

SUSTAINABLE ECONOMIC GROWTH STRATEGIC OBJECTIVE (SEG SO) CLOSE-OUT REPORT

1. BACKGROUND

SO name: Sustainable Economic Growth: Increased value-added of specific economic subsectors to national income.

SO number: 688-0273

SO approval date: June 11, 1998

Summary:

The Sustainable Economic Growth Strategic Objective (commonly referred to as the SEG SO) began in response to major weaknesses identified in the agricultural sector, including a low level of production and productivity, high vulnerability to unreliable rainfall, and limited infrastructure. The main objective of this SO was to increase the value-added contributions of specific economic subsectors to the national income. It also addressed difficult access to financial services, lack of appropriate technology, and low level of competitiveness for agricultural products on the regional and international markets. The SO specifically focused on increasing the contribution of small and medium businesses to national income, extension of credit and other types of financial services to small producers and processors, while recognizing Mali's need to preserve its natural resource base in order to prosper. The targeted agriculture subsectors were: cereals, livestock, alternative commodities (such as fruits and vegetables), and financial services including microfinance. An aggregate 5% annual growth rate was targeted in these sectors at the national level. This was consistent with the Mission's sub-goal of not less than an annual 5% gross domestic product (GDP) growth rate of the overall economy. The SO integrated production, processing, and trade activities in these key subsectors through a crosscutting approach promoting market-driven agribusiness activities while ensuring environmental protection and the expansion of women's participation in the growth process.

The components of the SEG program were:

- Increased production in cereals (rice and coarse grains), livestock, and alternative commodities sub-sectors in targeted areas
- Increased processing of cereals (rice and coarse grains), livestock and alternative commodities in targeted areas
- Increased trade in cereals (rice and coarse grains), livestock and alternative commodities sub-sectors in targeted areas
- Increased savings mobilized and credit provided by USAID supported microfinance institutions (MFIs) in targeted areas
- Increased sustainable agricultural and natural resource management practices.

(See the Result Framework on section 4)

Originally scheduled to end in FY 2002, the SO was extended until December 31, 2004 to allow for completion of activities.

The implementing partners were:

- CARE
- AFRICARE
- CLUSA
- Enterprise Works (EWW)
- Save the Children USA
- Chemonics Intl (CAE)
- World Education Jigiyaso
- World Education PYELI
- World Education PIEC
- Weidman Associates
- Nathan Associates
- Barents Group of KMPG
- MSU PASIDMA
- Office du Niger
- OHVN
- Office Riz Segou

2. TOTAL COST OF THE SO

The total budget approved for the SO as of July 23, 2002 was \$47,329,868. A total of \$37,444,992 was committed to major instruments. Other partners, such as government of Mali (GRM) and international institutions, local NGOs and private institutions as well as USAID program support were used through small grants and contracts for a total amount of \$9,884,879. The table below gives the breakdown by major instruments.

CONTRACTOR/GRANTEE	USAID CONTRIBUTION	PARTNER CONTRIBUTION
CARE	2,983,973	\$477,435
AFRICARE	597,039	\$ 59,703
CLUSA	3,432,147	N/A
Enterprise Works (EWW)	3,524,953	N/A
Save the Children	5,345,006	\$1,336,251
Chemonics Intl	10,203,387	N/A
World Education Jigiyaso	810,000	\$198,855
World Education PYELI	1,149,742	\$482,891
World Education PIEC	353,004	\$261,223
Weidman Associates	1,137,499	N/A
Nathan Associates	497,381	N/A
Barents Group of KMPG	1,531,957	N/A

MSU PASIDMA	2,370,804	N/A
Office du Niger	2,263,102	N/A
OHVN	310,225	N/A
Office Riz Segou	934,773	N/A

3. SUMMARY OF OVERALL IMPACT

The following four indicators were used to measure the overall performance at the SO level:

- Absolute value-added of cereals, livestock, and alternative commodities subsectors at the national level
- Growth rate of cereals, livestock and alternative commodities subsectors at the national level
- Proportion of the subsectors as a share of GDP
- Absolute amount of savings generated by Malian microfinance institutions

Table 1 below presents the progress made over the life of the SO regarding these indicators at the SO level.

Table 1: Average data for the period 1997-2003

<i>Absolute value-added of cereals, livestock, and alternative commodities subsectors at the national level. (in millions CFAF)</i>			
	baseline¹	Planned	Actual
Cereals	142,290	187,551	169,134
Livestock	91,274	116,353	102,270
Alternative commodities	65,116	77,401	74,121
<i>Absolute amount of savings generated by Malian microfinance institutions. (in millions CFAF)</i>			
	5,000	11,433	12,678

3.1 Overall Impact at the SO level

The SO made significant impact in the areas in which it focused and partially met all its SO targets and in most cases exceeded its intermediate result targets as it will be shown in section 3.2. The average actual value-added for selected agricultural sub-sectors (cereals, livestock, and alternative commodities) was 8% below the average planned level, but 17% above the baseline level. The agriculture sector presented globally a 3% growth rate, a little below the planned 3.63% growth rate for this sector. On the other hand, the agricultural sector represented a share of 36.4% of the GDP compared to a 40.8% planned, partly due to an important increase in the

¹ The baseline value is estimated for each subsector by linear regression on the 1984-1996 data.

gold mining sector of the country. The microfinance sector saved 11% more than the average planned figure of 11,433 millions CFA and 153% over the baseline. The growth of the microfinance institutions contributes to poverty alleviation and the growth of the economic sector through increased income generating activities, particularly for women.

In total, cereal production increased 19% from 1997 to 2003, and the alternative commodities, 14%. However, large disparities existed from one year to another. For example, due to irregular rainfall, cereal production growth rates were uneven varying from 16% in 2000 to -15% in 2001, to 7% in 2002, to -7% in 2003, as illustrated in Table 2b.

The livestock program included the following: (i) strengthened commercial performance through the development of privately managed infrastructures; (ii) built capacities of public and private sector actors; (iii) increased the role of private sector in the development of the livestock sector; and (iv) creation of a sound/effective enabling policy environment in support of these efforts. The SEG SO was also involved in the Central Veterinary Laboratory becoming a regional vaccine production and marketing laboratory. There was a significant increase in average live cattle export with more than 130% increase compared to the baseline level and about 124% increase as compared to the target (see Table 2a below). Despite these increases, exports were significantly disturbed from 2002 onward due to the political crisis in Ivory Coast. As a result, only 12% total growth rate was observed in the livestock sector as illustrated in Table 1.

Savings in the microfinance sector exceeded its target with more than 150% increase over the life of the SO. The growth of the microfinance institutions contributes to poverty alleviation, therefore to the growth of the economic sector with an increase in income generating activities particularly for women, although a specific study was not carried out. Other actors such as the World Bank, the European Union, France, Netherlands, Canada, and World Food Program were also involved in this sector.

As a crosscutting issue, the program support to the West African Regional Market Outlook led to the establishment of the West African Traders' Network. Major cereal and livestock traders have used the network to access the food needs assessment, as well as for updates on commodities market information and contracts. During the program implementation period, the network served as catalyst for the development of the regional trade of over 50,000 metric tons of cereals. It has significantly contributed to the livestock sector development by stimulating exports. In addition, the program provided much needed assistance in strengthening the competence and capacity of several micro-finance institutions as well as professional associations to address the financial services constraints in the area of strategic planning, business plan development, designing and installing management information systems, and accounting and financial management training.

3.2 Overall Impact at the Intermediate Result level

In most all cases, the SO exceeded its intermediate result targets. Tables 2 below summarize performance at the Intermediate Results (IR) level.

Table 2a: Average data for the period 1997-2003

Indicators	Baseline	Planned	Actual
Volume of rice paddy production (Metric Tons or MT)	617,000	681,352	746,772
Total cattle off-take (slaughtered and exported). (number of head)	214,500	257,245	350,932
Area under alternative commodities (in ha)	9,069	10,833	19,697
Volume of cereals sold in domestic and export markets(MT)	161,341	193,704	164,718
Live cattle exported (number)	65,630	67,631	151,336
Volume of alternative commodities sold (MT)	22,865	27,242	33,908

Table 2b: Growth rates of cereals, livestock and alternative commodities

	1997	1998	1999	2000	2001	2002	2003
Planned	Cereals 3.88% Livestock 3.46% Alt. Com.2.52%	Cereals 4.07% Livestock 3.63% Alt. Com.2.64%	Cereals 4.28% Livestock 3.81% Alt. Com.2.77%	Cereals 4.50% Livestock 4% Alt. Com.2.91%	Cereals 4.72% Livestock 4.20% Alt. Com.3.06%	Cereals 4.95% Livestock 4.42% Alt. Com.3.22%	Cereals 4.95% Livestock 4.42% Alt. Com.3.22%
Actual	Cereals 4.6% Livestock -0.9% Alt. Com. 4.2%	Cereals 5.7% Livestock 2% Alt. Com.2.0%	Cereals 6% Livestock 1.3% Alt. Com.31%	Cereals 16% Livestock 10% Alt. Com.-22%*	Cereals -15% Livestock 4% Alt.Com 0.7%	Cereals 7% Livestock 5% Alt. Com.0.8 %	Cereals -6.6% Livestock 2% Alt. Com.3.6 %

Table 2c: Average data for the period 1997-2003

	Indicators	Baseline	Planned	Actual
USAID supported MFIs	Savings mobilized (in Millions CFA)	194.0	494.8	665.6
	Outstanding loans (in millions CFA)	294.7	690.675	2,201.5
	Number of loans	12,994	27,765	65,834
	Average percentage of operational self-sufficiency.(support stopped in June 2002)	25	65 (at end of support)	65
NRMs activities at OHV	Number of Farm households applying NRM technologies	24,000	32,000 (at end of support)	35,863

As illustrated in the Table 2a, the cereals results package made significant achievements during the program implementation period, particularly in the rice sector with a 21% production increase compared to the baseline level and a 10% increase in comparison with the target. Specifically, food security was improved for 6,000 households in the circle of Djenné, and rice production was increased by more than 6,000 metric tons on the 1,000 new hectares of irrigated perimeters developed in the Office du Niger zone. In addition, twenty-two villages, representing about 1,500 producers increased their revenue by participating in a collective system of rice marketing. Also, a more sustainable market information system for agribusiness promotion and

food security was established in Mali. For these reasons and others, it is recognized that USAID has made a major contribution in increasing national cereal production, and thereby food security in Mali. External shocks through irregular rainfall over the life of the SO negatively impacted agricultural production despite significant progress towards the targets.

Table 2a also shows a significant increase in average live cattle export with more than 130% increase compared to the baseline level and about 124% increase as compared to the target. Despite these increases, exports were significantly disturbed from 2002 onward due to the political crisis in Ivory Coast. As a result, only 12% total growth rate was observed in the livestock sector when export trends changed from the “central corridor” (Mopti-Ségou-Sikasso-Ivory Coast, and Nioro-Nara-Kati-Bamako-Ivory Coast) with about 65% of the volume of total export, to the “western corridor” (towards Senegal) which traditionally represented no more than 25 % of the total export. A related positive trend, however, is that new business linkages have been created between Malians and traders from Guinea since the Ivory Coast political situation began to deteriorate.

Savings in the microfinance sector exceeded its target with more than 150% increase over the life of the SO. The National Cooperative Business Association of the USA (formerly CLUSA) provided assistance to develop self-managed village associations and cooperatives. CLUSA training was mostly related to associations and cooperatives management, business and financial management, and assistance in the preparation of credit requests. To date, over 350 collectively owned/managed businesses are operating in some 250 villages. From the cumulative figures, over 20,000 management committee members of associations and cooperatives and 900 trainers in cooperative management have benefited from training. The CLUSA program also set up a loan program in collaboration with local banks that disbursed over \$4,000,000 to farmers in the program from 1997 to 2002.

The Alternative Commodities results package (fruits and vegetables) significantly contributed to the development of the high value agricultural commodities sub-sector in Mali. The efficient use of the market information system, market exploration and crop diversification mechanisms promoted through USAID support programs led to the increased supply to domestic, regional and international markets. This contributed to an increase in average trade volumes of more than 48% in comparison with the baseline and 25% with the planned level in target areas. A significant number of exporters have emerged to target various market window opportunities for both raw and processed commodities. Thus, by the end of the strategic objective period, the total area under cultivation for these crops has increased by 117% as compared to the baseline, more than 80% compared to the target. The program contributed to the diversification of crop production, has met various market demands and increased small producers’ incomes. Approximately, 220 small gardens were established in 178 villages in rural Mali targeting 8,769 small producers, including 7,630 women for a total value \$300,000.

The Natural Resource Management (NRM) intermediate result protected and improved the crop production environment against soil degradation in order to maintain or increase production. Important results were achieved through the use of anti-erosion practices, community based natural resource management, and the use of efficient charcoal stoves to protect the degradation of the forests. During the life of the SO, 35,863 farmers adopted NRM technologies against 32,000 planned from a baseline of 24,000 farmers, or 10% over the planned figure and 49% over

the baseline. In addition, during FY 2003, AFR/SD supported an impact assessment study and training of Office de Haute Vallee du Niger (OHVN) staff on extension activities and NRM impact assessment (after USAID/Mali support ended). According to this study farmers have increased crops yields significantly (30 to 100%) due to the implementation of resource management technologies. The study noted significant reduction in erosion and increase in vegetation cover over previously abandoned fields. Shifting cultivation practices are slowly being replaced by continuous intensive farming practices. Finally, the SEG SO achieved impressive results through its promotion of efficient charcoal burning stoves. The impact of the sale of these stoves on the environment is noteworthy. According to Enterprise Works Worldwide (EWW), the implementing partner, the total number of stoves sold during the cooperative agreement (about 73,500) should save about 24,000 hectares of forest and should reduce CO₂ emissions by about 238,000 metric tons.

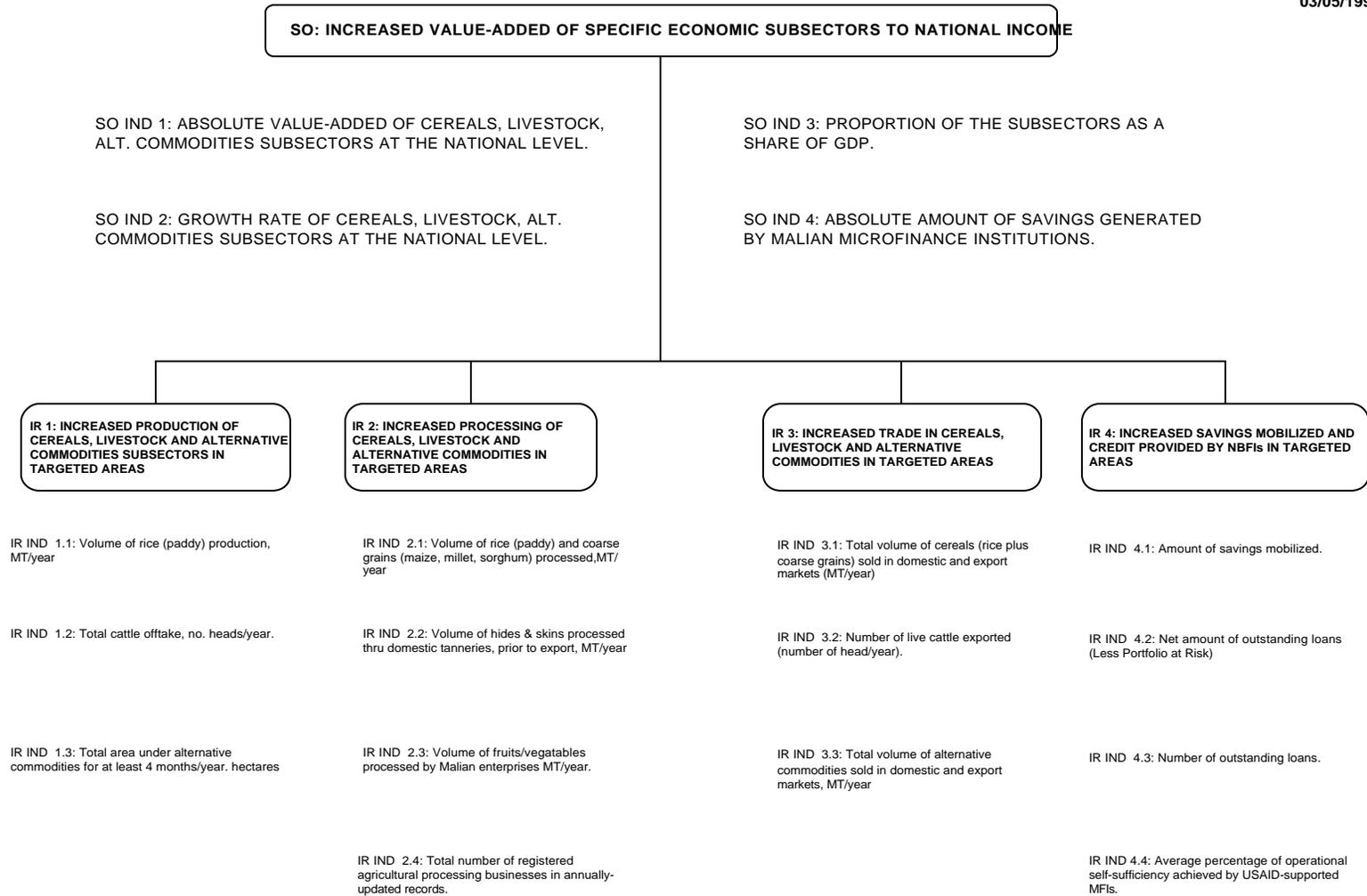
4. SIGNIFICANT CHANGES IN THE RESULTS FRAMEWORK

During the strategy period, the SEG Results Framework was amended to accommodate an IR for Natural Resources Management (NRM). It had been a cross-cutting theme before the amendment. Both the original and amended Results Frameworks are presented below:

Figure 1: the Initial Results Framework

**SUSTAINABLE ECONOMIC GROWTH STRATEGIC OBJECTIVE
TEAM RESULTS FRAMEWORK**

USAID / Mali
Strategic Plan
03/05/1998



NOTE: ALL INDICATORS TO COVER "SEG TARGETED AREAS"

"SEG TARGETED AREAS" = ALL DISTRICTS OF KAYES, KOULIKORO, MOPTI SEGOU, SIKASSO, GAO, KIDAL AND TIMBUKTU REGIONS

Figure 2: the Final Results Framework

**SUSTAINABLE ECONOMIC GROWTH STRATEGIC OBJECTIVE
TEAM RESULTS FRAMEWORK**

USAID / Mali
Strategic Plan
03/05/1998

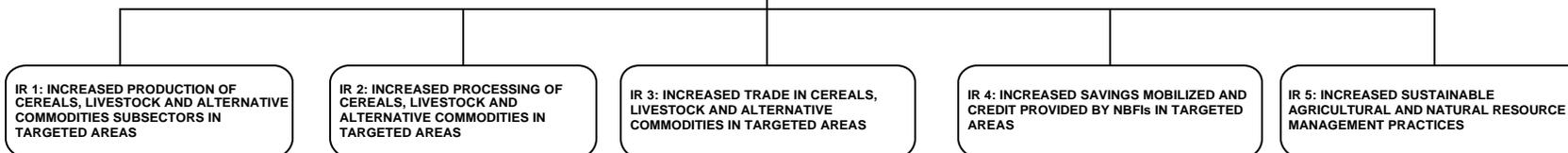
SO: INCREASED VALUE-ADDED OF SPECIFIC ECONOMIC SUBSECTORS TO NATIONAL INCOME

SO IND 1: ABSOLUTE VALUE-ADDED OF CEREALS, LIVESTOCK, ALT. COMMODITIES SUBSECTORS AT THE NATIONAL LEVEL.

SO IND 3: PROPORTION OF THE SUBSECTORS AS A SHARE OF GDP.

SO IND 2: GROWTH RATE OF CEREALS, LIVESTOCK, ALT. COMMODITIES SUBSECTORS AT THE NATIONAL LEVEL.

SO IND 4: ABSOLUTE AMOUNT OF SAVINGS GENERATED BY MALIAN MICROFINANCE INSTITUTIONS.



IR 1: INCREASED PRODUCTION OF CEREALS, LIVESTOCK AND ALTERNATIVE COMMODITIES SUBSECTORS IN TARGETED AREAS

IR 2: INCREASED PROCESSING OF CEREALS, LIVESTOCK AND ALTERNATIVE COMMODITIES IN TARGETED AREAS

IR 3: INCREASED TRADE IN CEREALS, LIVESTOCK AND ALTERNATIVE COMMODITIES IN TARGETED AREAS

IR 4: INCREASED SAVINGS MOBILIZED AND CREDIT PROVIDED BY NBFIs IN TARGETED AREAS

IR 5: INCREASED SUSTAINABLE AGRICULTURAL AND NATURAL RESOURCE MANAGEMENT PRACTICES

IR IND 1.1: Volume of rice (paddy) production, MT/year

IR IND 2.1: Volume of rice (paddy) and coarse grains (maize, millet, sorghum) processed, MT/year

IR IND 3.1: Total volume of cereals (rice plus coarse grains) sold in domestic and export markets (MT/year)

IR IND 4.1: Amount of savings mobilized.

IR IND 5.1: Sustainable natural resource management practices adopted by farmers.

IR IND 1.2: Total cattle offtake, no. heads/year.

IR IND 2.2: Volume of hides & skins processed thru domestic tanneries, prior to export, MT/year

IR IND 3.2: Number of live cattle exported (number of head/year).

IR IND 4.2: Net amount of outstanding loans (Less Portfolio at Risk)

IR IND 1.3: Total area under alternative commodities for at least 4 months/year. hectares

IR IND 2.3: Volume of fruits/vegetables processed by Malian enterprises MT/year.

IR IND 3.3: Total volume of alternative commodities sold in domestic and export markets, MT/year

IR IND 4.3: Number of outstanding loans.

IR IND 2.4: Total number of registered agricultural processing businesses in annually-updated records.

IR IND 4.4: Average percentage of operational self-sufficiency achieved by USAID-supported MFIs.

NOTE: ALL INDICATORS TO COVER "SEG TARGETED AREAS"

"SEG TARGETED AREAS" = ALL DISTRICTS OF KAYES, KOULIKORO, MOPTI SEGOU, SIKASSO, GAO, KIDAL AND TIMBUKTU REGIONS

4. SUMMARY OF ACTIVITIES AND MAJOR OUTPUTS

Implementation of SEG activities resulted in significant outputs toward meeting the SO and IRs. In the Delta Agricultural Development project, agricultural production and water control infrastructures were built to control the entry and exit of river flood water in the rice perimeters, thereby securing rice cultivation on more than 50,000 hectares. In addition, 59 village associations and 4 inter-village associations were trained and are operational in the management of water control infrastructures, seed multiplication and distribution, and in conflict management over natural resources. Four village producer organizations were also trained in basic grain marketing and storage techniques as well as credit management helping them to secure marketing loans worth \$4,000 annually.

Through the irrigation development at the Office du Niger, an irrigation promotion loan program was established with a local financial institution which made loans to 16 agri-businessmen who developed about 1,000 new hectares of irrigated rice perimeter in the Niono zone of the Office du Niger; village producers of rice were organized and trained to market their rice by taking into account the seasonal market price fluctuations: hence 22 villages now sell every year about 3,000 metric tons of rice and make 5 percent more profit than those producers not participating in the program; promotional materials were developed to assist Office du Niger better market its huge potential and investment opportunities in the zone.

Activities in the livestock sector were structured around: development of cattle market infrastructures, capacity building of public and private sector operators, policy dialogue for an increase in the role of private sector, export promotion activities. During the implementation period, vaccine sales went up 149.2% reaching a record figure of 505,423,250 CFAF (about \$704,914). Export sales represent 60% of this amount in year 2000, against 39.5% in 1999. The SEG program trained more than 2,000 livestock and animal feed producers in improved feeding techniques and management of production costs. In many cases these efforts enabled producers to reduce their overall production costs by more than 15-20%, and increase their revenues accordingly. Perhaps more importantly for the long term, these capacity building efforts created a group of cost-conscious, organized producers better capable of responding to more sophisticated livestock product market demands.

Under the SEG's Strengthening Marketing Information Services in Mali project, the Mali market information center was restructured to reduce its operational cost, communication equipment (radio, computers with modem, etc.) were installed at all the 24 market data collection units throughout the country in order to increase the timeliness of market information analysis and dissemination; marketing extension training modules were developed and a training of trainers program was implemented; the organization on an annual basis of the West Africa Agricultural and Market Outlook conference, bringing together the producers, traders and policy-makers has been institutionalized in Mali to coordinate food security on a regional basis.

The Agribusiness Development project in the Haute Vallée zone worked with six private export companies to increase the production and export of selected crops such as green beans and mangoes to France, sesame to Germany, and hibiscus flowers for Celestial Seasonings in the USA. During the implementation period, the production of hibiscus flowers increased from virtually zero to 200 metric tons, 700 to 950 tons for the green beans, 850 to 1,250 tons for mangoes, and 150 to 350 tons for sesame. The average farm family size in the zone is one hectare, which generates an average net income of \$700 (the farm gate price increased from \$.70 to \$1.40 per kilo) representing

an increase of 325% of the average annual income per farm family for these crops over a three-year period.

Village cooperatives played an essential role by providing villagers with access to production credit from local banks (see section 3.2).

In addition to the production and marketing interventions, farmers in the area have increasingly adopted improved natural resource management (NRM) practices such as anti-erosive actions to increase production and protect the resource base. Yields for all crops are increasing by adopting improved practices and many farmers no longer practice shifting cultivation. The NRM approach gives priority to improving village-level management of a community's resources. Other reasons for success include the use of improved technologies, a focus on cash income, a community approach to implementation, and complementary training in technical skills.

5. PROSPECTS FOR LONG TERM SUSTAINABILITY OF IMPACTS AND PRINCIPAL THREAT TO SUSTAINABILITY

In general, the SEG SO activities were sustainable. Those activities whose sustainability are in question have been followed-up under the new strategy: they are crop trade, microfinance promotion, and crop production. The organizations involved in cattle export have been organized, transport problems discussed/reviewed with the GRM, but the conflict in Ivory Coast where most of the export is oriented is threatening the sustainability. As far as the NRM activities are concerned, they continue to grow under OHVN as reported above and EWW efficient charcoal stoves continue to be sold in the country. More importantly, the vegetable gardens developed for women continue to provide them with income. Other indicative aspects of this sustainability include:

- Strengthened producers and traders' organizations;
- Development of irrigation as a means to reduce production risk and increase productivity;
- Strengthened village associations and organization capacity to increased control over the natural resources and environment;
- Continuous provision and use of market information to promote competition and reduce price variability;
- Improved competitiveness of livestock products, specifically of red meat in African export markets;
- improved regulatory environment to encourage the establishment of a normative framework for the creation of product price/quality standards; and,
- Strengthened private sector organizations' capacity for the production of least cost feed rations for livestock producers.

On the other hand, some indicative threats may include:

- Political unrest/instability in Mali and in neighboring countries;
- Drought and other predators (e.g. locusts); and,
- Change of currency exchange rate.

6. LESSONS LEARNED

Three major lessons were learned during the execution of the SO:

- All SEG SO and IR level indicators were set at the national level, except those for microfinance; therefore national data had to be collected. It was often not possible to have these data in a timeframe amenable to US fiscal year reporting and their quality generally could not be reliably assessed. In addition, USAID could not use national level data to properly attribute its own contribution;
- With respect to the Performance Monitoring Plan (PMP), all contractors did not complete one at the start of the contract execution; therefore it was hard to measure performance and focus. Based on this experience, the new strategy indicators and their data are targeting the beneficiaries the contractors are working with; in addition a PMP has been requested from each contractor at the start of activities;
- Sustainability of some activities is difficult, therefore time demanding. The organization and promotion of the trade and microfinance sectors fall under that category. The SEG strategy (1997-2003) time frame was not enough to build the necessary capacity for the targeted Malian entrepreneurs and within the MFIs, therefore the new strategy provided an opportunity to continue some of the activities.

7. SUMMARY OF PERFORMANCE INDICATORS

As shown in the Results Framework on page 8, the main performance indicators were:

- Volume of rice (paddy) production (MT/year)
- Total cattle offtake (number of head/year)
- Total area under alternative commodities for at least 4 month/year (hectare)
- Volume of rice (paddy) and coarse grains (maize, millet, sorghum) processed (MT/year)
- Volume of hides and skins processed through domestic tanneries prior to export (MT/year)
- Volume of fruits and vegetables processed by Malian entrepreneurs (MT/year)
- Total number of registered agricultural processing businesses in annually updated records
- Total volume of cereals (rice plus coarse grains) sold in domestic markets (MT/year)
- Number of cattle exported (number of head /year)
- Total volume of alternative commodities sold in domestic and international markets (MT/year)
- Amount of saving mobilized
- Net amount of outstanding loans
- Average percentage of operational self-sufficiency achieved by USAID supported MFIs.

For more detail, see the Result Framework on page 8.

8. LIST OF EVALUATIONS AND STUDIES

TITLE	FIRM	DATE	OBSERVATION
USAID Mali trade development program study	CARANA Corporation and Abt Associates	December 10, 2002	
An analysis of the benefits and costs of alternative irrigation investments	ARD, Inc	December 2002	
Mali equity fund feasibility	Abt Associates	July 7, 2002	

	Inc		
Mali agricultural sector assessment	Abt Associates Inc	March 1, 2002	
Mali trade capacity needs assessment-subsector analysis	Nathan Associates, Inc.,	May 2002	Draft
Private sector investment in the office du niger: proposal for a non- bank financial institution	Nathan-MSI Group,	December 2001	
Politique de développement des filières agricoles au Mali	Yiriwa-Conseils	Février 2001	
Mali's market information system: innovative evolution in support of a dynamic private sector	Michigan State University,	November 2000	
Promouvoir les exportations de riz malien vers les pays de la sous région	AIRD, EAGER	Octobre 1999	
Promoting Malian livestock exports	AIRD, EAGER	1999	
Legislative and regulatory constraints of the animal feed market	AIRD , ATRIP	1999	
The Future Prospect for Malian Red Meat Export	AIRD, EAGER	January 1999	
Synthesis report on regional workshops on illicit taxes	CLUSA	1999	
L'impact du code communautaire d'investissement UEMOA sur le tissu économique du Mali"	AIRD, ATRIP	1998	

9. LIST OF INSTRUMENTS CLOSE-OUT REPORTS

Final technical reports are available from all the instruments listed in section 1.4.

10. CONTACT POINTS

For additional information, the list below provides names of helpful contacts:

- Dennis McCarthy, Team Leader of the SEG SO, USAID Mali, B.P. 34 Bamako, Tel: (223) 222 36 02
- Augustin Dembelé, Monitoring and Evaluation Specialist, USAID Mali, Tel: (223) 222 36 02
- Gaoussou Traoré, New Opportunities Activity Manager, USAID Mali, Tel: (223) 222 36 02
- Amadou Camara, Cereals Activity Manager, USAID Mali, Tel: (223) 222 36 02
- Niama Nango Dembélé, Project Coordinator, MSU/PASIDMA, Tel: (223) 222 17 71
- Abdramane Traoré, Information Specialist, MSU/PASIDMA, Tel: (223) 222 17 71
- Salif Diarra, Coordinator of OMA, Market Information System, Tel : (223) 221 40 73

- Yaya Diarra, Office du Niger, Tel: (223) 232 01 92
- Richard Cook, Chief of Party of Animal Productivity and Export Project, 1992-1998, and Livestock Specialist of CAE, Tel : (223) 229 17 50
- Harvey Schartup, Chief of Party of CAE contract, Tel: (223) 229 17 50.