produced in the small village irrigation perimeters (PIV) targeted by CVC. The same holds for paddy rice produced near Niono. CVC will support the mini-mills to develop their markets while simultaneously stimulating improved organization and production to supply the different mini mills.

- *Paddy rice Sikasso*

The change in price of paddy rice between harvesting periods and the lean season is an opportunity to gain income for small rice producers in the valleys of Sikasso. The project will stimulate involved actors to improve production, temporary storage and marketing.

- *Parboiled rice Sikasso<sup>4</sup>*

Markets for parboiled rice are in constant progression due to national and regional demand for this product. Parboiling is practiced by women in Sikasso as an income generation. In addition, this activity reduces post-harvest losses due to husking. The women, often organized in production and processing groups, sell the parboiled rice on the local markets and sometimes via intermediates to supermarkets in the cities.

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<sup>4</sup> There is also an important parboiling activity in Mopti. Considerable in quantity, but less organized and facing quality problems. More basic work is still needed. For this reason these value chains will not be taken into account in the first year.

- *Millet and sorghum* value chains around women-managed small and medium processing companies, like Danya Cereals (that benefited from initial USAID support), MAM and others<sup>5</sup>.

## **IR1: AGRICULTURAL PRODUCTIVITY IN IRRIGATED AND DRYLAND SYSTEMS INCREASED INTRODUCTION**

This intermediate result views the increase in production of rice and millet/sorghum by increasing yields (and not crop areas) through the promotion of new technologies, better access to inputs, correct irrigation water management, good agricultural practices and the application of soil and water conservation techniques while ensuring increased income for producers.

### **CHALLENGE**

One of the major challenges for improving the production and productivity of rice, millet and sorghum is bridging the gap between current low and potential high yields. Current yields of rice in the small village irrigation plots (PIV) and in valley bottoms (bas-fond) are around 5 MT/ha and 1.8 MT/ ha respectively. Yields of millet/sorghum are 1.2 MT/ha (see report IICEM 2013). Potential yields of rice PIV, lowland rice and millet/sorghum in these production systems are 12, 3 and 2.5 MT/ha respectively.

Closing the gap between actual and potential productivity is hampered by limited adoption of improved technologies like adequate water management, use of certified seed, combined use of good quality organic and mineral fertilizers, good agricultural practices, soil and water conservation, the use of appropriate equipment. Experience shows that widespread adoption of such technologies and practices critically depends on access to markets and motivating selling prices that allow for cost recovery and substantial increase in farmers' net income. As long as producers are not adequately remunerated for their efforts, productivity will remain low.

### **STRATEGY**

To improve the production and productivity of rice, millet and sorghum, CVC will focus on access to markets by creating strong ties between buyers and producers. The project will take the FtF interventions zones as entry points to identify the principal direct and indirect actors along high potential value chains for its targeted promotion, training and dissemination activities. Local actors involved in productivity increases include input providers (seed, fertilizers, pesticides, agricultural equipment), producers, and supporting services like micro-financing institutions, extension services and research. The project will develop support activities (advice, training, tools) for each of these actor groups whenever they need strengthening.

### **INTERVENTIONS**

#### **SUB IR 1.1 : TECHNOLOGY DEVELOPMENT, DISSEMINATION, MANAGEMENT AND INNOVATION ENHANCED**

One of the bottlenecks for up-scaling the production of rice, millet and sorghum is producers' access to technological innovations that allow for a significant increase in productivity. However, there are multitudes of technical innovations, realized by the national (IER) or international (ICRISAT, International Institute of Tropical Agriculture, Africa Rice) research structures, or introduced by international research and advisory services like Syngenta Foundation, IFDC and others.

Innovative, readily available and easy-to-use technologies include:

- High yielding drought resistant varieties of sorghum (*Grinkan, Tiandougou, Tiandougoukoura, Sumba* and various hybrids), millet (*Toronion, Sanioba*) and rice (*SK-95*);
- Improved practices of rice, millet and sorghum production: micro-dose fertilization, Urea Deep Placement in rice (UDP) , the Intensive Rice System (IRS);

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<sup>5</sup> While being good examples of market oriented value chain development, a problem with these Bamako based enterprises is probably that they are oriented toward nearby producers and not necessarily toward faraway FtF villages. If so, these will not be taken immediately into consideration.

- Integrated soil fertility management and soil and water conservation: optimal combination of organic and mineral fertilizers, contour farming, contour bunds, trash lines, gully control, grass strips, tied ridging, compartmentalization of fields, etc.;

For making available and accessible to innovative producers a solid foundation for sustained higher rice, millet and sorghum yields able to satisfy increasing consumer demands, CVC will immediately undertake the following activities:

- Conduct an inventory of currently available improved seed among seed companies and IICEM supported seed cooperatives (Dioila included);
- Connect farmers in the intervention areas, especially those around IICEM constructed warehouses, to the sources of improved seed (for instance through seed fairs); and develop financing mechanisms (the project itself has no funds to buy and distribute the seed) for seed purchase;
- Conduct awareness raising and organize demonstrations of selected technologies, as needed;

Large scale adoption of the most successful new technologies (improved seed, soil fertility management) will need a large scale systematic extension effort. Unfortunately during the structural adjustment period also best performing extension systems have downscaled their activities, and, until now, have only partly been replaced by alternative capacities.

In Southern Mali, CMDT has maintained its structure but narrowed its scope from 'production system' to 'cotton' and consequently partly downgraded its capacity in rural extension. However, in its current five year plan, attention for cereal production and maintenance of production potential have re-emerged as priorities. Financial means are still limited. After first contacts between CVC and CMDT the latter shows a keen interest in collaboration with CVC to increase extension efforts in the FtF intervention areas of Southern Mali.

Anticipated collaboration between ICRISAT and CMDT will boost the general promotion and introduction of selected improved varieties while the CVC team could concentrate its efforts on the marketing side of additional production in the FtF intervention zones.

For the first year, it is proposed to explore a collaborative effort on millet and especially sorghum production, combined with a soil fertility management and erosion control package, in the Koutiala-Yorosso area (preference of CMDT, related to accessibility and necessity for improved land management). Where the improved variety promotion will profit from ICRISAT funding, the land management package will be funded under CVC.

If the test proves to be successful, the same model could be applied on a larger scale with CMDT in the years to come. In addition, a similar approach could be imagined in the rice production areas of Office du Niger and Operation Riz Mopti.

In addition to the potential of subcontracting with selected well-established extension services, CVC will explore subcontracting with a number of service providers (NGO's, consultancy firms) that are close to the intervention areas and have worked with IICEM (for example PEENAL, RCGOP, AMPRODE, AIID, BEACIL, GREFA) for additional training and extension activities. CVC will also explore the possibility of engaging with the Regional Directions of Agriculture wherever possible.

While some technologies are ready for large scale introduction in places where the necessary conditions are fulfilled, others still need a more step by step approach to go forward. Therefore, CVC will

- Establish Memorandum of Understanding (MoUs) between CVC and national and international research structures, private enterprises, other projects, for demonstrations of proven production and processing technologies to targeted value chain actors<sup>6</sup>;
- Promote experimentations of combined technologies (UDP in IRS, UDP in micro-doses, etc.)

<sup>6</sup> IER, ICRISAT, Syngenta Foundation, Green Elephant, Toguna,

- Identify interesting agricultural fairs, interesting for future CVC contribution to their success by subsidies, presentations, and participation of actors targeted by the project
- For large scale introduction of proven technologies like Intensive Rice System (IRS) for rice in Sikasso and Mopti areas, and micro-dosis fertilization in sorghum and millet production in Mopti and Sikasso, CVC will collaborate with IICEM extension partners (NGOs, consultancy firms and Regional Agricultural Directions) through information exchange, common planning, development of MoUs, subcontracts, etc.
- Develop collaboration (and MoUs) between CVC and selected mass media (newspapers, rural radio) for widespread dissemination of innovative technologies and approaches to improve productivity in sorghum, millet and rice cultivation.

For year 1, expected results under these activities are:

- (i) Start of introduction of at least eight (8) new technologies (3 for rice, 5 for sorghum/millet) in the targeted areas over the LOP (varieties, threshers, good agricultural practices);
- (ii) Protection and improvement of soil management on 1000 ha thanks to integrated soil fertility management and soil conservation measures (making use of long experience in Mali and a multitude of tested interventions);
- (iii) At least 5000 ha are (in addition to the 23,000 ha under IICEM) under improved technologies and/or improved management practices;
- (iv) At least 5000 (in addition to the 30,000 producers under IICEM) producers have adopted new technologies and management practices.

#### **SUB IR 1.2: ACCESS TO QUALITY INPUTS INCREASED**

The introduction and application of innovative technologies may have a growing effect on the production and productivity of rice, millet and sorghum. But achieving optimum performance remains largely dependent on a timely supply of producers with appropriate, good quality and affordable agricultural inputs (seeds, fertilizers, crop protection products). However, the input market is highly fragmented and dysfunctional. Where in the past many interventions opted for an expedient but unsustainable approach to input supply (bypassing the private sector input dealers), CVC will opt for a more facilitative approach and create space for private enterprises to re-engage in value-chains.

To allow adequate access of farmers to inputs, CVC will work with the private sector (suppliers, agro-dealers, cooperative input shops, seed companies, banks and microfinance institutions) and technical services (National Department of Agriculture, Seed Laboratory, IER, ICRISAT) to establish strong links between input providers and farmers.

For improved seeds, we will begin by mapping of the seed value chains and by reinforcing direct linkages and dialogue between research entities working on improved seed development and seed manufacturers and dealers. We will help private seed manufacturers and distributors replace NGOs as primary intermediaries between researchers (IER, ICRISAT) and POs to promote multiplication of improved seed. Based on discussions with manufacturers like Comptoir 2000, outgrower schemes can be an effective way of doing this, but need more formal structures to help ensure farmers honor contracts and meet quality standards. We will link Comptoir 2000, National Seed Service and similar actors to cooperatives that have been successful in seed multiplication under IICEM. We will also link them to POs that will be participating in ongoing organizational development and TA under CVC, as they will be well-placed and supported to take on contracts for seed production. We will emphasize inputs adapted for rice, millet and sorghum production in our target areas (e.g., Toronio, a locally adapted high yield millet variety, and New Rice for Africa (NERICA) rice seed), but we anticipate that the linkages we facilitate will have significant spillover benefits. USAID/Mali plans to partner with ICRISAT in expanding quality seed production. As that partnership develops, CVC will collaborate with ICRISAT to strengthen input businesses and their networks.

Working through the Mali Network of Agro-Input Dealers (ORIAM) and MALIMARK, and in collaboration with the WAFP, we will identify agrodealers with the potential to serve not only as distributors, but also as advisors on correct use of improved seeds, blended fertilizers and appropriate

herbicides and pesticides. We will link these dealers to training and TA to improve both their stocks and knowledge of these products and also their ability to effectively communicate advice to smallholders.<sup>7</sup> All dealers or agents who are advising farmers on inputs use will also receive training on the role of women in agriculture and on how to meet their needs.

We will explore the potential for agro-input agent and hub models that use village-based agro-input agents who work on commission for larger retail or input supply companies. In this model, used successfully in ACIDI/VOCA projects in India, Tanzania and Zambia, agents receive inputs on consignment after assessing customer demand, allowing for better distribution. Hub networks can reduce transaction costs for inputs, increasing access for rural communities. Pending positive results, we will replicate and scale up the model. We will collaborate with Mali Agricultural Marketing Trust (MALIMARK) and ORIAM to ensure we build on evidence of what does and does not work and complement rather than duplicate efforts.

We will facilitate demand creation by fostering direct relationships between private suppliers, agrodealers and farmer clients to improve input use. We will incentivize suppliers to provide in-kind inputs and product demonstrations such as seeds, fertilizer and mechanization equipment, on demo plots, at farmer field days and at agricultural fairs.

We will also link relevant actors to the regional seed and fertilizer market (e.g., West Africa Seed Alliance, West Africa Trade Hub (WATH), and West Africa Fertilizer Program) to help increase demand opportunities and decrease the cost of investment in inputs. Related to this, we will collaborate with and complement the work of the CVC policy activity by providing analytical input on Government of Mali (GOM) and regional input policies and other constraints inhibiting the expansion of input markets.

In this first year, CVC will undertake the following specific activities:

- Develop an MoU with FASO KABA and other seed companies and cooperatives for the multiplication of high yielding variety seeds and establishment of long term business relations with clients
- Evaluate formal and informal input distribution networks in the intervention zones related to the selected specific value chains;
- Organize visits of farmers to seed producers to stimulate business relations and purchase contracts;
- Organize exchange visits between 'new' and 'old' seed producers;
- Facilitate the establishment of demonstration plots by the private sector in targeted areas;
- Develop a cooperation agreement with selected banks and microfinance institutions for the establishment of durable funding mechanisms (like inventory credit or warrantage<sup>8</sup>) for input supply;
- Identify and train agro-dealers, involved in selected specific value chains, on good business practices and appropriate handling of inputs;
- Establish collaborative relationships between CVC and associations of seed suppliers (Assema) and input dealers (ORIAM) in Mali to identify constraints to the expansion of agricultural input markets;
- Analyze, for targeted value chains, eventual constraints in access to agricultural inputs and need for input shops;

For year 1, expected results of these activities are:

- (i) Demonstrations of five (5) high performing varieties of millet and sorghum;
- (ii) Three (3) technologies introduced;

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<sup>7</sup> Our experience shows that agrodealers are often too technical in their presentations, leaving farmers confused and too overwhelmed or intimidated to seek clarification.

<sup>8</sup> Inventory credit system, warrantage, warehouse receipt system; three names used for a system where a well-managed and protected stock of produce serves as a guarantee for a bank loan. The credit may be used for purchase of inputs for the next season, or for income generating activities. CVC will encourage the systems for purchase of inputs.

- (iii) Three (3) private seed farmers and three (3) seed cooperatives supported;
- (iv) Three (3) private and three (3) cooperative agro-dealers trained;
- (v) At least one (1) inventory credit (warrantage) scheme operational for paddy rice (in Sikasso, or in Diabaly/Dogofry) initiated

### **SUB IR 1.3 : ECONOMICALLY VIABLE IRRIGATION SYSTEMS EXPANDED**

The lack of effective water management systems is one of the main challenges to increasing agricultural productivity in the Sahel. The project will contribute to water control through promotion of correct use of more efficient irrigation infrastructure in targeted areas. Given the costs of building new systems and renovation of old irrigation systems, CVC will limit its intervention to capacity strengthening of water users and farmers, working closely with other partners, like Gesellschaft für Internationale Zusammenarbeit (GIZ/KfW), already active in the field and specialized in construction work..

Targeted areas are the valley bottoms in the south (Sikasso) and the village irrigation perimeters in the north (Mopti);

To ensure better management performance and ensure the sustainability of infrastructures, the project will work with water user groups/associations.

In this first year, priority will be given to capacity strengthening of producers/water user associations in areas with recently constructed or rehabilitated irrigation infrastructures supported in 2013 under the IICEM project. In Sikasso –Bougouni area, this means a concentration on the sites of Zegoua (Kapaga, Fanidiama, Nassoulou), Loulouni (Perasso), Gongasso (Zaradougou), Sanso (Finkoua, Sinamana) and Koumantu (Kondji). In Mopti-Djenne area, work will be concentrated on the sites at Dialoubbe (Pira), Konna (Kokata, Sengo, Djantakoye), Ouro Modi (Kassim Daga), Mopti (Bargondaga 2) and Kewa (Koulenze, Koua)

CVC will not undertake physical construction or rehabilitation of irrigation infrastructure (the ‘hardware’), but concentrate on promotion of optimal use (through “soft skills”).

- Develop or adapt appropriate training modules and train trainers on management of irrigation systems ;
- Train water user groups and associations on management of irrigation systems ;
- Introduce alternative water management in VIPs to allow for off-season rice or vegetable production;

In preparation of eventual interventions in Year 2 of the project CVC, we will

- Collaborate and engage with KfW and the ‘Genie Rural’ to harmonize interventions in irrigation;
- Revisit selected best sites for interventions (construction and/or rehabilitation);
- Contribute to the formulation of technical, socio- economic and environmental studies before the start of hydro-agricultural works to be implemented by KfW;

For year 1, expected results are:

- Inventory and assessment of existing irrigation infrastructures;
- All construction sites proposed by Genie Rural revisited and priorities for eventual CVC interventions determined;
- CVC intervention plan for support to irrigation developed in synergy with KfW, Genie Rural and other donors
- 5,800 hectares under irrigation system supported by the project
- In addition to the individuals trained under IICEM, 300 individuals, 5 members per water management committee ( 150 male/ 150 female; 60 committees) have received short-term training on water use, management of irrigation systems, nutrition and off-season production

#### **SUB IR 1.4 : SOIL AND WATER MANAGEMENT TECHNIQUES IMPROVED**

Land degradation and rainfall characteristics (high variability, high intensity, long dry-spells during rainy season, long dry seasons) are major obstacles to increase production and productivity in semi-arid zones. However, many techniques have been used in Mali and other Sahel countries to improve the efficiency of rainwater to increase and maintain soil productivity.

Techniques include: integrated soil fertility management, contour bunds and contour farming, trash lines, stone barriers, grass strips, field compartmentalization with living fences, tree planting, and many more.

To improve the land and water management in rainfed agriculture, CVC will widely disseminate above mentioned techniques in the intervention areas, following a ‘village approach’ in FtF villages, with priority for those largely involved in selected specific value chains<sup>9</sup>.

To do this, the project will undertake the following specific activities in this first year:

- Identify appropriate soil fertility management and soil and water conservation techniques per intervention area and targeted crop;
- Conduct a training-needs assessment of extension workers and producers for soil and water conservation and soil fertility management;
- Sign Memorandum of Collaboration with NGOs and other specialized structures in local extension for implementation of soil and water conservation techniques and improved soil fertility management;
- Promote contractual relations between NGOs/consultancy firms, trained and equipped by IICEM, and producers targeted by CVC for the realization of land protection measures in sorghum and millet fields Organize inter-farmer study tours to visit the results of protected fields;
- Train technical staff, village technical teams, and producers on the innovative techniques identified in conservation and natural resource management related to agriculture,
- Farm and community level climate change and environmental resiliency plans developed.

In the years 1985-2000, CMDT developed and introduced an integrated soil conservation and natural resources management approach for its intervention zones in Southern Mali. Quite effective and well appreciated by farmers, it became an integral part of its extension program, but was closed during the cotton crisis. Today, CMDT has put ‘maintenance of production potential’ again on the agenda and is looking for means to revive essential parts of the former program. Part of its extension staff still has the knowledge and skills to accompany a revival of such an extension program but training of new staff and refresher courses for older extension staff will be necessary. Training approaches and modules are still available. It is proposed to negotiate with CMDT a specific contract to implement a priority extension program in the FtF villages in Southern Mali. This could be combined with the contract for millet and sorghum production by concentrating during the first year on the Koutiala-Yorosso area.

For year 1, expected results are:

- At least 200 local extension workers (male, female)
- At least 5000 producers (male, female) trained;
- 5000 producers, (2500 male/2500 female) having adopted drought resistant cropping systems;
- At least 5000 hectares with technologies and improved soil and water management practices.
- At least two inter-farmer study tours organized per intervention zone

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<sup>9</sup> Soil and water conservation measure include not only individual measures in farmer’s fields but also ‘collective’ measures where a collaboration of farmers in a shared water basin is needed. Important steps in such a village approach are awareness raising, common planning, technical training of a local team, implementation of individual and collective measures. For implementation of individual works, priority will be given to farmers involved in the targeted value chain without excluding others.

## IR2 : MARKETS AND TRADES EXPANDED

### INTRODUCTION

Increased market opportunities for rice, millet and sorghum are an effective way to boost production and productivity of these crops. CVC will work to increase opportunities for access to local, national and regional markets, with equal opportunities and benefits for men and women. Access to especially national and regional markets necessitates the formalization of transactions based on a set of pre-defined specifications, and requires improving the quality of rice, millet and sorghum by moisture control, and reduction of impurities. The thus created added value and increased sales on national and regional markets may have a significant positive influence on income of rural households.

In the first year, the project will focus on developing value chains already known in rice, millet and sorghum that have roots in the villages of the FtF targeted communes.

### CHALLENGES

Main challenges to tackle are:

- Producers and small processors have limited pertinent information about end-markets;
- Substantial reduction of quality during post-harvest handling;
- Variation in quality of produce at farm gate;
- Weak organization of producers;
- Many chain actors have poor capacities in marketing, management and finance;
- Limited or outdated processing technologies and capacity;
- Poor linkages between actors in the value chains;
- Weak support services for value chain development;
- Difficult access to finance for processing and trade;
- Poor information about investment opportunities;
- Packaging of end-products;

### STRATEGY

Much of the agricultural programming in Mali has focused on increased production, and where marketing support has been provided, it has typically been production focused (How can smallholders market what they produce?) rather than market pulled (How can smallholders produce what the market demands?). However without good harvest and post-harvest practices and an understanding of market demands, the benefits of increased productivity will not be maximized. Using a facilitative market-led approach, CVC will build market linkages and catalyze private investments in rice and sorghum value chains.

Key approaches include;

- Develop understanding of market demands, build vertical linkages and promote development of new and value added products;
- Stimulate commercial linkages between chain actors;
- Establish contacts with investors and (eventually) creation of an investment fund to provide flexible contracting mechanisms to reduce risk, foster innovation, leverage resources and stimulate private sector investment;
- Increase focus on post-harvest handling and marketing;

ACDI/VOCA's SMFM (Sell More for More) training program improves the ability of producer organizations (POs) to meet the quality and quantity specifications of the most stringent buyers. SMFM consists of seven components. PHH and storage sessions demonstrate proper cleaning, sorting and storage techniques to ensure high quality and minimize loss. Membership, marketing, money and management trainings are delivered as a series of participatory workshops for current and emerging cooperative leaders. These workshops culminate in a business and marketing plan. The seventh and final session, credit, is a one-on-one consultation to provide an in-depth review of the PO's financial needs. POs are paired up for trainings to foster cross-organizational learning and future collaboration.

- Support access to demand driven support services along the value chains
- Systematic training of staff and actors in the SMFM approach

## **INTERVENTIONS**

### **SUB IR 2.1 : MARKET DRIVEN, VALUE ADDED PRODUCTS INTRODUCED**

While global demand for rice has been declining in recent years, in Africa it continues to increase, presenting significant opportunity for Mali if quantity and quality can be improved. Millet and sorghum, traditionally grown for household consumption, are also experiencing increased market opportunities in the form of processed and prepared foods, as well as blended and fortified foods. CVC will build on previous USAID investments by supporting more consistent and higher-quality cereals and expanding the value that can be added through agroprocessing.

Analysis of the value chain and rapid market research (RMR) identify business opportunities and potentially interesting specific value chains. It also allows a better understanding of the constraints and problems in major value chains and identification of relevant activities to improve their competitiveness.

As part of the initial VCA described above, CVC will conduct an end-market analysis to determine the market and investment potential of the target cereals, including various value-added derivatives, both domestically and regionally. We will identify agro-entrepreneurs and other investors interested in developing new products, and the key investments and upgrades needed to realize those opportunities. We will share study results so all stakeholders understand the demand, opportunities and constraints. CVC will then work with various actors to facilitate the development of new products and upgraded processing and packaging, ensuring that private sector actors are incentivized and driving the process.

It is in this context that CVC will undertake a number of activities during the first year:

- Inventory and analysis of end-markets;
- Conduct market research to identify and select value-added products derived from rice and millet / sorghum according to market demand or encourage the application of these products to market.;
- Exploit and capitalize on other existing data on potential markets, including the data generated by projects ad regional or national programs funded by USAID and other donors on rice, millet and sorghum (distinguishing between markets and channels at local, national and regional level). Study to be executed by the CVC team within the framework and results of VCA;
- Identify the needs of Moulin du Sahel (MDS) and other in terms of quality and quantity of millet / sorghum for the production of enriched, fortified flour (list of specifications) and develop an intervention strategy to realize MDS's plans;
- Support and facilitate transactions between traders /wholesalers and targeted producers;
- Identify wholesalers/traders and producers and train them on MDS's quality standards and delivery procedures for millet and sorghum;
- Identify and collaborate with organizations involved in collection and diffusion of market information;
- Identify financial structures and investors in order to facilitate the financing of value chain actors;
- Identify new products to be introduced (new processed products, fortified and nutritious base of rice or millet/sorghum).

For year 1, expected results are:

- 6 new value added products (2 rice, 2 millet, 2 sorghum) are identified through the project intervention.
- 3000 people, of whom 50 % female, received short-term training on topics related to quality improvement, best practices postharvest rice and millet / sorghum, agricultural marketing and management.

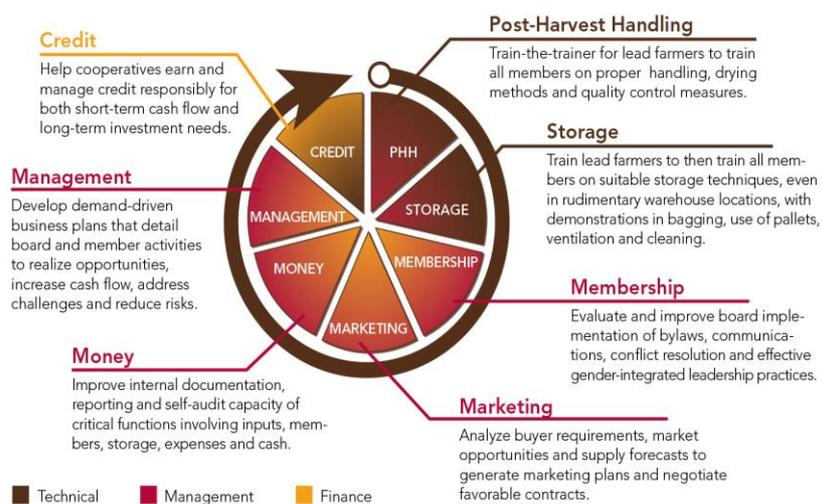
### **SUB IR 2.2 : SUSTAINABLE FARM TO MARKET LINKAGES AND ACCESS TO MARKETS STRENGTHENED**

CVC will identify market opportunities and facilitate commercial relationships among client farmers and agro-entrepreneurs to become active market participants and take advantage of growth opportunities. We will build strategic partnerships at every level (farm, agro-entrepreneur, trader, finance provider) and formalize transactions between VC participants. Based on the VCA, we will help market participants to

better understand market demand, price variation, quality standards, and consumer preferences, and identify ways to improve production.

As discussed in the analysis section, POs will be assessed using our M4 tool at the beginning of the project. Selected POs will be invited to participate in ACDI/VOCA’s award-winning SMFM curriculum.<sup>10</sup> This approach teaches POs how to help members earn more income by improving Post-harvest Handling (PHH) and executing effective market-oriented business plans. The name of the program articulates the outcomes: **Sell More** product by increasing quantity **For More** revenue by increasing quality. We will deliver SMFM through a TOT cascade approach. PO members will increase incomes by collectively marketing their product to targeted markets (based on a review of the end-market analysis), which can include primary aggregation markets, traders and institutional buyers such as WFP and OPAM. Government extension staff will also be invited to participate in trainings to maximize dissemination.

## FIGURE 2: ACDI/VOCA’S SELL MORE FOR MORE™ (SMFM) TRAINING CURRICULUM



The SMFM training curriculum improves the ability of POs to meet the quality and quantity specifications of the most stringent buyers. SMFM consists of seven components. PHH and storage sessions demonstrate proper cleaning, sorting and storage techniques to ensure high quality and minimize loss. Membership, marketing, money and management trainings (aligned with the M4 competencies) are delivered as a series of participatory workshops for

current and emerging cooperative leaders. These workshops culminate in a business and marketing plan. The seventh and final session, credit, is a one-on-one consultation to provide an in-depth review of the PO’s financial needs. POs are paired up for trainings to foster cross-organizational learning and future collaboration.

Currently, outgrower and contract farming schemes in Mali are used primarily for cotton. However, based on comments from multiple cereal processors and buyers that they would prefer to work directly with POs or farmers where possible, and contract farming’s potential as a vehicle for embedded services like VC finance and private extension, we will work with POs and buyers to pilot various contracting methods and test ways of fostering access to inputs and support services like TA, mechanization services, etc. Risk of side selling is a concern, so the CVC team will work with POs and buyers to identify root causes of side selling and adjust contract models to align incentives. This will be augmented by raising awareness on both sides of the necessity of honoring contracts, emphasizing the win-win results of doing so.

As part of our pull strategy we will also link lead firms to WATN for trade fair and buyer visit participation and link associations such as the Cereal Traders Association to regional grades and standards initiatives.

Farmers are in contact with different type of markets, each with their submarkets and requiring specific capacities to serve or being served;

- Agricultural inputs markets (fertilizers, seeds, crop protection products, equipment)

- Output markets (per produce)
- Services markets (financial services, technical services)

Structuring of input and output markets gives an opportunity to value chain actors for developing strong partnerships to collectively meet market requirements.

### **INPUT MARKETS**

Access to good quality inputs is one of the headaches for farmers. Improved seeds are available only in limited quantities. Availability and quality of fertilizers is not always guaranteed. Especially in crop protection products there are many fake and counterfeit products on the markets, while even simple equipment is difficult to obtain (such as ploughs, threshers, etc). Most inputs are too expensive to buy from the pocket while credit systems are only in place in the cotton production zones.

Formal relations will be promoted between producers in all targeted value chains and accredited agricultural inputs providers who are supposed to sell only quality products. Financing mechanisms involving chain actors and banks must be developed. In areas without nearby agrodealers, cooperatives or private enterprises interested in engaging in input supply will be identified and supported.

### **OUTPUT MARKETS**

Depending on market opportunities for millet and sorghum, CVC will support wholesale/traders to formalize upstream transactions by signing contracts with producers in targeted "Feed the Future communes" in order to supply Moulins du Sahel, OPAM, WFP or others with produce that meet their respective specifications. CVC will promote the signing of formal contracts between paddy producers in the VIPs and the mini rice mills in Mopti area, and between paddy producers and mini mills in Niono area. Similar activities will be undertaken between lowland rice paddy producers and parboiling enterprises near Sikasso.

### **SERVICES**

Emphasis will be placed on creating partnership links between value chain actors and financial institutions (Agricultural Development Bank (BNDA), Kafo Jiginew and other MFIs) and surrounding business support services (agricultural extension, NGOs, local consultancy firms, financial services providers).

To achieve this objective, the project will undertake the following activities in the first year:

- Conduct a literature review on market research conducted on rice, millet and sorghum value chains;
- Execute a value chains mapping and let validate this mapping by market operators;
- Make a market assessment for new products that can be produced by local processing units in the value chains of rice, sorghum and millet;
- Support mini mills, traders/wholesalers and parboilers to develop specific quality standards for paddy rice, millet and sorghum;
- Facilitate the signing of formal purchase/sale contracts between producer groups and mini mills, traders, wholesalers, parboilers and other processors;
- Promote market studies by or for processors;
- Organize a dialogue between financial institutions and targeted value chains actors about financing needs the appropriate financing mechanisms;
- Formalize commercial partnerships between value chain actors and selected intermediates;
- Adapt training tools on the SMFM approach to the local context and to local organizations identified (including project staff);
- Facilitate stakeholder participation in local, national and regional trade fairs;
- Train marketing committees on cost calculation methods for production and processing, on trade negotiation and price setting;
- Organize workshops collective price negotiation between wholesalers, retailers grouping and producer groups.

For year 1, the expected results are:

- 527 POs have established commercial partnerships with buyers of sorghum, millet and rice;
- 300 persons (150 female, 150 male) have received a short training on marketing of rice, sorghum and millet;
- 2 financial institutions have established a partnership with value chain actors.

### **SUB IR 2.3 : POST HARVEST HANDLING AND PROCESSING IMPROVED**

The production capacity of farmers, especially women, is limited by the amount of arable land at their disposal. This leaves two main ways to increase production: adopt improved farming practices (including use of improved inputs and technology) as described in IR1; and reduce post-harvest losses.

There is limited data in Mali on post-harvest losses at the producer/small trader level, as most do not track such information. However, the World Bank estimates that 10-20 percent of commodities produced are lost, depending on the grain and the season<sup>11</sup>. Furthermore, without good harvest and PHH practices and an understanding of market demands, the benefit of increased productivity will not be maximized. Traditional threshing techniques also require important labor and have a negative influence on quality.

While some larger traders and processors indicated that they could access storage facilities relatively easily, there is a significant shortage of appropriate storage and processing options at the producer level. As a result, most small farmers must sell their commodities just after harvest when prices are low, and often need to purchase grain later in the year when prices are higher. Also, poor storage practices reduce the grain quality resulting in market value deterioration. By improving storage methods and management of grain stocks, CVC will significantly increase quality and value added and allow farmer households to better manage price volatility throughout the year.

SMFM's three-day PHH module focuses on proper collection, handling, cleaning, drying and quality control measures. The two-day storage module demonstrates suitable storage techniques, bagging, pallets, ventilation, protection and cleaning. As POs achieve higher-quality harvests, we will link them to large buyers such as WFP and OPAM, and processors such as Moulin du Sahel, Danaya Cereales and others willing to pay a premium for quality.

We will facilitate investment in aggregation centers and crop conditioning equipment using the Investment Fund. We will link with OPAM, which has a network of agents across the country that can offer training and services in warehouse management, storage, stock protection, etc. Government and other public extension agents will be invited to attend these trainings, along with relevant private sector actors who play a role in providing extension and training services. We will also coordinate with Mali's regulatory agencies in food safety and quality standards (e.g., National Food Safety Agency, National System of Standardization and Quality Control) and build linkages to expand their collaboration with agroprocessors for information on food quality and safety.

We believe that once farmers understand market demands and have been linked to buyers willing and able to pay quality premiums, they will see the incentive to invest in upgrading PHH and storage, and have the increased income to do so. Complementing the SMFM training, we link these actors to sources of finance and will leverage the CVC Investment Fund to catalyze investment in improved storage and aggregation facilities at the farm/village level and to identify and facilitate investment in improved, appropriate scale and cost-effective technologies for rice and sorghum/millet processing operations.

Further along the VC, we will work with buyers to build their capacity to demand and reward higher quality. Currently, buyers typically pay an average (usually low) price for all grains they purchase. Without moisture meters or grading equipment it is very difficult for them to measure or grade the quality and therefore offer differentiated prices. We will provide training, TA and financial intermediation and co-investment to facilitate access to grading tools and technologies, a key prerequisite to quality premiums.

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<sup>11</sup> Missing Food: The Case of Postharvest Grain Losses in Sub-Saharan Africa. April 2011.

In this first year, the following activities will be implemented:

- Develop an inventory of producer organizations that received threshing and hulling equipment for millet, sorghum and rice of the IICEM project
- Support the benefiting organizations in good use of the received equipment;
- Train farmers on quality specifications, good post-harvest practices and packaging required by the market (traders/wholesalers, mini mills and parboilers);
- Identify and assess and identify existing storage infrastructure in the "Feed the Future" villages;
- Identify public and private economic operators for the financing or co- financing of suitable storage infrastructure;
- Develop tools and modules on good storage and post-harvest practices;
- Train operators and private producers on best practices for storing cereals;
- Promote available calibration tools and equipment;
- Support identified processing units/enterprises to develop new products using simple and appropriate tools and equipment.

For year 1, the expected results are :

- 500 leaders of cooperatives and other POs (250 female, 250 male) and 2500 producers (50% male, 50% female) have received a short training on quality improvement and appropriate post-harvest handling of rice, sorghum and millet;
- 10 processing enterprises supported

#### **SUB IR 2.4 : EFFECTIVE AGGREGATION OF PRODUCTION ESTABLISHED**

Cereal supplies by individual producers or producer groups at village level are generally too low to negotiate best prices and take advantage of market opportunities. Also, relatively small quantities do not justify purchase of equipment to improve cleaning of the produce. The aggregation of individual quantities allows producers to improve post-harvest handling and meet pre-established quality standards. For that reason, IICEM has financed the construction of an important number of warehouses that are now centers for further crop production and marketing.

Increased access to, and improved management of, commune/PO-level storage will enable farmers to amass larger stocks of rice and sorghum/millet of a consistent market quality and provide better bargaining power to make the most of market opportunities. CVC will concentrate on available capacity, but where additional aggregation points are needed, CVC will apply ACIDI/VOCA's successes from work in Rwanda and Malawi to improve and expand storage facilities and services via co-investments with lead firms to construct or upgrade a network of cereal bulking centers and village aggregation centers. These aggregation points will be located in targeted market catchments close to rural production areas. The CVC team will provide or facilitate TA to aggregation center operators on warehouse management and development of business plans. Improved aggregation, as production moves up the VC, will contribute to greater economies of scale and efficiencies. Access to appropriate storage will also pave the way for expansion of warrantage and inventory credit schemes, which we will explore in sub-IR2.5 with local financial institutions.

Transport is another weak link in the VC. A recent transport and logistics survey conducted for USAID/Mali indicates that transport accounts for about 50 percent of the cost of Malian goods. Transport services in Mali are not very professionalized. Transporters typically have low literacy levels, low business capacity to manage their enterprise, and limited ability to negotiate deals with traders or advocate on their own behalf. Traders often have more clout and knowledge, so many do their own transport. This works well for some, but can be difficult to manage and distract from their core business. An aging trucking fleet is one of the drivers of Mali's inefficient and costly transport system. We will therefore leverage work being done by WATH to strengthen transportation in the region by linking transporters to training and advocacy activities, and facilitate access to purchase or lease financing for trucking companies seeking to modernize their fleets. Poor planning of transport and lack of information about actual need for transport leads to an enormous loss of time and low efficiency. In the sub-region experiments on transport information systems

have been put in place. CVC will facilitate information supply on these experiments to transporters in Mali. In addition, we will facilitate linkages between transporters, producers and buyers by encouraging transporters' participation at national fairs and trade shows.

In this first year, CVC will undertake the following activities:

- Make an inventory of current storage capacity in FtF intervention areas and identify constraint and opportunities;
- Identify private operators and public funds that can invest in the construction of warehouses,
- (in zones with warehouse capacity) Train farmers on the advantages and mechanisms of product aggregation and temporary storage;
- Train farmers on best practices for storage and maintenance of warehouses;
- Train farmers on inventory credit systems (warrantage) for aggregated quantities;<sup>12</sup>
- Collect and make available to producers and traders wholesalers information from national and regional markets;
- Promote exchange between transporters in Burkina and Mali about the online cargo procurement system put in place in Burkina to optimize transport and reduce overall costs, reduce 'empty travel' and waiting times ;

Expected results for Year 1 are:

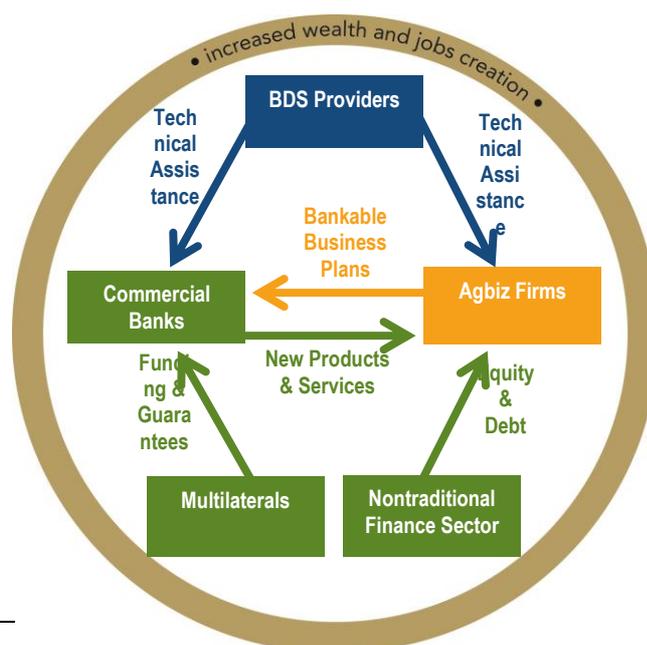
- Inventory of existing warehouse capacity available, constraints analyzed and interventions proposed;
- 140 Comites de Gestion de Magasin (approximately 520 people of which 260 female, 260 male) have received a short training on warehouse management and maintenance, production cost calculation, business negotiation and price setting;
- 150 people (75 female, 75 male) are trained to implement at least ten inventory credit system (warrantage) in the 2014/15 season;
- Potential interest for online cargo procurement system appraised.

### SUB IR 2.5 : ACCESS TO DEMAND DRIVEN SUPPORT SERVICES STRENGTHENED

Promotion of a market orientated production requires from chain actors not only a radical change in mindset, but also considerable knowledge and (not the least important) substantial financing.

The expansion of marketing opportunities through stronger commercial linkages between producers and market intermediaries will pull farmers and POs to seek assistance for expanding and improving production and for accessing market support services. These services could include market information, quality requirements, adequate production techniques, costs reductions, produce aggregation, post-harvest handling and storage and warehouse management, price negotiations, transport, organizational development, strategic business planning and finance, etc.

**Figure 3: Financial Facilitation**



<sup>12</sup> Objectives of 'warrantage' may vary depending on local priorities: adequate input supply, short term credit for income generating activities, improved income, etc.

The network mapping described above will identify a range of potential BDS providers and provide a snapshot of their current business relationships with VC actors. BDS providers may be consulting organizations such as Agro-Industrie Développement SA, Peenal, Colotrans Consulting, Agriculture and Aboriculture Study and Training Group (GREFA) and Network of Farmer Organizations and Management Consultants (RCGOP), or “embedded” providers along the supply chain that provide or could provide additional services to their clients or suppliers, either for a fee or as part of the overall price/cost structure.

We will use a competitive process to solicit a number of BDS providers that provide or have the potential to provide the types of services likely to be most in demand (also identified in our initial analyses) by VC actors in our target areas. We will work to build their capacity and link them to POs, processors, transporters and agrodealers who may require their services. Nascent POs and small agro-enterprises may initially be reluctant to invest in BDS. For these groups, we will conduct a business “matchmaking” fair to introduce them to BDS providers and provide them with vouchers to subsidize their first one or two service contracts, giving the BDS providers the opportunity to prove their value.

Using vouchers and directly linking POs and agro-enterprises with BDS providers, rather than contracting the TA on their behalf, will build the agro-enterprises’ capacity to identify and meet their own needs and ensure that the relationships are sustainable. CVC will monitor service provision for quality and compliance purposes.

Access to finance is one of the most frequently cited constraints to upgrading and growth along the cereal VCs. As part of the initial VCA and mapping, d intl will support the identification of agro-enterprises, including POs, that are seeking financing, as well as potential investors within Mali and internationally.

Investment opportunities will be assessed based on upstream and downstream impact potential, e.g., how many people will benefit from the investment, how much business activity will be generated, what will be the impact on women.

Agro-enterprises will be offered services through a cadre of financial intermediaries that d intl will help to identify (from BDS providers, management consultants, NGOs, etc.) and train to structure deals that will assist the agro-enterprises in obtaining the needed financing. Initially, large deals (over \$200,000) will be directly facilitated by the project with local intermediaries building their capacity to facilitate deals of this scale over LOP.

CVC will also contribute to the ongoing dialogue and trials in Mali related to mechanisms in rural financing that will allow for boosting agricultural production and investments.

It is anticipated that CVC will facilitate over \$15 million in investment through these models<sup>13</sup>. Intermediation services include identifying potential investors/financing institutions, business plan

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<sup>13</sup> Compensation for financial intermediation will be based on performance against an assessment of the degree of attainment of performance targets—specifically, the number and value of investments facilitated. For deals under \$200,000, intermediaries will receive a 7.5 percent incentive payment; for deals over \$200,000 the incentive will be 3.6 percent. In both cases, one-third of the incentive is payable upon submission of an application to the financial institution/investor, one-third upon funding approval and one-third upon disbursement. Because the market for intermediation is extremely limited, CVC will fully subsidize initial incentive payments to allow clients to realize the potential gain from these services. The subsidy will be reduced over LOP. While the agroenterprise receives the obvious benefit of the desired financing, banks and private investors also benefit through interest charged or profit-sharing, increased market penetration, development of new products, etc. We will therefore explore different cost-sharing models for who pays for these services going forward.

development and application assistance, feasibility and profitability assessment, relationship management, etc. Various financing schemes will be used depending on the specific situation, including co-financing from multiple investors; tripartite schemes where banks provide credit to farmers who deliver to their buyers, who in turn re-pay the loans, with BDS consultants providing TA that reduces risk on all sides; co-investment by the agro-enterprise itself and/or security pledges (guaranteed without dispossession); and so forth.

In the first year, CVC will undertake the following activities:

- Design and document a financial mediation capacity model in view of establishing or strengthening an independent, professional financial mediation capacity in Mali to facilitate matchmaking between offer and demand for credit and investments Identify investment funds and other financial institutions interested in the FtF intervention zones and actors in selected specific value chains;
- Market the financial mediation models to BDS;
- Identify competent financial institutions already in contact with or potentially interested in actors of selected value chains;
- Support chain actors to express their financing needs;
- Evaluate existing financing mechanisms and develop proposals to serve financing demand
- Develop training models;
- Train targeted BDS and staff of financial institutions in value chain development and financial mediation.

Expected results in Year 1 are:

- Financial mediation model described;
- At least 4 financial intermediation BDS identified and trained (1 in Bamako, 1 in Sikasso, 1 in Mopti, 1 in Segou);
- Amount of credit approved to chain actors: 200,000 USD
- Amount invested in infrastructure and processing capacity by chain actors: 1,000,000 USD

#### **SUB IR 2.6 : ACCESS TO MARKET INFORMATION EXPANDED**

Market information is vital for more efficient and profitable transactions. Several current and past efforts to establish market information services (MIS) are operating and providing more or less useful information, including Afrique Verte, *Observatoire des marchés agricoles (OMA)*, *Système alerte précoce*, and others. However, most of these have been designed to serve projects, donors and government and therefore are, for the most part, not widely used among producers and most market intermediaries. Women's access to information is particularly low.

However, the availability of real time information pertinent for chain actors is extremely rare, while need for such information is high. Producers, the majority of market intermediaries, and especially women have poor access to relevant information. There is no need to inform a farmer about the millet price on the market he or she visited the week before, it is real time information about market processes and demands that may influence his or her decision.

We will address this issue from both sides, working with those entities currently offering MIS to help them design products and presentations better suited to producers and market players, and with POs and other agro-enterprises to effectively use information to inform decision making.

To address accessibility, we will work with MIS providers on approaches such as radio that can be cheaply and widely disseminated and are more accessible for women and the illiterate. Mobile phone systems have also been shown to provide useful services in many situations, though they may not reach women as well. We will also facilitate increased dialogue between national and regional MIS providers and Malian businesses to improve information content and usefulness for serving the private sector.

In this respect the following activities will be undertaken in this first year:

- Support capacity strengthening of national and regional stakeholders to collect and disseminate information continuously (via an innovative collection and dissemination of information, for continuous monitoring of market changes by using new information technologies);
- To better take into account the information needs of the value chain actors, create a framework for collaboration between the Agricultural Markets Observatory (OMA) and CVC on the collection, processing and dissemination of market information on rice, millet and sorghum;
- Identify and support BDS's interested in establishment of a market intelligence system on rice, millet and sorghum with the use of a platform for internet, mobile phones and radio etc. (Orange Mali?)
- Develop appropriate media and tools for the collection and dissemination of market information.

Expected results:

- Selected priority market information data are collected and disseminated by a partnership CVC-OMA
- 1 local operator identified, interested in the establishment of an online, real time market intelligence system on rice, millet and sorghum;

### **SUB IR 2.7 : REGIONAL TRADE CONSTRAINTS REMOVED**

CVC will not directly address this Sub IR, Producers and agro-entrepreneurs in Mali operate on an open and free regional market of Economic Community of West African States (ECOWAS) countries. However, in practice, there are still many market distortions on the input as well the output markets. Analyses conducted by IICEM, Agribusiness Trade Promotion/Expanded Agribusiness Trade Promotion (ATP/EATP) and WATH concluded that policy-related constraints were the most significant force behind high logistics and transport costs. We will work closely with the USAID/Mali policy project and other partners to share data and lessons learned and coordinate with regional initiatives such as Borderless and WATH to address these issues. We will link CVC stakeholders and associations like Cereal Traders Association and Conseil Malien des Transporteurs Routiers to relevant regional bodies such as West Africa Grain Network, work together to ensure that Mali stakeholder interests are represented in their work, and may provide short-term technical assistance to such associations to develop advocacy plans and bring key stakeholders to the table.

### **IR3 : RESILIENCE OF VULNERABLE COMMUNITIES AND HOUSEHOLDS INCREASED INTRODUCTION**

USAID/Mali adopted a resilience strategy to reduce the number of humanitarian caseloads, the depth of poverty and acute malnutrition of communities and people who are exposed to recurrent crises. The purpose is to help chronically vulnerable populations better withstand shocks and stresses, better and more rapidly recover from these shocks and stress, and become active participants in inclusive economic growth.

CVC will build off this strategy by ensuring that the project's activities are inclusive of the most vulnerable populations in the targeted communes by engaging the most vulnerable through all segments of the value chain, specialized training and employment opportunities.

In order to determine the interventions most appropriate to build the resilience of people, households and communities, it is important to identify the vulnerabilities affecting these groups. Since resilience building requires a multi-sector approach, one has to look at the vulnerabilities affecting the communities, households and individuals in each sector (Health, Education, Means of Livelihood, Governance). CVC will collaborate with other donor funded projects and government initiatives working with vulnerable communities or households.

### **CHALLENGE**

Living and working in the sudano-sahelian zone in West Africa makes any person vulnerable due to extreme weather conditions, poor infrastructure, poor health care systems, weak governments, increasing criminality, etc.

The upcoming urban middle class and especially the rural population are living in a high risk economic and natural environment where the traditional resilience systems (risk aversion in agricultural production, social networks and sharing mechanisms in families and communities) are overstressed or crumbling down and falling apart.

In the rural areas, all producers, their families and their communities, must be considered as vulnerable. But also here, among these vulnerable populations, specific groups are even more vulnerable and are forced to develop not livelihood but 'survival-hood' strategies: resource poor families and their children, female headed households, landless farmers, rural women without any access to primary health care or professional birth attendants, rural youth without appropriate schooling. Without specific attention, these groups will not equitably benefit from activities described under IR 1 ad IR 2.

According to 2007 EPAM ("Enquête Permanente Auprès des Ménage"), Mali is among the poorest countries in the world with a gross national product (GNP) per capita of \$380. The primary sector provides more than 44.6% of GDP while the secondary sector represents only 16.7% and 38.3% tertiary study. The vast majority of the population lives in rural areas and working in the primary sector.

Women, who represent 51% of the population and 75% of the active ones, are the most vulnerable among the vulnerable in Mali.

According to data of EPAM 2007, the net contribution to income generating activities is 85.8% for men vs. 75.5% for women. This rate is higher in rural areas and it is 90.3% for men compared to 79.1% for women.

Remittances compensate in part. According to the report of the study "remittances and reduction of poverty in Mali" conducted in July 2008, the incidence of income poverty following the method of nutrient energy, fell from 68.3% in 2001 to 64.4% in 2006 and that living conditions poverty fell from 64 to 58% in the same period. However, it should be noted that 64.2% of households headed by a woman without transfer of funds are poor compared to 48% of households where the head of household is a woman with transfer of funds.

With respect to salaries, 70% of employed women have incomes below the minimum wage against 30% for men. The average income of women is estimated at 22000 FCFA per month (< at the SMIG) against double that for males (53000 F CFA).

The number of people involved in market gardening is about 250,000, of which about 40% are women.

In 2008, there were a total of 70 Centers of Pedagogic Animation (CAP) and 1,811 Centers for functional literacy (CAF) comprising 61,000 registered trainees registered of which 40% were women), Of the 3,343 animators 46% were women and 24% of the "neo-literates" 24 % were female

All examples illustrate an unbalance for women. Consequently, these conditions weaken women and children's conditions regarding healthcare, education (formal and non-formal) and their family welfare in general.

In Mali all people living in rural area with no access to land (minimum accepted), to equipment, to new agriculture technologies competences and information and poor or no financial services without the head of household's agreement are considered vulnerable. Women, and youth belong to these groups.

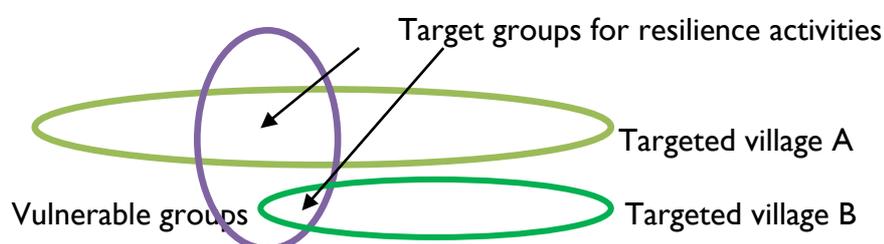
Important constraints that must be addressed are multiple and include (to mention just a few): climate and climate change, overexploitation of natural resources, land degradation, high surface run-off and soil erosion, lowering water tables, low literacy rates, very limited access to credit, land and natural resources, unstable markets, malnutrition, inadequate processing (loss of zinc and iron in sorghum and millet, loss of proteins in rice), poor integration in decision making, no control about benefits.

## STRATEGY

Who to reach? What to do? Where to start? How to implement? These leading questions for CVC with respect to resilience are partly answered by the overall project orientation toward potentially highly competitive cereal value chains and increased income. Activities under the IRs 1,2 and 4 will have a general impact on resilience of production systems (productivity increase, expanding markets and trade, environmental protection).

Under IR 3 special attention will be given to vulnerable actors and communities involved in selected value chains and intervention zones. The ‘pull’ activities for developing these chains will be complemented by additional ‘push’ activities for identified vulnerable groups – layering integrating, and sequencing with complementary services such as literacy training , saving and lending groups, nutrition and health services, business skills training, leadership training and vocational training for youth to achieve resilience. CVC will use the results of the network analysis and mapping to help identify the target groups for the resilience activities.

## FIGURE 4: TARGETED VULNERABLE GROUPS



The most effective interventions to promote resilience are often categorized as follows: 1) risk reduction, 2) livelihood support, 3) basic services, and 4) social protection. In each of these intervention areas many different activities can be undertaken.

The project will select interventions in these areas in consultation with the vulnerable groups and communities themselves.

Key approaches include:

- Promote diversification (horticulture) and integrated production systems to help manage risks;
- Engage vulnerable but viable farmers and POs ‘graduating’ from complementary assistance programs (MYAP, OFDA, others) so they can access market opportunities that will prevent them from backsliding, and ensure USAID investments pay off;
- Linked to IR1 activities : introduce drought resilient cropping systems, improved soil and water management;
- Linked to IR2 activities : promote appropriate household food storage, handling and processing;
- Leverage complementary projects/initiatives to link vulnerable populations to wrap around literacy, numeracy and nutrition services.

Possibilities for synergies between CVC and other interventions (especially with USAID/United States Government (USG) sponsored activities) will be explored.

## INTERVENTIONS

### SUB IR 3.1 : INCOME STREAMS DIVERSIFIED AND ASSET BUILDING STRATEGIES EMPLOYED

Small holders in Mali typically engage in multiple income-generating activities to mitigate their vulnerability. This includes agriculture, fisheries, livestock and off-farm employment. CVC will take value chains and related production systems approach to support farmers, especially women, to analyze and understand risk and options to improve diversified income streams that allow them to better prepare for shocks, grow their assets and reap sustained growth over time. CVC will use ACD/VOCA’s “Profit Planner” tool to evaluate

financing requirements and profitability of farm and household production systems of the more vulnerable populations and production areas.

For the CVC intervention zones, diversification of income-generating activities associated with rice or millet and sorghum is a strategy to adapt to economic and climatic shocks. Activities may be undertaken within the value chain by adding value through primary processing or by diversification of products (grading, further processing) or markets, thus influencing the position of the producer in the chain.

Another way to diversify sources of income is embracing completely new enterprises, not at all (gardening, off-farm employment) or partly (animal husbandry) linked to the cereal value chains.

CVC will assist vulnerable groups to identify best options.

In the first year, the following activities will be undertaken:

- Analyze selected specific value chains to identify opportunities and barriers for vulnerable groups among all actors in the value chains of rice, millet and sorghum;
- Identify organizations working with targeted vulnerable groups to increase resilience and plan collaboration;
- Identify the needs of targeted vulnerable populations and develop a plan for capacity building: to meet their needs (for example in the areas of collective marketing, mixed cropping, of-season vegetable production, livestock production, etc.);
- Continued support to vegetable gardens established by IICEM and IICEM/PAJE collaboration. Based on an inventory of current level of activities, involved groups will be supported in further development of production and marketing of produce;
- Develop MoUs with AVRDC and PAJE Nyèta for the introduction of vegetable production in areas where horticulture perimeters were installed with support from IICEM
- Promotion of home consumption of vegetables by awareness raising and demonstrations

Expected Results:

- Vulnerable groups identified in selected specific value chains
- Needs of targeted vulnerable groups assessed
- Partner organizations identified
- At least 3 concrete interventions , based on needs assessment, have started

### **SUB IR 3.2: DROUGHT RESILIENT CROPPING SYSTEMS ADOPTED AT SCALE**

Drought resistant millet and sorghum varieties and appropriate soil and water management techniques are available to obtain good yields and mitigate the negative effects of unreliable rainfall.

In the first year, wide dissemination of these and other techniques will be promoted in the most fragile and drought prone project intervention zones by undertaking the following activities:

- Awareness raising and dissemination of information on climate hazards
- Establishment of a collaboration with the upcoming Global Climate Change (GCG) project and ICRISAT plus Mali Meteo in view of providing scientific information on climate change and its consequences to farmers);
- Identification of most vulnerable communities and most adapted mitigation activities
- Identify potential partners (projects, communes, communities, private sector) to support implementation of selected adaptive strategies and activities for community resilience;
- Facilitating the introduction and use of improved drought resistant high potential seed varieties of the millet and sorghum (*Toronium, Grinkan, etc.*);

- Introduce soil fertility management, conservation farming and erosion control measures<sup>14</sup> on at least 1,500 hectares (300 ha in Mopti-Koro-Bankass, 600 ha in Koutiala, 300 ha in Sikasso, 300 ha in Bougouni,) of sorghum and millet;
- Promote improved water management for rice production;
- Enhance optimal use of retention dams in the south, and of village irrigation perimeters in the north;

While above mentioned interventions target all producers involved in selected value chains (already treated under Sub IR 1.4), a specific effort will be done to include vulnerable groups to adopt proposed techniques in their own land and/or to participate in the implementation of land protection works (thus offering training, leadership roles, temporary jobs, and some income).

For year 1, expected results:

- Vulnerable groups apply soil conservation measures and conservation farming on at least 100 ha cultivated by themselves;
- Vulnerable groups produce drought resistant sorghum and millet;

### **SUB IR 3.3 : APPROPRIATE FOOD STORAGE FACILITIES AVAILABLE**

Improved storage at household, village and commune levels is especially important for helping vulnerable families withstand lean periods, better participate in markets and more effectively cope and even benefit from price volatility.

CVCs activities on post-harvest handling, storage and aggregation described in IR 2.3 and 2.4 will target all involved producers but will develop specific support mechanisms for reaching farm households in more vulnerable areas. Based on needs identified through the Communities Empowered for Disaster & Adaptive Resilience (CEDAR) process, supplementary training and support will be provided to vulnerable groups on access to credit, price negotiation, best allocation of harvest, etc.

To do this, the project will strive to:

- Make an inventory of existing warehouses and identify appropriate storage
- Strengthen capacities of vulnerable groups in improved post-harvest handling and storage techniques, with emphasis on quality of household storage
- Training on post-harvest management
  - o Estimated consumption and planning of consumption at household level,
  - o Storage of marketable surplus, and price negotiation
  - o Cleaning and compliance with quality standards.

For year 1, expected results:

- Number of good quality well managed warehouses accessible to vulnerable groups is known;
- Vulnerable groups involved in targeted value chains (at least 1000 persons, 50% male, 50% female) are trained in adequate storage techniques.
- At least 4 PHH techniques applied by vulnerable groups;
- Integration of vulnerable groups in warehouse management committees of warehouses, identified as accessible to vulnerable groups.

### **SUB IR 3.4 : COMMUNITY LITERACY, NUMERACY AND NUTRITION PRACTICES IMPROVED**

As described in IR 2.5 and 4.2, CVC will increase enterprise development and business skills among POs both through the Sell More for More (SFFM) approach and by facilitating access to a network of BDS

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<sup>14</sup> Mixed cropping, early seeding, improved land preparation, contour bunds, contour farming, trash lines, grass strips, hedges, “zai”, “half moon”, etc. Selection to be made per zone and adapted to possibilities of target groups.

providers. To complement these activities and ensure that vulnerable populations benefit equitably, these groups (especially women) will be targeted for additional support to build their literacy and numeracy. This will also serve households and communities to better understand the challenges ahead and adapt timely to mitigate negative impacts.

In addition to strengthening their capacity in business management, experience shows that in many households knowledge and practical know-how about child nutrition is highly required to arm the most vulnerable of all, small children, for facing the challenges ahead. Other organizations (CRS, CARE, Save the Children) have developed adequate approaches in this field. Collaboration will be sought for.

In the first year, the following activities will be undertaken for this:

- Raise awareness among communities and their leaders about the links between literacy and improving the resilience of vulnerable populations in target areas;
- Make an assessment of the level of literacy and numeracy needs of vulnerable groups in targeted communities and initiate training activities;
- Introduce, as part of an approach of ‘functional literacy courses’, training modules on nutrition education to change nutritional behavior of women and children;
- Develop partnerships with organizations already working in literacy, numeracy, health and nutrition (CNRES, CRS and Save the Children, PAJE);
- Introduce, as part of an approach of ‘functional literacy courses’, training modules on management, record keeping and basic bookkeeping;
- Conduct functional literacy and numeracy training (600 women of 30 producer organizations near Sikasso and 30 producer organizations near Mopti; 10 per PO) in CVC target zones, in synergy with other PAJE Nyeta, other USAID programs, other projects, and the national services working in this area;

Expected results:

- At least 600 women (60 groups of 10 during an intensive training course of 40 days) have followed literacy and numeracy courses, and know how to read write and calculate in their local language.
- Nutrition practices among vulnerable groups have improved, malnutrition among their children diminished.

## **IR4 : LOCAL CAPACITIES AND SYSTEMS STRENGTHENED**

### **INTRODUCTION**

To make the agricultural sector more competitive and able to ensure food security in the region, not only direct actors should increase their performance. Also all surrounding support services should become highly performing and competitive in providing adequate demand driven information, training and services to chain actors.

### **CHALLENGE**

Constraints to develop competitive value chains are multiple. Already mentioned are an overexploited and depleted natural resource base, fragile livelihood systems and sometimes hostile policy environment. In order to face the challenges for the future additional constraints come to the foreground:

- Inadequate capacities (knowledge, skills, attitude) at the level of value chain actors to engage in competitive, market oriented, demand driven farming;
- Inadequate capacities of technical and financial support services able to advise and assist value chain actors.

To reach the project goal, an important capacity building effort is needed.

### **STRATEGY**

CVC's interventions will be sustainable, innovative and driven by local actors and beneficiaries. As much as possible the project will work through existing market relationships and keep subsidies partial, temporary

and hidden. The project will maximize low cost structures and minimize high-cost foreign implementers to expand opportunities for local partner implementation and capacity building.

Strengthening technical, organizational, institutional and managerial skills of community based organizations, agro businesses, service providers, training institutions is a key contributor to the competitiveness of targeted value chains, to increasing revenues of actors and to the sustainability of project activities.

Project staff will not intervene directly at the level of final beneficiaries. To reach high number of beneficiaries, project staff would never be enough. But also, for having available in the long run an adequate capacity to support value chain development and agro enterprises, Mali will need sustainable, professional BDS within geographical and financial reach of actors. Therefore emphasis will be put on creation and/or capacity strengthening of business support services involved in delivery of a wide range of services to targeted chain actors.

In their turn, the BDS will focus on the training of community organizations and agribusinesses such as input suppliers, processors and traders who are related to targeted value chains.

In addition, the project will focus on the participation of staff from private and public agricultural extension services and from agricultural training institutes so that, in the long term, they can fully play their roles in the areas targeted by the project.

As such, key approaches include:

- Build capacity within main project partners G-FORCE and Nyeta Conseils and others to lead facilitative value chain development while reinforcing their management and financial systems;
- Strengthen Producer Organizations and Water User Associations to sustainably manage themselves and provide constituents with valued services;
- Build a network of BDS and financial intermediaries to facilitate access to financing and investments;
- Support public/private extension systems that is demand driven, locally owned , market oriented and leads to sustainability;
- Develop and promote systems of ongoing learning.

To achieve this objective, the project will undertake the following activities:

## **INTERVENTIONS**

### **SUB IR 4.1 : LOCAL ORGANIZATIONS' CAPACITIES TO RECEIVE USAID FUNDS DEVELOPED**

Direct acquisition of USAID funds and management of USAID funded projects by local organizations such as NGOs, civil society and private sector organizations requires a specific strengthening of their information about procedures, their capacity to comply and their sense of responsibility.

Primary implementing partners in CVC are Nyeta Conseils and G-FORCE. Both are already directly engaged by USAID to execute separate activities. CVC will focus its efforts on training of G-FORCE and Nyeta Conseils in organizational and financial management and implementation of programs under the procedures of USAID. CVC will use a learning-by-doing scaffolding approach to mentor both partners to increasingly assume responsibility for project implementation while reinforcing their management and financial systems. A similar, but less intensive, learning by doing approach will be followed with all eventual local subcontractors during CVC implementation.

The following specific activities will be undertaken:

- Initial capacity assessment of Nyeta Conseils and G-FORCE and identification of strengths and weaknesses and develop tailored capacity-building plans;
- Begin coaching and training of Nyeta and G-FORCE to address weaknesses in technical, financial and managerial fields;
- Identify progressively other local partners of CVC;

- Identify training needs of local partner organizations ,
- Develop a plan for capacity building,
- Implement the plan for capacity building.

Expected results:

- Local organizations G-FORCE and Nyeta Conseils trained in USAID financial management procedures and are progressively capable to receive and manage USAID funds;
- Other local partners have received training in financial management.

#### **SUB IR 4.2 : CAPACITY OF PRODUCER GROUPS AND WATER USER ASSOCIATIONS IMPROVED**

Strengthening technical, organizational, organizational and managerial competencies of producer groups, water user associations and other rural associations to become effective players of the value chain and take advantage of market opportunities, is critical to the success of targeted rice, millet and sorghum value chains. CVC will train (intermediaries who train) target groups on a range of areas, including good agricultural practices , inventory credit schemes (warrantage), linking producers to markets, financial management, pricing and negotiation, infrastructure maintenance, etc. . POs completing the SMFM program are encouraged to maintain and strengthen linkages between them.

The following activities will be implemented:

- Identify producer organizations involved in targeted specific value chains;
- Identify water user associations established under IICEM and continue capacity strengthening;
- Provide technical assistance and training for the water user associations for the eight water retention dams constructed under IICEM in 2013
- Diagnoses producer organizations and water users associations to know their strengths and weaknesses;
- Assess training needs of organizations identified;
- After adaptation of content to local situations, train project staffs and partners on ACDI/VOCA training modules (SMFM, Livestock as Business, others);
- Train identified organizations on SMFM and the specific modules identified during the needs assessment;

For year 1, expected results:

- At least 100 leaders of 20 selected cooperatives involved in targeted specific value chains have received training on cooperative governance, risk management, contract negotiation, collective marketing, business management and leadership;
- At least 30 leaders of 3 cooperative unions have received training on entrepreneurship, marketing, leadership, value chain mapping, basics on business development, etc.
- At least 3 targeted agricultural cooperative unions have started to operate like real enterprises and provide effective services to their members.
- All irrigation infrastructures established under IICEM are managed by water user associations (water management committees)

#### **SUB IR 4.3 : FINANCIAL SERVICE SYSTEMS STRENGTHENED**

CVC will build financial service capacity in multiple ways.

- On the supply side, the project will map out banks, savings and credit organizations and

ACDI/VOCA's Value Chain Finance Tool:

- **Determines VC demand for finance** by identifying market opportunities, defining the vision for how the value chain must change, prioritizing upgrades and understanding constraints, particularly those that can be addressed by improved access to finance
- **Bridges supply and demand gap for finance** by evaluating the capacity of VC and financial actors, selecting financial products to meet demand, defining financial objectives and identifying project interventions that bridge the gap
- **Structures strategic project interventions** that build on incentives of VC actors to ensure long-term sustainability and define activities and responsibilities in ways that engage actors at the outset

other financial service providers. If needed, specific training will be provided to staff of these financial service providers;

- On the demand side SMFM and other technical assistance will strengthen POs' and other actors' ability to develop compelling business plans and loan applications and to properly manage credit for growth.
- As described in IR 2.5. to link supply and demand, CVC will identify consultants and BDS to serve as financial intermediaries, facilitating relationship between banks, investors and other financial service providers and actors in value chains. Before they begin facilitating deals, financial intermediaries will receive training in management consulting techniques to promote dynamic business trades within each VC and to multiply the deals in a sustainable way and on a professional basis. Intermediaries will be recruited among current management consultants, BDS providers, NGOs, young management graduates and others. All consultants will receive at least 10 days of training on results-oriented leadership, organization management, team building, deal structuring and strategic business planning. Select consultants will be offered an opportunity to receive ILO certification, which will require 35 days of training in three phases. All consultants will receive ongoing mentoring from the CVC financial services team. This network of financial service facilitators will operate on a commission basis, providing a sustainable model for service beyond LOP and an incentive for them to continue building their skills and improving their services.
- CVC project will also strengthen the financial management skills of the beneficiaries of loans and facilitate their access to financial products. Emphasis will be placed on the training of beneficiaries in financial management, development of business plans, loan negotiations, and establishment of security mechanism for effective loans reimbursement.

In the first year, specific activities will be implemented:

- Identify and select potential 'financial intermediaries' and train them in management consulting techniques and financial matchmaking;
- Identify banks and other financial institutions intervening in the financing value chains targeted by the project and identify their training needs;
- Organize workshops on value chain financing with financial institutions to identify and establish funding mechanisms for the target groups;
- Selection of banks/financial institutions and signature of collaboration protocols;
- Training of BDS agents on the approach and mechanism (warrantage and other) of value chain financing;

For year 1, expected results are :

- At least 5 'financial intermediaries' are identified and trained;
- Banks/MFIs interested or involved in value chain development and management are identified;
- Training needs of these banks/MFIs assessed
- At least 5 financial institutions work with the project and finance actors of targeted value chains.
- At least 5 business plans or credit requests of chain actors are financed;
- At least 10 staff of banks/IMF are trained in 'warrantage';

#### **SUB IR 4.4 : CAPACITY OF EXTENSION AND ADVISORY SERVICE PROVIDERS STRENGTHENED**

Improved agricultural advice through technology transfer and other support services is essential for the achievement of project objectives. CVC will largely build on existing local capacities put in place under number of comparable interventions that created intermediate capacities (IICEM, SNV, IFDC, others).

CVC design supports a pluralistic public/private extension system that is demand driven, locally owned, market-oriented and leads to sustainability. We will pursue a multipronged approach that stimulates private-public embedded services from a range of sources. On the private side, we will collaborate with other agrodealer strengthening initiatives, such as AGRA's Agrodealer Strengthening Program for Mali (ASPM) and MALIMARK, to strengthen agrodealer networks' capacity to provide better advisory services. We will also promote inclusion of agronomic advisory services as part of contract farming schemes. Through our TOT approach, we will also strengthen the capacity of POs to deliver extension services to their members.

On the public side, we will include agents from Direction Régionale de l'Agriculture (DRA) in relevant trainings and events, and as we learn what works and what does not, we will engage with Malian agricultural training institutions, GOM and other stakeholders to provide feedback and suggestions on curriculum content and skills development for extension personnel.

**Private Sector Embedded Services:** CVC will leverage opportunities with end-buyers, processors, input suppliers and other private companies that have an interest in expanding their services to smallholder farmers. Agrodealer networks will be strengthened to provide extension advice.

**Government Extension Staff:** We will collaborate with DRA agents on training for POs and Water User Associations. This training may include NRM and soil conservation, in which the private sector may have less incentive to provide training.

**Agriculture Development/Research NGOs, Universities and other Entities:** We will partner with IER, IPR IFRA, Advisory Service Providers and others to build their capacity to provide extension services, provide practical experience opportunities for students, and integrate best practices into their curricula.

We will encourage all extension providers to increase their pool of female agents by making the business case that women's potential as clients and consumers of services is not being fully realized and that companies will benefit by reaching out to them. We will train extensionists (DRA, agrodealers, POs, etc.) on women's roles and gender issues in agriculture to help them better reach and serve women farmers.

In the first year, the following activities will be undertaken:

- Identify opportunities for capacity strengthening activities by end-buyers, processors, input suppliers, traders and other private companies, involved in selected specific value chains, that have an interest in expanding their services to smallholders;
  - CVC will identify chain actors able to provide technical or financial assistance and advice to fellow actors in the same chain;
  - CVC will collaborate with agro-dealers and their networks to provide extension and advisory services as part of contracts with farmers;
  - Capacity of POs and cooperatives will be strengthened to deliver extension services to their members;
- Identify advisory support service (NGOs, consultancy firms etc.) active in the field of value chain development, establish collaboration and provide necessary training;
- CVC will partner with research institutes IER, L'Institut Polytechnique Rural de Katibougou (IPR)/ Institute for Applied Research and Training (IFRA) to better disseminate their extension messages;
- CVC will partner with universities to provide practical experience opportunities for students, and integrate best practices in their curricula;
- CVC will sign a Memorandum of Collaboration DNA/DRA to involve its technical staff in the project implementation to ensure sustainability.

For year 1, expected results are:

- Embedded chain actors provide capacity strengthening to partners in the chain;
- Government extension services and agro-enterprises are involved in support to value chain development.
- At least 6 BDS firms engaged to support value chain development;
- At least 3 chain actors that provide assistance to fellow actors.

#### SUB IR 4.5: LOCAL CAPACITY TO SUPPORT CONTINUED LEARNING ENHANCED

One of the pillars to arrive at sustainable results is the development of continued learning. CVC will incorporate approaches for collaboration, learning and adoption into our M&E and capacity building efforts by identifying and using specific data and lessons learned from implementation to enhance substantive collaboration across the agricultural sector among donors, GOM and VC actors. This will allow for learning and adaptive management over LOP, support more effective coordination among projects, and empower local actors to drive sector interventions and strategies going forward.

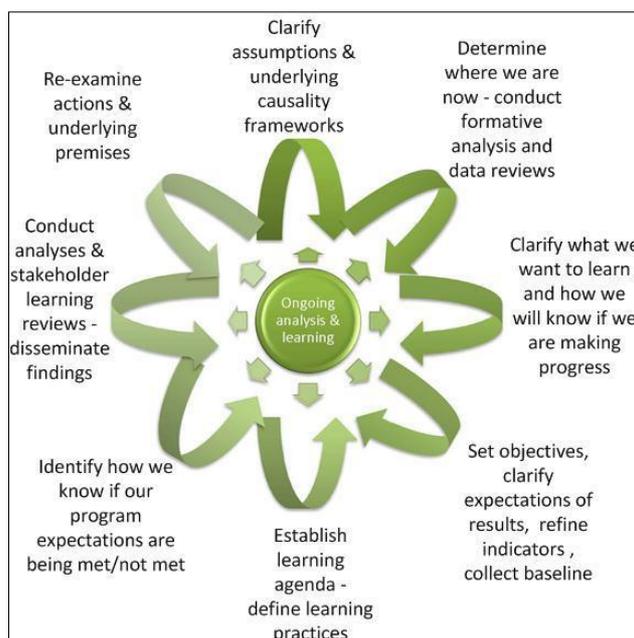
Learning by doing and training in specific areas related to targeted value chains might lay the foundations for sustainable impacts of CVC, but only systematic monitoring and analysis of change can confirm or inform the project's efficiency and effectiveness.

Lessons learned (successes, failures) should be shared among project staff, partners, beneficiaries and training and research institutions to stimulate a learning cycle for all.

To achieve this objective, the project will undertake the following activities:

- Establishment of a project M&E system to measure activities, results against targets and impact compared to the base line situation;
- Produce monthly and quarterly and annual reports about progress and measured change;
- Organize monthly meetings with staff to discuss progress and results;
- Conduct biannual workshops with stakeholders on results and guidance for the project ownership and continuity of operations;
- Share results with all partners;
- Identify and involve training institutions such as universities Segou, IPR/IFRA, Agricultural Learning Centers (ALCs) Rural Animation Centers (RACs) and modern farms in the design and content development of training programs designed to prepare young people leaving the rural entrepreneurship
- Signing protocols collaboration with IER, IPR/IFRA, and CAA to strengthen the technical and entrepreneurial skills of extension services.

**FIG 5: CVC M&E AND LEARNING LOOPS**



For year 1, the expected results are:

- Info from M&E system systematically used in ongoing planning of the project
- Training modules for rural entrepreneurs developed and used by training institutes
- Collaboration protocol signed with IPR/IFRA and Segou University.
- Lessons learned are shared during stakeholder workshops (per specific value chain, and general);

## 4. MONITORING AND EVALUATION & LEARNING

The CVC monitoring, evaluation and learning system is described in a separate document, presented as part of this annual work plan in Annex 3.

The Monitoring, Evaluation and Learning (MEL) Plan is a guidance document that describes to staff and project stakeholders (partners, USAID, Government of Mali, beneficiaries etc.) the details of how Cereal Value chains (CVC) project will establish and implement a system to monitor, evaluate, analyze and report on the results of the project. The MEL plan details the approach of promoting a learning culture and an applied M&E system that promotes project quality, facilitates evidence-based decision making, sparks innovation and advances critical information to thought leaders in the given context. The MEL plan also includes our approach to information and spatial data management and utilization of technology relevant to M&E and lays out the organizational structure (both personnel and workflow) for implementing the project's M&E system.

The CVC's M&E system is structured around a data collection and analysis cycle that establishes the learning environment for the project (see fig 5). Involving a cycle of planning, implementation, monitoring, research, and subsequent re-examination of actions, it includes a series of feedback loops that provide managers and decision-makers with information on the premise of their choices, results of past management decisions and on present conditions.

In addition to indicator data, topic-specific questions devised to contribute to a broader project "*learning agenda*" are articulated. The methods for obtaining data, individuals responsible, dates, and products anticipated are identified. The project team will use information collected to *adapt* both our actions and the conceptual framework of the project as needed. The learning agenda will go hand in hand with our normal indicator monitoring and effectiveness evaluation methodologies.

Feedback to and dialogue among the beneficiaries, managers, partners, and decision-makers (USAID-Mali and the Government of Mali) will be a central component and *learning reviews* will be commonly held among key actors so that everyone has the opportunity to examine results and learn from the project's experience on an ongoing basis.

This MEL system will fulfill the following functions:

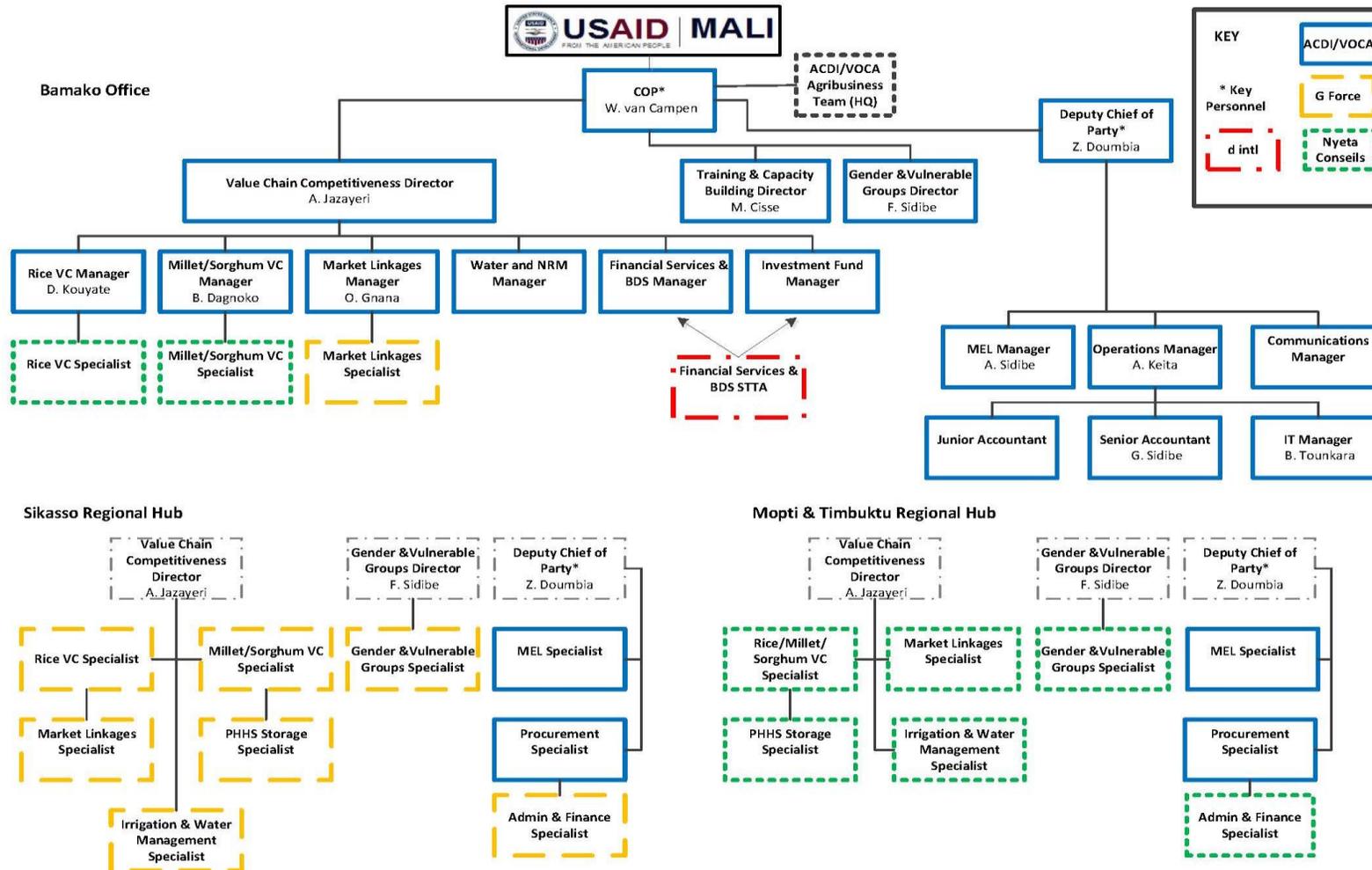
- Document evidence relating to reach, coverage and results.
- Provide accurate measurement of achievement toward project's objectives—provision of ongoing feedback on the extent to which project activities are achieving their objectives.
- Ensure the quality of data collected and data analyses (providing analytical data necessary to influence sector assistance).
- Identify potential problems at early stages so that stakeholders can use data in a timely manner to guide programmatic decisions.
- Monitor the accessibility of the project interventions and benefits to all sectors of the target population especially to smallholders and women.
- Improve the overall project strategy through continuous knowledge sharing and learning taking into accounts the views of beneficiaries and other stakeholders and testing evidence of impact.
- Document and disseminate achievements and learning; providing to management a learning tool that allows stakeholders to analyze progress, evaluate results and quickly adapt activities as needed.

## **5. ADMINISTRATIVE MANAGEMENT, CROSS CUTTING AND LEARNING OBJECTIVES**

CVC project managers will use the PMP as a management tool. Each activity is defined and operationalized by linking the activity to a specific result on the indicator list found in the MEL plan (Annex 3). Our internal management system uses SharePoint site that includes the work plan activities and M&E database to better manage and monitor results. CVC is instituting periodic internal meetings and working groups to ensure best practices and coordination with other Feed the Future and private sector partners. Building on USAID's Collaboration, Learning and Adapting framework, CVC's knowledge management strategy ensures that results and lessons learned from our work are collected, analyzed and disseminated regularly to on-the-ground partners, other FTF projects in Mali and USAID. Knowledge management is closely linked to the M&E system but also focuses on learning, documentation and knowledge sharing. We are establishing systems and processes that clearly articulate theories of change within each main component and operationalize a functional results-based management framework. We believe it is important to communicate about and learning from our successes as well as our failures.

## 5.1 ORGANIZATION CHART AND TEAM COMPOSITION

CVC Organizational Chart



## 5.2 : DAY TO DAY PROJECT MANAGEMENT

CVC project managers will use the PMP as a management tool in year 1. Each activity is defined and operationalized by linking the activity to a specific result on the revised indicator list found in the MEL plan (Annex 3). Our internal management system uses SharePoint site that includes the work plan activities and M&E database to better manage and monitor results.

To ensure that information will be shared an internal reporting system will be put in place:

- Meeting notes;
- field mission reports;
- monthly, quarterly and annual report per intervention area;
- monthly financial report;

CVC is instituting periodic internal meetings (weekly team meetings in each of the offices, weekly Skype conference between offices, monthly meeting of all key staff) and working groups to ensure best practices and coordination with other Feed the Future and private sector partners. It is planned to have at least during the start-up, a weekly meeting with USAID.

Administrative and financial management will strictly observe ACIDI/VOCA and USAID procedures, including time sheets

### COLLABORATION AMONG PARTNERS

**Nyeta Conseils and G-FORCE:** Collaboration with Nyeta Conseils and G-FORCE has technical as well as organizational and financial dimension. Support to organizational aspects and the financial administration will be provided by CVCs Operations Director. Technical collaboration and eventual capacity strengthening will follow the rhythm of field interventions, and will be supervised by the Value Chain Competitive Director, Deputy Chief of Party (DCOP) and Chief of Party (COP).

**d intl:** d intl will play an important role in theoretical and practical training (learning and doing) of CVC staff and other partners through substantial short-term technical assistance and intensive backstopping to the BDS/Financial Services Manager in the Bamako office throughout the life of the project.

In addition to the regular technical staff meeting, there will be a ‘consortium’ meeting at least every quarter to discuss progress and collaboration.

### COMMUNICATIONS

*Communication with partners and stakeholders*

The general public will be informed about CVC activities through a quarterly newsletter, publication of success stories, information about upcoming events, TV broadcasting about important workshops.

Internal communication will be promoted by a conducive office environment, internal information notes, meeting reports, mission reports and a mobile telephone pool.

In addition to the formal reporting requirements (monthly FtF update, quarterly and annual reports) found in the deliverables table in Annex 1, communication with USAID will be facilitated by regular weekly meetings with USAID staff involved in the FtF program.

### BRANDING

The project will submit its branding implementation plan for the USAID/Mali Cereal Value Chain (CVC) Project as a deliverable in January 2014. This plan hinges on three factors: 1) public communications to further project goals; 2) telling the project story and its achievements; and 3) telling why that story and those achievements are possible – i.e., highlighting the support of the American people. All staff will receive training and regular updates on the details of the CVC project to ensure a consistent message and understanding of the American people’s role in the development process. ACIDI/VOCA will develop a

comprehensive package of communication materials, such as success stories and press releases, banners and other signage, photography, information packages, brochures and project summaries among others.

In this plan the following items will be treated:

- **ACTIVITY NAME**

In every public event or document and in discussions with the Government of Mali and other counterparts, the program will be identified as the “Cereal Value Chain (CVC) Project.” Administrative communications, such as this Branding Implementation and Marking Plan, may refer to the program as CVC. USAID will be recognized as the sponsor and ACDI/VOCA will be recognized, administratively as necessary, as the implementer. The implementer and its partners will be referred to individually and collectively as the CVC Consortium.

- **BRANDING AND POSITIONING**

CVC will use exclusive USAID branding, and the USAID identity and tagline, “From the American People,” will be prominent on materials and communications, which will be translated into local languages as appropriate. The requirements of USAID’s Graphic Standards Manual will be followed for all public communications. Co-branding and no branding will only be considered on a case-by-case basis as considered appropriate by the Contracting Officer’s Representative (COR) and Contracting Officer (CO). All branding requirements will flow down to subcontractors and partners executing this contract, with different requirements for those implementing grants under this contract. Co-branding with governmental entities will be welcomed, and with civil society groups and other partners depending on their support and consultation with the COR.

- **LEVEL OF VISIBILITY**

CVC success requires a high level of visibility and thus robust communications will be employed to encourage participation, establish legitimacy, achieve momentum, build consensus, identify best practices and disseminate information. The USAID Identity will be prominently displayed on all promotional and informational products, whether printed, audio, visual or electronic public communications; on equipment; and at events. At each public event, including conferences, seminars, workshops, fairs, demonstrations, and trainings, USAID and the support from the American people will be verbally acknowledged.

- **OPPORTUNITIES FOR GENERATING AWARENESS OF THE PROGRAM**

CVC will use milestones, successes, findings, beneficiary profiles or testimonials, stakeholder endorsements, publications, events, official visits, etc., to generate awareness of the project and highlight the generous support of the American people through USAID. Communications tools will include all manner of public communications generated by the project as well as coverage by media. All points of contact with beneficiaries, whether written records, events, signage, training curricula, instructional handouts, informational brochures, speeches, etc., will be considered opportunities to generate awareness and build on project success. Participants and stakeholders will be incentivized to help with project promotion and provided appropriate tools.

Items not to be marked include communications that are strictly administrative rather than programmatic in nature; subcontractor, subawardee and recipient business cards; and ACDI/VOCA’s office, furniture, equipment and vehicles.

- **DISCLAIMER**

Studies, reports, publications and all information and promotion products not authored, reviewed or edited by USAID will contain the standard disclaimer.

- **MARKING PLAN**

The Communications Manager will work with the DCOP and COP to implement branding and marking.

All public communications for the project will be marked using USAID’s standards. Media advisories and releases, press conferences, printed materials, public events, etc., will build recognition, cultivate goodwill and abet project success among both the immediate stakeholders and the broader audience, while strictly adhering to the stated visibility levels and standards.

ACDI/VOCA will mark venues for events such as training courses, conferences, seminars, exhibitions, fairs, workshops, site visits, press conferences and other public activities with appropriate banners and signs featuring the USAID identity unless it is directly prohibited or inappropriate to the surroundings.

In circumstances in which the USAID identity cannot be displayed visually but is approved for use, ACDI/VOCA will acknowledge USAID and the American people’s support verbally or through other available means. Photography and/or videography will be used to capture images useful in project communications and disseminated as USAID-branded material, i.e., with photo credit information referring to the project. Materials used at these events will also be appropriately marked.

ACDI/VOCA will promote the project at meetings of partners. We will make success stories available through the USAID and ACDI/VOCA websites and media. We will partner with media to entice participation, promote the project, cover milestones and visits by officials to project sites, proclaim impact, etc. Equipment such as digital cameras will be purchased to facilitate public communications.

- **ORGANIZATIONS TO BE ACKNOWLEDGED**

**Acknowledging ACDI/VOCA:** The following acknowledgment will be included on external CVC Project publications, training materials and manuals as appropriate:

*This document was prepared by ACDI/VOCA for the Cereal Value Chain Project in Mali, generously funded by the American people through the United States Agency for International Development.*

**Acknowledging Host-Country Governments:** The Government of Mali is a strategic partner of the program and, in consultation with the COR, will co-brand or otherwise receive acknowledgement in public communications depending on the extent of its participation and support.

**Acknowledging other Host-Country Partners:** Cobranding with universities, civil society groups and other partners may occur when these organizations have contributed significant funds or substantial in-kind support to the activity. Cobranding with in-country partners may also be desirable when trying to promote local ownership and capacity building. However, when products are fully funded by USAID, COR approval is required for any exceptions to exclusive USAID branding.

**Co-Branding with other International Organizations:** In cases where there are subcontractors and other partner organizations, branding may acknowledge their role in contributing to an event or deliverable, assuming the funding or in-kind support is more than a token amount.

**Coordination with USAID on Publicity and Project Promotion Issues:** The project will coordinate press releases and advisories, media events, and media interviews with USAID (COR and Outreach Coordinator).

If circumstances change and it is necessary to revise this branding implementation plan, ACDI/VOCA, through its COR, will submit a request to USAID to modify the plan and/or other related documents, such as the marking plan.

# ANNEXES

## ANNEX I: CVC DELIVERABLES TABLE

Type of Report	Date Due	Distribution	Date(s) Submitted	To Submit (FY14)
Annual Work Plan and Budget	September 1 (with the exception of the first WP which is due 100 days after the project start date)	2 hard copies and one electronic copy to the USAID/Mali COR	12/16/2013 Draft Year 1 WP	Final Year 1 WP: Within 10 calendar days of receipt of USAID comments
Monitoring and Evaluation Plan (including Performance Monitoring Plan)	January 24, 2014 (due no later than 100 days after the effective date of award)	2 hard copies and one electronic copy to the USAID/Mali COR	12/16/2013 Draft	Final: Within 10 calendar days of receipt of USAID comments
Monthly Feed the Future Reports	Due the 20 <sup>th</sup> of every month for submission to USAID.	Method and number of copies TBD, to USAID/Mali COR	To be submitted	TBD
Quarterly Progress Reports (including at least 2 success stories)	Due to the COR no later than 30 calendar days from the end of each USG fiscal quarter. * The fourth quarter report will be an annual report due on October 31 every year	2 hard copies and one electronic copy to the USAID/Mali COR	To be submitted	2014: 1/31, 4/31, 7/31
Annual Performance Report	Due on October 31 of every year	2 hard copies and one electronic copy to the USAID/Mali COR	To be submitted	2014: 10/31
Short term consultant, Technical, ad-hoc reports	All travelers on trips financed under the contract will complete full trip reports, to be filed internally and submitted to the COR upon request	2 hard copies and one electronic copy to the USAID/Mali COR	To be submitted	Upon Request

Financial Reports	Due 30 days after the end of each calendar quarter along with the progress report	2 hard copies and one electronic copy to the USAID/Mali	12/16/2013	2014: 1/31, 4/31, 7/31
Annual Financial Reports	The July-September Quarterly Financial Report will constitute the Annual Financial Progress Report	2 hard copies and one electronic copy to the USAID/Mali COR	To be submitted	2014: 10/31
Final Report	Draft submitted 60 days after the award end date, and a final copy 90 days after the end date	2 hard copies and one electronic copy to the USAID/Mali COR	To be submitted	To be submitted: draft 12/15/2018, final 1/14/2019
Environmental Monitoring and Mitigation Plan	To be integrated into all Annual Work Plans	2 hard copies and one electronic copy to the USAID/Mali COR	12/16/2013 Draft	Year 1 Final: Within 10 calendar days of receipt of USAID comments
Branding Implementation and Marketing Plan	Finalized plans should be in place within 100 days from the date of the award	2 hard copies and one electronic copy to the USAID/Mali COR	01/10/2014 Draft	To be submitted
Periodic Progress Reports	Performance reports submitted within 30 days of the three month periods ending on March 31, June 30, September 30, and December 31.	2 hard copies and one electronic copy to the USAID/Mali COR	To be submitted	2014: 5/30, 8/29, 11/29

## ANNEX 2: PROJECTED YEAR I BUDGET

Mali CVC Contract No. AID-0688-13-00002						
Line Item	Projected Year 1	Projected Year 2	Projected Year 3	Projected Year 4	Projected Year 5	TOTAL
Total Direct Labor	\$ 1,947,956	\$ 1,676,857.00	\$ 1,711,992.00	\$ 1,450,526.00	\$ 1,317,439.00	\$ 8,104,770.00
Indirect Costs	\$ 672,045	\$ 578,516.00	\$ 590,637.00	\$ 500,432.00	\$ 454,516.00	\$ 2,796,146.00
Subcontractors + Passthrough	\$ 2,220,056	\$ 2,607,785	\$ 2,026,222	\$ 1,848,592	\$ 1,393,238	\$ 10,095,892.50
<b>Total Estimated Cost</b>	<b>\$ 4,840,057</b>	<b>\$ 4,863,158</b>	<b>\$ 4,328,851</b>	<b>\$ 3,799,550</b>	<b>\$ 3,165,193</b>	<b>\$ 20,996,809</b>
Fixed Fee	\$ 120,105	\$ 121,436	\$ 109,219	\$ 95,850	\$ 78,310	\$ 524,920
<b>Total Cost Plus Fixed Fee</b>	<b>\$ 4,960,162</b>	<b>\$ 4,984,594</b>	<b>\$ 4,438,069</b>	<b>\$ 3,895,400</b>	<b>\$ 3,243,503</b>	<b>\$ 21,521,728</b>

**ANNEX 3: DRAFT MEL PLAN**

**ANNEX 4: DRAFT EMMP**