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TRADEMALI

Annual Report
September 2005 – August 2006

September 2006

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ACRONYMS

ADF	African Development Foundation
AEG	Accelerated Economic Growth
AGOA	African Growth and Opportunity Act
AIRD	Associates for International Resources and Development
ANSSA	Agence Nationale de Sécurité Sanitaire des Aliments
BMS	Banque Malienne de Solidarité
BRS	Banque Régionale de Solidarité
CAE	Centre Agro-Enterprises
CBI	Center for Promotion of Imports from Developing Countries
CRA	Chambre Régionale d'Agriculture
COP	Chief of Party
CSV	Crédit Stockage Vivrier
CVECA	Caisse Villageoise d'Epargne et de Crédit
DCOP	Deputy Chief of Party
DGD	Direction Générale des Douanes
DGRC	Direction Générale de la Réglementation et du Contrôle
DNCC	Direction Nationale du Commerce et de la Concurrence
DNI	Direction Nationale des Industries
DRA	Direction Régionale de l'Agriculture
DOT	Dourey Tombouctou, microfinance institution in Tombouctou
DTIS	Diagnostic Trade Integration Study
EU	European Union
FAO	Food and Agricultural Organization of the United Nations
FCFA	Franc CFA (West African currency) (exchange rate - US$1: 500 FCFA)
FCRMD	Fédération des Caisses Rurales Mutualistes du Delta Niono
GAP	Good Agricultural Practices
GAPTO	Ghana Agricultural Producers and Traders Organization
GIE	Groupement Intérêts Economique
GRM	Government of the Republic of Mali
IBI	International Business Initiatives
IER	Institut d'Economie Rurale
IEHA	Initiative to End Hunger in Africa
IF (SC)	Integrated Framework (Steering Committee)
IFDC	International Fertilizer Development Center
IMF	International Monetary Fund
IPR	Institut Polytechnique Rural
IR	Intermediate Result
ISCOS	Institut Syndical pour la Coopération au Développement
ITC	International Trade Center
JITAP	Joint Integrated Technical Assistance Program

LDC	Least Developed Countries
MFI	Microfinance Institution
MIC	Ministry of Industry and Commerce
NGO	Non-Governmental Organization
ON	Office du Niger
OPIN	Online Presidential Initiatives Network
OMA	Observatoire de Marche Agricole
ORM	Office Riz Mopti
ORS	Office Riz Ségou
PCDA	Programme Compétitivité et Diversité Agricole
PMP	Performance Monitoring Plan
PNIR	Programme Nationale d'Infrastructure Rurales
PO	Producer Organization
PRODEPAM	Programme de Développement de la Production Agricole au Mali
RADEC	Réseau d'Appui au Développement des Collectives Locales Décentralisées
ROESAO	Réseau des Opérateurs Economiques de l'Afrique de l'Ouest
SAC	Services Agricoles de Cercle
SNV	Dutch Development Cooperation
SO	Strategic Objective
TEM	Tropical Expression Mali
TIPCEE	Trade Investment Program for Competitive Export Economy
TMG	The Mitchell Group
UEMAO	Union Economique Monétaire de l'Afrique de l'Ouest
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
URCEP	Union Régionale des Commerçants et Exportateurs de Pomme de Terre (Sikasso)
USAID	United States Agency for International Development
WB	World Bank
WTO	World Trade Organization

EXECUTIVE SUMMARY

This report presents the activities, results, impacts and challenges achieved by TradeMali during the third year of project implementation, covering the period September 2005 through August 2006. Many of the successful initiatives started in the first and second year of the project were continued and expanded, to achieve higher results, impacts and success for groups and individuals targeted in selected agricultural value chains. Synergy and collaborative efforts undertaken with a variety of project partners made results richer and allowed for consolidation of project activities. Changes in project management and operations have been approached as opportunities to give the project more depth and increase outputs through the end of the project implementation period.

Objectives

The TradeMali project contributes directly to the Accelerated Economic Growth Strategic Objective of the USAID mission in Mali, which aims at increasing productivity and incomes in selected agricultural sub-sectors. Increasing marketing opportunities and creating the enabling environment to promote and augment domestic, regional and international trade prospects have been the areas of focus. Supporting the linkage with agricultural production and the facilitation of finance for the sector has proven to be key to ensuring full coverage of all aspects for a well-functioning value chain.

Technical assistance for producers, traders and exporters to increase their capacity aids many agro-entrepreneurs to deliver a quality product on the market that is appreciated and wanted by traders and importers. Having a better and more in-depth understanding of the market systems helps beneficiaries make informed decisions about commercialization of their commodities at time when financial gain is at its highest. Bringing stakeholders within the value chain together to plan, discuss and strategize enables them to develop partnerships necessary for long-term support of their activities. The project's overarching activities relating to institutional capacity and policy development permit a market-driven agricultural sector to function successfully to the benefit of all stakeholders involved.

Activity Highlights

Many of the TradeMali-supported initiatives and programs achieved record high results. The number of volumes of commodities stored and marketed, beneficiaries assisted along the value chains, contracts for marketing developed and policies developed and lobbied for exceeded the targets set for this year. Targeted value chains included rice, mangoes, and potatoes with pilot activities for the anise and cumin sector, and camel cheese production. Depending on the regional opportunities per value chain, activities were implemented in the regions of Sikasso, Ségou, Mopti, Tombouctou, Gao, Koulikoro and Bamako.

During the reporting period 59 associations, representing a total of 3,231 beneficiaries, were involved in marketing 1,403 tons of rice (paddy and milled), which was sold at 289 million FCFA (approximately US$578,000) on the domestic market. Micro credit obtained for making the rice storage and marketing activity possible was reimbursed at

100 percent. The fifty-nine loans provided for this activity by 5 MFIs, totaled a value equal to 137 million FCFA (US$ 274,000).

Export of mangoes on the sub-region and international markets are 30 percent up over the results achieved last year. A total of 3,870 tons of mangoes were exported during this reporting period, which was valued at approximately US$ 3.6 million. A Mali first EurepGap certification of one Sikasso-based exporter group, GIE TEM, for the exportation of mangoes to Europe will likely set the example for many others to follow in the coming year. More than 1,000 beneficiaries in the mango sector received training on best practices on norms and standards laid out in the government approved *cahier des charges* for the mango sector that relate directly to requirements for international export opportunities.

Potato marketing to new markets in the sub-region (Togo, Ghana, and Ivory Coast) provided opportunities for many cooperatives to benefit from prices that are generally higher than those on the domestic market. TradeMali's efforts in negotiating cross-border trade and formalization of export fees greatly reduced the cost and time factors for exporting agricultural commodities to neighboring countries. The quantity of potatoes marketed on sub-regional markets during this reporting period totaled 1,437 tons which were sold at 379 million FCFA (US$ 758,000).

Gender considerations continue to play an important role and in all sub-sectors. Women-specific activities or groups were targeted to provide women with new opportunities that enable them to increase household revenue and initiate other income-generating activities. A total of 447 women attended training provided by the project and 24 out of the 83 associations targeted were all-women's groups.

Improvements to the institutional and political environment were also made this year. Specifications for norms and standards for exportation, defined as the "cahier de charges", were developed and adopted, along with a practical guide to explain its use. Guidelines for mango exporters on European commercial packaging criteria were provided in order to better respond to the standards for exporting produce to European markets.

Synergies and Collaborative Efforts

The development of partnerships and synergies has not only become an important way to leverage funding, but also provides an opportunity to provide "full package" assistance to beneficiaries along the targeted value chains. In addition, partnerships with local NGOs and public sector services agencies increase the capacity of those structures that will remain after the withdrawal of projects such as TradeMali, thus providing the basis for sustainable continuation of the efforts started by the project.

Synergies and collaborative efforts with the other two AEG projects,[1] PRODEPAM and Mali Finance have become increasingly important as well as successful. The combined interventions have shown positive results in especially the rice, potato and anise sub-sectors and have allowed the projects to address a variety of problems together along

[1] In addition to TradeMali, the two other USAID/Mali Accelerated Economic Growth (AEG) projects are PRODEPAM and Mali Finance.

the targeted value chains. The consolidation efforts have been formalized since June 2006 with the development and approval of the Consolidated Work Plan and PMP for the last 15 months of project implementation of the three AEG projects.

Collaborative efforts with other international projects and organizations, government departments and services, and different members of the international donor community have enabled TradeMali to achieve even greater results than last year.

Challenges and Perspectives

TradeMali has had a successful third year and anticipates continuing its efforts in those areas where we have achieved success during the coming year. With reduced human and financial resources available, the project will utilize creative ways to maintain this momentum and carry on with those activities that have an impact on the incomes of Malian agro-entrepreneurs. The main focus of TradeMali through the end of the project will be seeking out additional opportunities in Northern Mali, consolidating efforts with PRODEPAM and Mali Finance, and strengthening collaborative interventions with other partner projects and public services agencies for the implementation of activities in the targeted sub-sectors.

SECTION 1 CONTEXT

1.1 Introduction

The TradeMali project is a three-year activity, with two potential option years. It is funded by the U.S. Agency for International Development (USAID) and implemented by Chemonics International as prime contractor, in partnership with international subcontractors (CARE, IBI, TMG and Geomar), the Malian private sector and various ministries and departments of the Government of the Republic of Mali (GRM). The activity, launched in September 2003, aims to contribute directly to USAID/Mali's Economic Growth Strategic Objective (SO9), whose goal is to increase productivity as well as incomes in selected agricultural sectors throughout the country.

Within SO9, TradeMali's specific project objective is to *improve marketing of targeted agricultural products (IR 2).* The project works along targeted commodity value chains and in close collaboration with PRODEPAM and Mali Finance to strengthen the trade sector in Mali to achieve two sub-intermediate results:

- *Improved trade policy and institutional environment (Sub-IR 2.1)*
- *Strengthened competitiveness of agro-entrepreneurs and producer associations (Sub-IR 2.2)*

This annual report will provide an overview of activities implemented and impacts achieved by TradeMali during the period of September 1, 2005 through August 31, 2006. The report will show how many of the project's accomplishments have led to a positive change in the competitiveness of the agricultural sector in Mali.

This section provides the context in which the project has operated during the past year. Section 2 provides a narrative description of the technical approach and achievements for the targeted commodity value chains and project technical components. Section 3 focuses on performance results reporting, providing detailed achievements per indicator as laid out in the most recent project Performance Monitoring Plan (PMP – June 2006). Section 4 describes project management and coordination related issues such as technical, administrative and financial project resources, and synergistic and consolidation efforts the TradeMali project engaged in during the past year.

Section 5 presents the outlook for the coming year – the challenges and opportunities ahead. The annexes include some success stories that underline the impact that project activities have had during the reporting period, as well as the synergistic partnerships formed between TradeMali, Mali Finance and PRODEPAM. The annexes provide a number of success stories, data summary, activity and intervention sites tables, cost and profitability calculations, as well as detailed information on the OPIN and IEHA indicators for the past reporting period.

1.2 The TradeMali Approach and Considerations

TradeMali has continued to work on its vision of "Growing Competitiveness" over the reporting period by introducing a range of technical integrated interventions that are designed to encourage investment and open up opportunities in the domestic, regional and international markets by eliminating obstacles that stand in the way of trade

promotion. The project uses a market-driven approach, whereby traders and exporters play a key role in defining the opportunities for the targeted commodities in the different markets. Empowering producers to respond to the market demands from traders and exporters in providing high-quality commodities at the most opportune times is the ultimate goal that will not only increase their competitiveness, but will also impact the net profit margin they are able to gain from their transactions. To create the enabling policy and institutional environment that forms the umbrella under which all stakeholders can successfully operate within the agricultural sector, TradeMali has provided continued technical assistance over the past year to improve the capacity of public sector institutions and strengthened the public-private partnerships that encourage export promotion.

1.3 Response to U.S. Government Initiatives and Goals

In addition to the project performance indicators set and agreed upon with the USAID/AEG team, TradeMali continues to work within the framework of U.S government initiatives such as the Online Presidential Initiatives Network (OPIN) and the Initiative to End Hunger in Africa (IEHA), through which the USAID/Mali mission's AEG programs are funded. Many of the objectives and indicators for these two initiatives are interwoven in the intermediate and sub-intermediate results on which all project interventions are based. Every year, separate reports for these initiatives are prepared to indicate the specific contributions TradeMali was able to deliver against the performance goals and objectives for OPIN and IHEA (see Annex 6 and 7 for details).

TradeMali has also made considerable efforts to respond to strategic issues and cross-cutting themes such as counterterrorism, youth, employment and higher education. During the past year, the project has increased its interventions in Northern Mali to increase opportunities in the agricultural sector, thereby providing income-generating activities for local producers and traders, and increasing general household revenue. Specific commodities such as rice, anise and camel cheese were targeted in this region where prospects for economic development are limited. The project also continued the practice of employing *"experts juniors"* (interns), providing an important opportunity for young graduate professionals to serve as interns and acquire the experience needed to move up the ladder, while increasing their capacity through the training they receive from the project through their senior field-based supervisors. The number of *experts juniors* assigned to the project increased from six (6) to ten (10) by June 2006. Collaboration with the *Direction Nationale du Commerce et du Contrôle* (DNCC) civil servants and graduate students working on their thesis was also continued.

Gender considerations play a pivotal role in the implementation of each project activity as well as general project and staff management. The rice credit storage program (*Crédit Stockage Vivrier* or CSV) has developed a major focus on women during the past year (668 women participants) and provides beneficiaries with an average profit margin of 20 percent. The newly developed women's rice trading program (87 beneficiaries), created in collaboration with Mali Finance, is specifically geared toward increasing revenue for women-led trading activities. In the potato sector, one "all women's" cooperative benefited from a sizeable loan (US$15,600) which allowed them to buy and sell 335 tons of potatoes during times when market prices were more opportune. Many women are targeted in the mango sector, and special attention was

given to a women's mango trader group that focused on sub-regional trade with Mauritania.

SECTION 2 TECHNICAL APPROACH AND ACHIEVEMENTS

2.1 Introduction

This section will provide a general narrative description of the most predominant activities and results achieved for the targeted commodity value chains during the past year. In addition, the report will detail trade policy and institutional capacity building activities, both of which are overarching themes that provide the enabling environment for changes and improvements along commodity value chains. The indicator-based performance results reporting will be presented in Section 3, which focuses in on all the indicators laid out in the updated project PMP (June 2006) for the intermediate result (IR 2) and the two sub-intermediate results (Sub-IR 2.1 and 2.2).

Due to lack of interest from the value chain's private sector actors, activities in the red meat sector were not pursued during the third year of project implementation. Buyers in the sub-region appear to be interested in live animals, but feel that red meat is not an attractive business opportunity. The project presented the findings of its activities implemented in this sector during the first two years, as well as a list of value chain contacts to EU mission consultants working in this sector. Any further activities or reporting on the red meat value chain have been discontinued.

A first sub-section will describe the progress made in policy development, capacity reinforcement and professionalizing of the trade sector which touches upon multiple commodity value chains. The following sub-sections will thus focus on the more specific achievements in the mango, potato and rice value chains, as well as pilot activities in the north for commodities such as anise, camel cheese and chick peas. A final sub-section on gender implications will close this section out.

2.2 Trade Policy and Institutional Environment

The technical assistance TradeMali provides to the various agencies of the government of Mali (GRM) can be divided into two general areas:

- Policy assistance for targeted value chains
- General trade policy support

<u>Policy assistance for targeted value chains</u>

Mango – Value chain specific assistance in the mango sector has focused on increasing exports and professionalizing the sector. During this reporting period the project was successful in redrafting the new inter-ministerial decree (No. 06-287/MIC-MEF-MA-MET) in collaboration with the DNI and the exporter associations on norms and standards for exports. Approved in February 2006, the decree outlines exporter requirements, and lays out a basic set of norms and standards for exports ("*cahier des charges*"). As a next step, the GRM will have to focus on raising awareness about the decree including disseminating information about the application of the *cahier des charges,* as well as conducting technical follow-up that ensures verification and spot checks on the correct application of the agreed norms and standards. To support this process, TradeMali provided initial training sessions on the meaning and implications

of the decree to exporters, pack house workers and field staff. The project also developed a practical guide to aide exporters with the implementation of the *cahier des charges*.

In addition, TradeMali assisted the *Direction Générale de la Réglementation et du Contrôle (*DGRC) with the redrafting of a new decree that requires all wooden packing materials to be treated by fumigation or heat before leaving Mali. This new requirement is based on the EU rules governing the importation of wooden materials. Based on this new decree, which was published in December 2005, one Malian exporter established services to treat wooden pallets, and received Government of the Republic of Mali (GRM) certification for the process.

To avoid paying unnecessary duty on re-exported inputs, the *Direction Générale des Douanes (*DGD) and TradeMali continued to inform new mango exporters on the steps for gaining duty-free temporary admission for imported packaging materials and other marketing inputs.

The government ministries and agencies for Malians living abroad, the office of Regional Coordination and various other associations of Malians abroad assisted in the identification and gathering of contact information on markets, infrastructure and potential importers for Malian produce.

Potatoes – Clarification on export procedures and formal and informal taxes which was laid out in the exporter guide for the potato sector, developed by TradeMali in collaboration with the DNCC, has enabled exporters to take advantage of new attractive market opportunities in the sub-region (Ivory Coast, Burkina Faso, Ghana and Togo). According to the exporters, their increased professionalism, awareness of the exporting rules, along with more formalized business procedures has decreased the amount of delays and "extraordinary taxes and charges" paid on both the Burkina Faso and Ivory Coast routes. Before this project intervention, reaching Ouagadougou took four to five days and cost more than 300,000 FCFA (US$600, not including potato losses from the delays). Now the trip takes 1 day and costs 100,000 FCFA (US$200) in official charges, a reduction of 34 percent. Trips to Abidjan had been more than 400,000 FCFA (US$ 800) and took four to five days, but the trip now takes 2 days and costs 150,000 FCFA (US$ 300) in formal fees, a reduction of 38 percent.

To streamline procedures for the export of Malian potatoes within the sub-region, TradeMali worked to form and strengthen political relations and develop procedures in working with the UEMOA Secretariat in Burkina Faso, the Malian Embassies in Burkina Faso, Ghana and Togo, and the Ghanaian and Togolese Embassies in Mali. These efforts resulted in the alleviation on non-official hindrances, payments and delays that often stand in the way of agricultural export opportunities in the sub-region.

Rice – As rice continues to be mostly commercialized within Mali, no specific policy development relates to the marketing of rice. However, as part of the project's continued efforts with the CSV program, TradeMali and Mali Finance have been successful in opening up the opportunities for trading rice based on credit from microfinance institutions. The internal policies of the collaborating MFIs were modified to allow an agricultural product to serve as a loan guarantee.

Anise – Even though no policy efforts were undertaken during the pilot phase activities for anise, the export manual and documents provided to potato exporters would serve the anise (and any other agricultural) exporter as well. A number of potato traders have already indicated that they might be interested in exporting anise in the sub-region as these different agricultural commodities are on demand in the countries of destination.

General trade policy support

TradeMali has continued to focus on assistance to the GRM's Integrated Framework (IF) process, as well as support to the DNCC agency responsible for trade policy development and negotiations, and the Ministry of Industry and Commerce (MIC), whose role is to oversee the DNCC and any related commercial interactions.

The Integrated Framework is an international initiative through which six multilateral organizations[2] combine their efforts with those of the least developed countries (LDCs) and donor agencies to respond to the trade development needs of the LDCs. The three broad implementation stages of the IF are:

- Preparatory activities – official request from the LDC to participate; technical review of the request; establishment of a national IF steering committee (IFSC); the identification of a lead donor.
- Diagnostic phase – elaboration of the diagnostic trade integration study (DTIS)
- Follow-on phase – translation of the diagnostic findings into the elaboration and validation of an action plan for trade-related technical assistance delivery.

In the past, TradeMali, in close collaboration with the MIC and DNCC, aided in the development of the diagnostic trade integration study. As a member of the IF steering committee, the project also contributed to the selection of the activities that were translated into pilot projects funded by the UNDP Window II Program. Initially, three projects were proposed for funding – (1) the treatment of 2,000 hectares of mango orchards in the greater Bamako area and the Sikasso region, (2) the creation of a guarantee fund for mango exporters for input supplies, and (3) the institutional capacity building through the recruitment of an IF coordinator, with whom TradeMali closely collaborates for the implementation of IF related activities.

Over the past year, TradeMali provided further support to the IF in carrying out the treatment of the mango orchards. In addition, at the request of the MIC, the project funded two studies on mangoes[3] as well as animal hides and skins[4]. These studies aimed at translating the limited number of IF-DTIS activities into concrete projects that can be submitted for subsequent funding to the donor agencies.

As part of the technical assistance to the DNCC, the project continued to host two seconded DNCC staff, one working with the project's TradeLinks advisor, and the other with the policy advisor. TradeMali also sponsored DNCC staff participation in mango promotion trips to countries in the sub-region as well as to the EU. In addition,

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[2] International Monetary Fund (IMF), International Trade Center (ITC), United Nations Conference of Trade and Development (UNCTAD), United Nations Development Programme (UNDP), World Bank (WB), and World Trade Organization (WTO).

[3] Study on the provision of mango production assistance – orchard management, establishment of new orchards, pest management, post-harvest handling and conditioning.

[4] Study on the processing of hides and skins for the development of a local shoe and leather industry.

the TradeLinks advisor helped DNCC staff members prepare for their participation in the World Trade Conference in Hong Kong in December, 2005.

In collaboration with the Ministry of Industry and Commerce, TradeMali helped with the preparations for the AGOA forum held in Bamako in September, 2005. Along those same lines, the MIC and TradeMali have been involved in the Task Force group monitoring the implementation of the Plaza logistic and cold storage center funded by the Dutch. As the chair for the TradeMali advisory committee and parent ministry to the DNCC, the MIC has been regularly briefed on project activity implementation, and its collaborative and partnership efforts with the IF, DNCC and other partner projects. During the last advisory committee meeting, a recommendation was made for the project to focus on mangoes, potatoes and rice as its primary target value chains to increase its impact on these commodities.

2.3 Mango Sector

Development and Expansion of Activities

The annual "*Journées Mangues*" were organized for a second year in a row to provide an opportunity for all stakeholders in the mango sector to review the results of the prior season (2004/2005) and discuss together and plan for the coming season (2005/2006). The focus themes throughout the event were quality standards, gaining a better understanding of the market, and infrastructure for the sector.

An important highlight and result of the mango days was the agreement between the Dutch, the GRM and other actors of the sector to build a fruit and vegetable logistics center Plaza[5] for Bamako which would provide cold chain services to multiple exporters. Representatives of government and donor agencies, technical assistance projects and exporters created a Task Force to oversee the implementation and development of the Plaza. The Government donated more than 2 hectares of land in the airport zone, and the Dutch agreed to invest 1.2 million Euros for the construction and equipment of the facility. TradeMali aided in the development of the terms of reference for the management of the Plaza and is an active member of the Task Force which holds meetings on a regular basis to monitor progress.

TradeMali continued it efforts in providing technical assistance to mango producers, *pisteurs*, handlers and exporters to increase the quality and quantity of volumes marketed.

Throughout the year, planning sessions with producers, *"pisteurs"*[6] and exporters were held to prepare for pre- and post-harvest activities. Much of the focus during this past

[5] *Platform logistique aménage en zones agricoles*

[6] *Pisteurs* function as middlemen and buyers in the mango sector. They take the produce from the orchards to the conditioning stations from where it goes to the exporter, and are thus the link between exporter and producer.

year has been on quality control, handling and packaging techniques, implementing EurepGap norms and standards, and the provision of appropriate tools and equipment.

Market Systems

Exploring marketing opportunities in the sub-region and with the EU, and following up with buyers has helped exporters break into new markets. TradeMali gave further support to this process over the reporting period by providing funding for exporters to participate in the CBI[7] Export Road Show training in The Netherlands in September 2005, as well as trips to the Fruit Logistica[8] fair in Germany in February 2006 and the "mango week" trade fair in Ghana organized by the TIPCEE project in March 2006. In addition, a market investigation trip to Mauritania was organized with traders early 2006 to explore sub-regional opportunities. New markets for sub-regional commerce in Senegal and Mauritania were also accessed by TradeMali-supported mango traders for the first time this year.

Weekly export reports on prices, volumes, quality and competition on the EU market were provided throughout this year's campaign by consultant Pierre Gerbaud. The project also provided training sessions over the period for exporters, the DNCC and information services providers on assessing, using and understanding the Eurostat data to improve exports of Malian mangoes to European markets.

In addition, TradeMali developed a subcontract with the *Observatoire de Marche Agricole* (OMA) to make information on regional market and export data more readily available to stakeholders in the sector.

EurepGap and Traceability

The EurepGap norms and standards represent the European markets' requirements concerning traceability of produce imported to the EU. All exporters of mangoes will have to adhere to these norms and standards to access the EU market, which is why this has become the main focus of this past season's interventions in the sector. In collaboration with the CBI, the project assisted six exporters[9] in the extensive EurepGap certification process[10]. A major achievement for one group (GIE TEM, composed of a mango exporter, 8 *pisteurs* and 33 producers) received EurepGap certification Option 2 during this past year, which allows the group to export to EU markets. Discussions are currently in progress to continue our collaborative efforts with the CBI, through its consultant Lamine Diao, to provide the interventions and technical assistance needed to have additional exporter groups EurepGap certified in 2007.

[7] CBI – Center for Promotion of Imports from Developing Countries

[8] Fruit Logistica is an annual event that provides industries involved in fruit trading an opportunity to present their range of services from growing to selling. A services market offers computerized solutions for logistics management, transport company services, marketing know-how for the green assortment, training and further education, and trade forums.

[9] GIE TEM, Ets Yaffa et Freres, Mali Primeurs, Flex Mali, IB Negoce and Fruitiere du Lotio

[10] This process includes the following steps: pre-audit preparation, action plan development, application of GAP system with producers, constitution of legal business structure (exporter, *pisteurs*, producers), training of quality agents, development of a quality manual.

The application of mango treatment, traceability and quality norms and standards are of major importance for those Malian exporter groups who want to continue to export their commodity on the European markets.

TradeMali continued its collaboration with the *Agence Nationale de Sécurité Sanitaire des Aliments* (ANSSA) on the development of a harmonized national traceability system. The traceability system developed by TradeMali was selected for application as the national system. Based on the system proposed by TradeMali, the GRM has to draft a decree to make this national traceability system mandatory. As part of its extended efforts to provide assistance for the application of good production practices, the project intensified implementation and monitoring of the "good agricultural practices" (GAP) system in 30 selected pilot orchards in Bamako, Bougouni, Yanfolila and Sikasso, for which georeferenced data is available. GAP training was provided to 548 mango producers in 73 villages.

Phytosanitary Treatment

EurepGap certification is directly linked to the use of officially authorized phytosanitary products that have been specifically approved by the GRM for mangoes. However, the GRM currently has no officially sanctioned chemical inputs for mangoes. The only body responsible for authorizing chemical products used on fruits and vegetables is the *Comite Sahelien des Pesticides*. During this past year, out of the 43 mango producers working with GIE TEM, 10 member producers used unapproved pesticides for treatment of their orchards which made them ineligible for EurepGap certification for the 2005/2006 campaign. Continued efforts from TradeMali focus on increasing stakeholders' understanding of the issues and the seriousness of their implications. TradeMali, through its field staff and hired *pisteurs*, assisted the IF coordination unit with the identification of the 548 mango producers who were targeted for the GAP training to require correct treatment and spraying of their orchards.

Synergies and Leveraging Funds

The project collaborated with Mali Finance on the possibilities for regional exporters to gain access to finance. Financial institutions remain very reluctant to commit their resources to what they see as a rather risky agricultural sector. The amount required by financial institutions in the form of a guarantee for any loan remains an obstacle for many mango traders. Possibilities for the provision of a limited guarantee fund through Mali Finance for the coming mango season (2006/2007) might provide an opportunity for some TradeMali-supported regional exports.

In addition, Mali Finance and TradeMali organized training sessions for *pisteurs* based on an adapted version of the Micro Plan training which is geared to increasing the business management capacities of agro-entrepreneurs.

Technical assistance provided to a potential mango exporter on a refrigerated pack-house study helped the exporter receive 75,000 Euros in funding from ADF for his activity.

As mentioned in the prior section on EurepGap and traceability, the certification of a first exporter and the groundwork for the certification process for additional exporters in Mali would not have been possible without the financial support of the CBI.

Given the importance of the 1.2 million Euros provided by the Dutch Embassy for the equipment and construction of the Plaza, along with the value of the 2 hectares of land donated by the Malian Government, this cold storage and conditioning center in the airport zone is likely to have a major impact on export possibilities for not only the mango sector, but also for other fruits and vegetables in the years to come. TradeMali played a commanding role in this process as the facilitator and provided technical expertise, which allowed the Dutch Embassy to make progress and get the necessary actors on board to move the procedures for the development of the Plaza Center along.

2.4 Potato Sector

Development and Expansion of Activities

Once again, the project organized the "*Journees Pomme de Terre*", which provided a good opportunity to bring all stakeholders in the potato sector together to discuss and review the results of the previous campaign and plan for activities and project interventions for a successful follow-up campaign. An outcome of the potato days during the past year was the creation of a technical coordination committee that would provide better support for all activities planned along the value chain and throughout the season. Representatives of the potato cooperatives, producers, seed suppliers, financial institutions, agricultural public agencies and the three AEG projects[11] were part of this committee.

The improved technical coordination along the commodity value chain resulted in increased synergy among the three AEG projects, and the development of protocols and agreements that led to access to credit for inputs, conservation, and marketing, and the timely delivery of fertilizers and seeds.

Based on the success of previous interventions and interest expressed by producer organizations, TradeMali expanded its activities in the sector. In addition to the four formal cooperatives targeted during the second year of the project, three new cooperatives were assisted in the Sikasso region during the reporting period. Expansion to Ségou and Tombouctou added an additional six cooperatives to the results of the 2005-2006 potato campaign.

Professionalizing procedures and formalizing businesses in the potato sector was promoted through training sessions on cooperative organization and management capacities, as well as through assistance in identifying and supplying markets' demand. Follow-up and monitoring by the technical coordination committee proved instrumental as this provided continued support to the potato producers, cooperatives and traders on all aspects relating to the production, business development, marketing and financing for the potato sector.

[11] The three USAID/Mali Accelerated Economic Growth (AEG) projects are PRODEPAM, TradeMali, and Mali Finance.

Market Systems

After a successful 2004-2005 campaign, the project focused specifically on reinforcing existing markets and entering new markets. The subcontract developed with OMA that served for the mango sector, also provided important market information for the potato value chain.

Assistance in improved production capacities through the provision of appropriate seeds and input supplies, combined with better conservation techniques allow producers and traders to reduce losses and commercialize a higher quality product on local and sub-regional markets.

The market research trips to importers in the sub-region yielded a number of interested buyers with whom contracts were signed for the commercialization of potatoes during the 2005-2006 campaign. New and revived potato markets in Ivory Coast, Ghana and Togo[12] were accessed by cooperatives from the Sikasso region this year. Potato cooperatives and traders from the Ségou and Tombouctou regions focused their energies on national markets.

Synergies and Leveraging

This reporting period has seen a major increase in synergies and collaboration between PRODEPAM, TradeMali and Mali Finance in the potato sector. A major highlight was the protocol that the three projects signed with MFI Kafo Jiginew to financially support four producer and trader potato cooperatives in Sikasso that provided a loan of approximately 100 million FCFA (US$ 200,000).

The first loan installments for credit provided to TradeMali-supported potato producer and trader groups have been reimbursed at 100 percent. Timely and complete repayment of the entirety of the loans and interest (specifically for cooperatives in the Sikasso region) is the key to continued and increased financing for the coming seasons.

The synergistic interventions of the three projects also resulted in the geographic expansion of activities, improved technical practices for production, harvesting, handling and conservation, and training for organizational management and enterprise development. The combination and exchange of human and material resources for the implementation of our efforts in the potato value chain has had a direct effect on the efficiency of our financial resources invested in the sector.

The protocols signed with the *Office du Niger* (ON) and the *Office Riz Ségou* (ORS) were key to the expansion of potato activities in these zones. The Ségou and Niono areas have great potential for potato production due to the availability of water and land. The problems related to input supplies and seed that producers in these areas have been confronted with in the past are being addressed through close collaboration of TradeMali and PRODEPAM through the provision of appropriate seed varieties

[12] A Togolese importer bought potatoes through a Malian cooperative; however, these potatoes were sold on the market in Ghana. Please refer to Section 3, Indicator 2.2 for additional information on sub-regional potato sales.

(Claustar and Spunta) to targeted groups and tests with another nine varieties. In addition, fertilizers for tests of commercial planting and marketing were used by five village associations.

The collaborative efforts with the IER and PRODEPAM made it possible to work with one association in Tombouctou. This producer-trader group also received assistance in the form of fertilizers, seeds and marketing support from the combined interventions through the TradeMali and PRODEPAM projects. The Tombouctou region has potential for expansion, however, conservation problems due to the local climatic conditions have limited opportunities in this area, and potatoes thus overflow the local markets right after harvest time, resulting in reduced prices. With the help of the IER, TradeMali initiated storage trials for this particular association to research the effects of soil type, watering regimes, and different storage techniques on the weight, quality and conservation opportunities for potatoes grown in this region. Additional trials are planned for the next season as well.

Storage trials were also started in Sikasso in collaboration with ISCOS-Mali Yiriden whose interventions reach out to five village warehouses (each having a 100 ton capacity) and one Sikasso-based warehouse (300 ton capacity). The warehouses, financed by ISCOS, each received 240 potato storage crates (valued at a total of 2,880,000 FCFA or approximately US$ 5,700) from TradeMali for the trials. If the trials continue to be successful, ISCOS/Mali Yiriden plans to build up to twenty (20) additional village warehouses in the coming years.

The development of partnerships and relations with the UEMAO secretariat in Burkina Faso, the USAID-funded TICPEE project in Ghana, the regional MISTOWA project, the ROESAO and GAPTO, as well as with IFDC allowed for the development of important new potato trade opportunities from Mali.

2.5 Rice Sector

Development and Expansion of Activities

The third year has seen another increase in outreach of the *Credit Stockage Vivrier* (Rice Credit Storage - CSV) program within the regions of Ségou, Mopti and Tombouctou, and the launch of outreach to two new regions of Sikasso and Gao. The achievements of the program during the 2005-2006 campaign are in large part due to the close collaboration between the three AEG projects on this activity. Involvement of the ON, ORS, ORM and SAC is not only important in terms of their technical assistance, but also provides the basis for long-term sustainable continuation of this program after the projects' withdrawal.

A total of 53 groups participated in the CSV program, in addition to the 6 women commercial rice trader groups. These programs allow producers and traders to store surplus production against credit and trade their commodity when market prices are high to household increase revenue.

The careful identification of village groups that have used best practices which allow them to increase their production and thus store their surplus, the availability of good storage facilities, a thorough understanding of the warehouse receipt concepts and management procedures, and improved relationships with financial institutions are only some of the key factors for making the program a big success.

Training to existing and newly participating groups was provided in the CSV mechanism, marketing strategy development, and tools for improving management, monitoring and evaluation of rice storage and marketing. As standard practice, agents of the public technical services/agencies participate and assist during these training sessions. The objective of this type of capacity building, for village associations and technical services representatives, is to gradually transfer the program and ensure that it can continue to function after the project ends. During the coming year, the training and involvement of local NGO and MFI field agents will become a priority as well, keeping this same general objective in mind.

In addition to the CSV program, TradeMali started a new pilot program in the Mopti, Ségou and Tombouctou regions for women rice trader groups locally known as the *Femmes Commerçants du Riz* program. Beneficiaries of this pilot intervention received training in credit management and marketing, which in part was done based on the adapted version of the Micro Plan training through collaborative efforts with Mali Finance.

Initially 10 groups were identified and trained, and they were to receive financing through Nyèsigiso and Kondo Jigima. However, due to delays in registration and negotiations for the protocol with Nyèsigiso four groups had to withdraw from this pilot activity. The six groups (87 women) participating in the new activity were able to successfully purchase and market rice and reimbursed their loans in a timely fashion at 100 percent. Opportunities for expansion of this program, which is developed in close collaboration with Mali Finance, will be explored in the coming year.

Synergies and Leveraging

In collaboration with Mali Finance, TradeMali signed and/or renewed protocols with Nyèsigiso, Kondo Jigima, FCRMS, DOT[13], CVECA, Kafo Jiginew and Wouri Ansongo for the provision of credit based on the guarantee of rice being stored in the warehouses. In addition, Mali Finance was able to negotiate a credit line with the BMS

[13] The DOT was the only MFI unable to meet its commitments in Tombouctou; however, the local Nyesigiso branch in Dire was able to fill part of the void.

for FCRMD in the amount of 100 million FCFA (US$ 200,000) for their participation in the CSV program.

TradeMali also requested Mali Finance's aide in providing the guarantee loans and technical assistance necessary for the pilot activity for women commercial rice traders to the MFIs involved. Cost sharing for Micro Plan training for the participating groups proves to be an effective and efficient way to leverage funds for both projects.

The 5 *experts juniors* that worked namely on the CSV program[14] throughout the targeted regions have been cost-shared between TradeMali and PRODEPAM through May 2006. Their salaries, motorbikes as well as all costs related to their day-to-day functioning were part of this initiative. As of June 2006[15], TradeMali has resumed responsibility of all costs related to the *experts juniors* due to the reduced budget levels of PRODEPAM. This now provides a direct leverage to the PRODEPAM project as the *experts juniors* continue to provide support to PRODEPAMs activities as well. The cost sharing and thus combined leveraging of the *experts juniors* program supported by PRODEPAM over the past year is estimated to be about US$10,000[16].

The technical assistance provided through the public service agencies such as the ON, ORS and ORM have provided a level of funding leverage for which an actual dollar value is difficult to express.

2.6 Anise and Cumin Sector

Development and Expansion of Activities

The production of anise for export to international and regional markets appears to have great potential. Based on the expression of interest from European buyers, laboratory tests were done on anise samples to ensure that this commodity would respond to the norms and standards of markets in the EU. The results of these initial test samples showed the presence of mold and fecal matter, which automatically meant that anise, as currently presented on the market, is not exportable to Europe.

Based on this, TradeMali in collaboration with PRODEPAM, IER, SLACAER, Africare and other locally based services developed a pilot program in the area of Dire, in the Tombouctou region, to improve the quality of anise, while at the same time increase the production levels.

The results of this pilot phase which included different trials on experimental plots have shown that the production per hectare can be increased to more than 4 tons/hectare

[14] The *experts juniors* do not solely work on the CSV program. One has actually been specifically assigned to work on anise activities and others have included potato activities, including some production elements of these targeted value chains, in their portfolio of activities as well to support PRODEPAM field interventions.

[15] This year TradeMali recruited an additional 4 *experts juniors* who started mid-June 2006. These 10 junior project field representatives now cover all regions (2 in Sikasso, 2 in Segou, 1 in Mopti, 4 in Tombouctou, and 1 in Gao) and work on primarily the rice, potato and anise commodity value chains.

[16] This figure would refer to the total cost sharing of 6 *experts juniors* – which includes the one specifically assigned to anise.

when using appropriate best agricultural practices[17]. In addition, improved harvesting and conservation techniques have a positive effect on the quality of the harvested crop. Based on the new yield results, calculations were done showing the potential to gain 1.2 million FCFA in net profit per hectare.

Out of the 17 samples taken from this pilot study, four samples were declared "good" for exportation. These results are promising and efforts in searching for regional and international markets for anise will be reinforced throughout the coming year.

In collaboration with the public service agencies, TradeMali organized the Anise Days (*Journées d'Anis*) in Dire in December 2005. This event regrouped producers, traders, NGOs and local and regional government representatives to discuss the results of the trials, share sub-regional market information, and present examples of packaging materials and products.

The results from the cumin production trials started during the past year were not conclusive. Activities have thus not advanced as much for the cumin sector as they have for anise and trials for cumin should be repeated next year.

Trials for anise production and conservation have shown great potential for this sector. Efforts to expand upon initial testing will be continued during the coming year.

Synergies and Leveraging

TradeMali took advantage of the regional potato market research trip to look into opportunities for anise and cumin exports as well. A number of buyers were contacted and several potato exporters have become interested in possibly getting involved in the exports of anise and cumin.

A major EU importer, Ducros/McCormick, was also contacted, and expressed an interest in large quantities of (processed) anise oil. However, at this pilot stage, Malian opportunities are probably better in the regional market while production, conservation, packaging, and presentation of the commodity continue to be improved.

TradeMali and PRODEPAM jointly supported one *expert junior* based in Dire who was assigned to cover the pilot activities in the anise and cumin sectors[18]. Costs relating to technical training and field exchange visits for this pilot program were also shared between the two projects.

The combined leveraging for the research activities for this pilot phase through support from PRODEPAM and Africare is estimated at US$8,000.

[17] Traditionally anise producers yield less than 1 ton/ha. Good agricultural practices that increase yield and quality include techniques such as improved water management and treatment of the crop during the growing season.

[18] The cost-sharing for this *experts juniors* is included in the cost-sharing mentioned the synergy and leveraging section for the rice sector, as this figure represents the combined costs for *experts juniors* jointly supported by the two projects.

In addition, TradeMali and Mali Finance co-financed the adapted version of Micro Plan for experienced producers and traders in an effort to increase professionalism of the sector and increase their capacity to make informed business and marketing decisions (15 beneficiaries – 13 men and 2 women).

2.7 Camel Cheese Sector

Development and Expansion of Activities

At the request of USAID/Mali, TradeMali halted camel cheese activities that were initially started in Kidal during the second year of the project. However, Mali Finance provided a certain level of continued assistance to this sector through a contract with the local NGO RADEC, which supports camel herders in Kidal. Mali Finance also provided financial assistance for the camel cheese producers in this region by purchasing Camifloc, the starter ("rennet") which is needed for cheese production.

During the reporting period, TradeMali undertook preparations to expand camel cheese production activities to the Tombouctou region. RADEC provided 10 kg of Camifloc to the Tombouctou-based camel herder groups. Two trainers have been approached and a total of 19 (semi-) nomadic sites were identified in the area of Tombouctou and Goundam for potential camel cheese production activities during the coming year. The scheduling of camel cheese production training will depend on the camels' lactation period and the availability and presence of these nomadic camel herders during the 2006-2007 season.

The production of camel cheese offers an interesting income-generating activity for nomadic herders in the economically disadvantaged northern regions of Mali.

2.8 Chickpea Sector

Development and Expansion of Activities

At the request of the AEG team, a rapid assessment was conducted of the feasibility of marketing chickpeas, if they were to be successfully grown in the Tombouctou region. The report *"Analyse rapide de la filière pois chiche dans le monde*" (Feb. 2006) was provided to USAID.

Based on this study, it was determined that marketing possibilities would require long-term support. With no existing local markets available, issues concerning the use of chickpeas produced were the overriding question. Breaking into regional and international markets would be very difficult, as Mali currently does not have the level of production or potential to export in significant quantities to interest the buyers.

TradeMali remains available to support PRODEPAM in its efforts for the chickpea sector if the need would arise.

2.9 Gender

Gender issues continue to play a pivotal role throughout each stage of project implementation. A number of activities have been undertaken to increase opportunities for women producers, agro-entrepreneurs and traders. However, depending on the traditional role division and local customs for access to land and targeted commodities we see that the involvement of women is higher in some regions than others. The following value chain-based examples give an indication of TradeMali's successful incorporation of gender considerations into its project activities.

Mangoes

For the mango sector, we have continually supported an all women's group *Yeleni ton* for marketing mangoes to Mauritania. The members of this group received training in post-harvest handling and business management, as well as support for the development of bankable proposal. This year, *Yeleni ton* decided not to obtain a loan through a financial institution; however, their exporting activities to Mauritania continued through self-financing and support from TradeMali.

In addition to this women's group, a women-owned exporter, MultiChem, was assisted in preparing and finalizing a proposal for the construction of a cold storage facility for mangoes and other fruits and vegetables. The ADF approved the study and provided financing.

Potatoes

An all women's potato trader cooperative in Sikasso, by the name of *Sinignesigi*, successfully marketed and reimbursed their loan (1.9 million FCFA ~ US$3,800) during the 2004-2005 season. Based on the good results of past years, and with the support of TradeMali and Mali Finance, this cooperative was able to obtain a much larger loan for their marketing activities this year. Kafo Jiginew provided the 15 member cooperative a 7.8 million FCFA (US$ 15,600) loan this year for marketing 335 tons of potatoes. The first installment of their loan was reimbursed at 100 percent. Successful reimbursement of subsequent installments is important for keeping a good credit record in case they plan on requesting additional loans for their activities in the future.

Fifty percent of the members of the six cooperatives involved in potato production and trading activities in the Tombouctou and Ségou regions represented women.

Providing technical assistance to women to improve their marketing strategies and business development skills will help increase their revenues and expand their opportunities to engage in other income-generating activities

Rice

The four associations involved in the CSV program in Sikasso are all women producer and trader groups as rice related activities in this region tend to be traditionally managed by women. Possible expansion of the CSV program in Sikasso is thus likely to enlarge the participation of even more women in the program, and will provide a great opportunity for women in Sikasso to increase their household revenue.

The combined participation of women in rice related activities in Ségou, Mopti and Gao is very low (less than 10 percent), which is based on traditional division of labor in these regions between men and women. In the Tombouctou region, however, nearly 45 percent of the associations participating in the CSV program are women's groups, while the others are mixed or men's groups.

The pilot program for women's rice commercial traders was geared entirely towards women, and gave 87 women in the Ségou and Mopti regions a chance to break through some of the traditional barriers to women's participation in rice trading. At the request of TradeMali, Mali Finance was able to give a loan guarantee to the MFIs that provided the financial backing required for these women to access credit but that they are usually unable to provide for themselves.

Other commodities

Opportunities to train and involve women in the implementation of the activities in the pilot sectors of anise, cumin and camel cheese targeted by the project in the northern regions of Mali will be further explored during the coming year.

SECTION 3 PERFORMANCE RESULTS REPORTING

3.1 Performance Management Plan and Results Framework

In response to requests from the USAID/Mali AEG team the TradeMali Performance Monitoring Plan and Results Framework were updated in February and June of 2006. The initial update in February provided an opportunity for the project to take a closer look at the relevancy of certain indicators. During this revision process, it was suggested to drop the indicator relating to *"Number of Trade agreements successfully negotiated"* and *"Volume of red meat products exported"*.

Soon after this February 2006 PMP revision, the three AEG projects were asked to develop a consolidated work plan and PMP for the period covering June 2006 through August 2007, representing the last 15 months of activity implementation for the projects. This exercise enabled the projects to develop a more streamlined PMP in which the most important indicators for each of the three projects will continue to be measured in a more consolidated and synergistic manner.

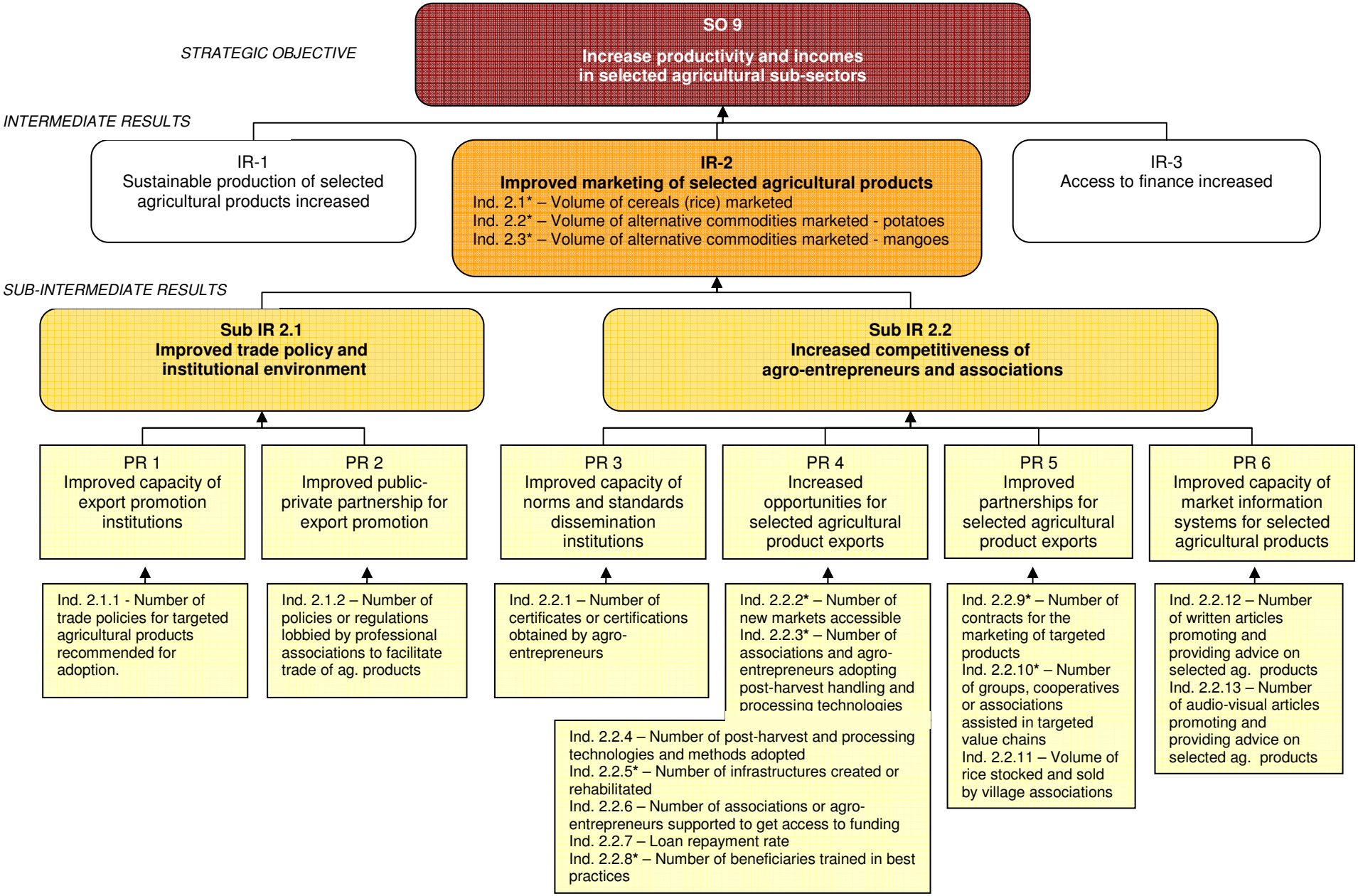
During the consolidation process the projects were asked to look into necessary revisions of targets for the last 15 months of the project, which were thus included in the consolidated PMP. To streamline the TradeMali project PMP (on which this year's reporting is still based) and the new consolidated PMP, the revised targets were included in the project PMP as well, which thus represents the June 2006 version of the project PMP. Please note, however, that most targets were revised upward due to the success and expansion of many of our activities.

The TradeMali PMP was developed based on six performance results at the Sub-Intermediate Results level. At total of fifteen (15) indicators were maintained to measure the results for the two Sub-Intermediate Results. Three additional indicators are used to measure higher level results for the Intermediate Result. Please see the following graph representing the TradeMali project Results Framework. All indicators marked with an asterisk (*) were also maintained for Intermediate Result 2 as part of the consolidated PMP.

The following sections will provide quantitative and narrative reporting on all eighteen (18) performance indicators which are part of the project's PMP. Targets for only 3 of the 18 indicators were not achieved this year[19], with one (Ind. 2.1 - Volume of rice marketed) being at 94 percent achievement level, due to a decision by rice cooperatives to transform their commodity (paddy rice) into a higher value product (milled rice) that enables them to achieve a higher financial gain when marketing their commodity. However, their decision had a reducing effect on the net volume of rice marketed. The reasons for not achieving the targets for the other two indicators are related to a reduced level of financial resources provided by the project for infrastructural works (Ind. 2.2.5), and low literacy rates among targeted populations (Ind. 2.2.12). Please refer to the indicator narrative details provided in the following sections for more details on these and other performance indicators.

[19] See also Annex 2 – Data Results Summary Table for an overview of achievements for all project performance indicators.

TradeMali Results Framework



3.2 Intermediate Result 2: Improved Marketing of selected agricultural products

Marketing Rice

Ind. 2.1 – Volume of Cereals (rice) marketed (in metric tons)				
FY05 actual achieved	FY 05 cum achieved	FY06 target	FY 06 actual achieved	FY06 cum achieved
631	706	1,500	1,403	2,109

Even though the target set for this year was not achieved, the great increase in achievements in the rice sector this year compared to the results of last year are in large part due to the success of the CSV program, which is implemented in collaboration with Mali Finance. The program, which is based on the idea that village associations produce enough rice to store and sell when market opportunities are more lucrative, thus depends on technical assistance provided by PRODEPAM and the public services structures throughout the country (ON, ORS, ORM, IER, etc.) that help producers increase their production.

The non-achievement of the target can be explained by the difference in volume stored and volume marketed, which is due to the transformation of the commodity[20]. The majority of Niono/Ségou-based CSV groups and Mopti-based women commercial rice traders groups decided to market milled rice. As the rice was originally stored and weighed in as paddy, the transformation process greatly reduced the weight/volume of the commodity (by about 35 percent). The benefit of this transformation process is the added value, which translates into higher market prices.

The TradeMali CSV program supported four women's groups in Sikasso during the 2005-2006 season. Of the 89 producer organizations (POs) originally targeted for participation in the CSV program in the regions of Ségou, Mopti, Tombouctou and Gao, a total of 49 organizations actually received loans from MFIs for the CSV program related activities.

CSV Program	Sikasso	Ségou	Mopti	Tombouctou	Gao
Number of POs	4	18	5	25	1
Number of beneficiaries	141	1,717	223	1019	44
Number of men/women	1 man, 140 women	1,610 men 107 women	214 men 9 women	609 men 410 women	44 men
Volume of rice stored	19.9 tons	1,512 tons	59.6 tons	161.5 tons	3.4 tons
Volume of rice marketed	19.9 tons	1,096 tons	59,6 tons	161.5 tons	3.4 tons
Value of rice marketed	3 million fcfa / US$6,000	231 million fcfa / US$ 462,000	9.9 million fcfa / US$ 19,800	32.8 million fcfa / US$ 65,500	430,500 fcfa / US$ 861

The beneficiaries of the CSV program in all regions take advantage of the possibility to sell their commodity at a price which is considerably higher than the market price at the moment of storage. The credit they were able to obtain based on 70 percent of the value of rice stored, which forms the guarantee needed to obtain a loan with MFIs,

[20] Please see Indicator 2.2.11 for an explanation on the volume of rice marketed versus the volume of rice stored. The targets for Ind. 2.1 are based on volumes of rice stored, which explains the slight underachievement in results for this indicator.

allows beneficiaries to undertake additional income-generation activities, hereby increasing their revenue.

In addition to the CSV program for storing and marketing rice, the new pilot program for women's commercial rice trading that included 6 groups, representing 87 beneficiaries, in the regions of Ségou and Mopti also added results to this indicator. The women's groups bought a total of 69.9 tons of rice (paddy and milled) at a total value of 9.5 million FCFA (US$19,000) based on the credit they obtained. Some groups decided to mill the paddy rice they had bought to sell it at a higher price and gain the added value of marketing a transformed commodity. A total volume of 62.5 tons[21] of rice (paddy and milled) was successfully sold at 11.84 million FCFA (US$23,675), leaving a net benefit of nearly 1,129,115 FCFA (US$2,258) after interest and miscellaneous costs deductions.

Activities in rice marketing are likely to increase with the expansion of our interventions in new villages during the coming year.

Marketing Potatoes

Ind. 2.2 – Volume of alternative commodities (potatoes) marketed (in metric tons)				
FY05 actual achieved	FY 05 cum achieved	FY06 target	FY 06 actual achieved	FY06 cum achieved
3,477	3,487	3,500	3,890	7,377

Opportunities for potato marketing have allowed the project beneficiaries involved in the sector to bring potatoes on to the local and regional markets, which resulted in an over-achievement of the target the project had set for this year.

Collaborative interventions with PRODEPAM and Mali Finance throughout the season helped producer groups obtain the agricultural inputs (seeds and fertilizers) necessary to increase their production during the 2006-2006 campaign. In addition to agricultural inputs, the technical assistance for the application of best agricultural practices, improved varieties, soil and pest treatment tests, and improved harvesting and conservation techniques played a major role in augmenting the capacities of agro-entrepreneurs to increase yields and reduce post-harvest losses, thus having a higher volume of commodity available for marketing.

	Sikasso	**Ségou**	**Tombouctou**
Number of OPs	7	5	1
Number of beneficiaries	293	174	62
Number of men/women	277 men, 16 women	76 men, 98 women	42 men, 20 women
Volume of potatoes marketed	3,824 tons	26.2 tons	39.5 tons
Value of potatoes marketed*	1,009 million fcfa / US$ 2 million	5,8 million fcfa / US$ 11,600	11.8 million fcfa / US$ 23,700

*Average market prices obtained: Sikasso 264 fcfa/kg; Ségou 220 fcfa/kg; Tombouctou 300 fcfa/kg

Even though all potatoes produced and marketed with assistance from TradeMali in Ségou and Tombouctou stayed within Mali, some of the Sikasso-produced potatoes

[21] The value added process of milling rice reduces the weight of the commodity, the total volume sold (62.5 tons) is therefore less than the total volume bought (69.9 tons)

were sold beyond the country's borders. Of the 3,824 tons of Sikasso potatoes, a total of 1,437 tons were exported to markets in the sub-region. New corridors for potatoes to Abidjan allowed exporters to sell 424 tons on the Ivorian markets. Importers from Burkina Faso put 947 tons of Malian potatoes on their markets, and Ghanaian markets absorbed 66 tons of potatoes from Mali. The total amount of potatoes sold on the Ghanaian markets includes 35 tons of potatoes that were bought by a Togolese importer, who decided to sell the commodity in Ghana instead of in Togo.

The opportunities in the sub-region are important to allow for an expansion of the potato sector in Mali, and TradeMali will continue to support potato cooperative in attracting additional importers during the coming year.

Marketing Mangoes

Ind. 2.3 – Volume of alternative commodities (mangoes) marketed (in metric tons)				
FY05 actual achieved	FY 05 cum achieved	FY06 target	FY 06 actual achieved	FY06 cum achieved
2,984 tons	5,593 tons	3,625 tons	3,870	9,463

The results in the mango sector exports have reached a record level for the third year in a row. A total of three exporters (up from one in the prior year) used multi-modal shipment in the third year, and the number of packing houses in Sikasso increased to three during the reporting period. In addition, the number of exporters involved in the mango sector increased during this year again as well.

The exportation of mangoes can be broken down as follows:

- By airplane: 1,340 tons valued at 1,349,000 Euros (US$ 1.68 million)
- By boat: 2,330 tons valued at 1,467,900 Euros[22] (US$ 1.83 million)
- By road (sub-region): 200 tons valued at 76,220 Euros (US$ 95,275)

The exports by boat are due to the results the GIE TEM[23] in Sikasso was able to achieve as the only exporter group currently EurepGap certified in Mali (1,880 tons by boat). The increase in exports to the sub-region (up from 32 tons last year) are due in part to the new market opportunities that were explored in Mauritania and Senegal.

It is estimated that the total mango exports this year from Mali is somewhere above 4,000 tons, while TradeMali-supported exporters represented 3,870 tons. The assistance provided by the project in improving product quality and handling and packaging techniques, in combination with the implementation of norms and standards as laid out in the *cahier des charges* for the sector, contribute to the results that the sector was able to achieve this year.

[22] Valued presented are based on average sales values and estimates as 100 percent payments have not been received yet. Due to export to Europe and sub-regional FCFA countries, values are expressed in Euros. The exchange rate applied for US$ conversion is 1.25 USS/1 Euro.
[23] Groupement Intérêts Economique Tropical Expression Mali

Pressure on the increased application of the *cahier des charges*, as well as the certification of additional exporter groups is likely to increase mango exporting results even more during the coming year.

3.3 Sub-Intermediate Result 2.1: Improved Trade Policy and Institutional Environment

Ind. 2.1.1 – Number of trade policies for targeted agricultural products recommended for adoption				
FY05 actual achieved	FY 05 cum achieved	FY06 target	FY 06 actual achieved	FY06 cum achieved
3	3	2	2	5

The interministerial decree (No. 06-287/MIC-MEF-MA-MET) for mango exporter requirements, norms and standards ("cahiers des charges") and the decree on the treatment of packaging materials (wood pallets), on which the project reported last year, underwent considerable modifications from the initial efforts that the project provided on these policies. In addition, the project invested considerable time and resources to assist the ministry on a number of pre-approval efforts in terms of lobbying on the importance of these decrees with other ministries, the re-writing of the documents, and finally the coordination of efforts to ensure that both decrees would be approved in a timely fashion for their application during the 2005-2006 season.

The decree on the treatment of wooden packaging products came into effect in December 2005, and the interministerial decree on the *cahier des charges* was finally issued and signed in February 2006. TradeMali provided additional assistance for post-approval work in drafting the tender documents for an export certification agency, and training the exporters in putting in place and applying the requirements relating to the new decrees.

Ind. 2.1.2 – Number of policies and regulations lobbied by professional associations to facilitate the trade of agricultural products				
FY05 actual achieved	FY 05 cum achieved	FY06 target	FY 06 actual achieved	FY06 cum achieved
4	4	1	2	6

The *Agence Nationale de Sécurité Sanitaire des Aliments* (ANSSA) held a workshop during the reporting period to discuss and select a harmonized unique national traceability system. The professional mango producer and exporter associations lobbied for the adoption of the traceability system developed and proposed by TradeMali as the new national standardized system. The ANSSA accepted the choice of the associations and is to draft a regulation that can be adopted and presented as a decree for GRM approval.

In addition, the mango producer and exporter associations also lobbied, with TradeMali as facilitator, for the Ministry of Agriculture to sign a waiver to officially allow certain pesticides used on fruits and vegetables in the sub-region to be used on mangoes as well. The Ministry decided to defer a decision pending a review of this request by the *Comité Sahélien des Pesticides*.

It becomes clear from these two lobbying interventions that the professional associations in the mango sector are becoming more aware of the opportunities and obstacles that they are confronted with. The creation of the "*interprofession*" for the sector, whereby the producer and exporter associations have to be formally reorganized is an additional push that will make them become more influential when negotiating and promoting change in the mango sector.

These policy achievements have also had an impact on the performance of individual value chains and in professionalizing and formalizing exportation activities. The largest exporter of mangoes by boat, TEM, received its EurepGap certification and 5 other exporters are preparing their applications for certification for next year. Increases in the volume of exports were also realized. The volume of mangoes exported reached a high of 3,870 tons compared to 2,711 tons in 2005 (43% increase)

Due to facilitation of export opportunities through an improved and enabling policy environment which aided in reducing non-formal taxes in the sub-region, the potato exports reached 3,890 tons this year compared to 3,513 tons in 2005 (11% increase). Increases would have been more substantial (20%) if exporters had been able to satisfy the market demand for Lomé.

3.4 Sub-Intermediate Results 2.2: Increased Competitiveness of agro-entrepreneurs and associations

Ind. 2.2.1 – Number of certificates or certifications obtained by agro-entrepreneurs				
FY05 actual achieved	FY 05 cum achieved	FY06 target	FY 06 actual achieved	FY06 cum achieved
0	0	1	1	1

In a first in Mali, mango exporter group TEM, based in Sikasso, received EurepGap certification for the 2005-2006 season this year. The group receiving this certification consists of 1 exporter, 8 *pisteurs* and 33 mango producers. The combined efforts from TradeMali, the CBI and consultant Lamine Diao helped the GIE TEM to put in place and apply all the necessary norms and standards to obtain this certification.

Collaborative efforts with the CBI and Lamine Diao will continue during the coming year with 5 other exporter groups to ensure additional EurepGap certifications are obtained for exporting Malian mangoes to the European markets.

Ind. 2.2.2 – Number of new markets accessible to selected agricultural products				
FY05 actual achieved	FY 05 cum achieved	FY06 target	FY 06 actual achieved	FY06 cum achieved
7	8	2	4	12

Due to the different market research and investigation trips organized with representatives from the potato and mango sectors during the past year, contacts were made that opened up new marketing opportunities in the sub-region.

Specifically, potatoes were sold to importers in Burkina Faso, Ivory Coast, Ghana and Togo during the past campaign. The Burkina Faso market had been targeted in the past, and relations with the importer from Ivory Coast were "revived" again. Thus, marketing of potatoes to importers in Ghana and Togo are considered new market opportunities. However, the Togolese importer decided to sell the commodity she purchased from the Malian cooperative on the Ghanaian market. Continued communications and partnership development will hopefully ensure that marketing opportunities on all these sub-regional markets will continue during the coming year, and possibly expand to Benin as well.

A number of mango trader groups who are not ready for the European markets tried their luck on the regional markets in Senegal and Mauritania this year. The mango season in Senegal does not fall during the same months as that in Mali, thus creating a demand to which Malian producers and traders were able to respond. Mauritania does not produce much in terms of fruits at all, and opportunities to sell were thus an interesting option for the Malian traders. Transportation to both Senegal and Mauritania is still very expensive and produce conservation issues will have to be addressed during the coming campaign to ensure that Mali can continue to deliver a quality mango to these, and possibly other, sub-regional markets.

Ind. 2.2.3 – Number of associations and agro-entrepreneurs* adopting post-harvest handling and processing technologies and methods				
FY05 actual achieved	FY 05 cum achieved	FY06 target	FY 06 actual achieved	FY06 cum achieved
16	65	80	86	151

Ind. 2.2.4 – Number of post-harvest handling and processing technologies and methods adopted				
FY05 actual achieved	FY 05 cum achieved	FY06 target	FY 06 actual achieved	FY06 cum achieved
16	27	6	13	40

* Note: the results of this indicator relates to associations or groups that received assistance in particular technologies and methods, rather than individual beneficiaries. Training on improved technologies has been provided on very specific themes relating to the targeted value chains to groups of people working on improving their practices for storage, processing and trade of these selected commodities.

A total of 88 associations and groups were trained in technologies and methods that were applied to allow them to improve post-harvesting handling and processing for rice, potatoes and mangoes. Twenty four associations/groups consisted of women only, while the others were men or mixed groups.

Value chain	**Total number of associations/groups**	**Total number of women's groups**	**Regions**
Rice (CSV)	53	15	Sikasso, Ségou, Gao Mopti, Tomboutou
Rice (commercial trading)	6	6	Ségou, Mopti
Potatoes	13	2	Sikasso, Ségou, Tombouctou
Mangoes	14	1	Sikasso, Koulikoro/Bamako
Total	86	24	

Rice technologies and methods focused on improving storage conditions for CSV and women commercial rice traders groups. Potato associations concentrated mostly on treatment for conservation, sorting and selection and appropriate packaging methods. The beneficiaries in the mango sector have paid particular attention to improved methods for maturity verification, gathering of picked fruits, temporary crating of fruit and transportation from orchards to mango station, improved fruit cleaning, size sorting, packaging and labeling, traceability coding, and use of market information for improved presentation and exportation.

Even though the beneficiaries in the anise sector are not included under Ind. 2.2.3, as the project still worked on this value chain as a pilot activity and no specific associations have been created around this product with the help of the project yet, methods for better post-harvest handling, storage and conservation (drying) have been applied by those involved in the trials.

Ind. 2.2.5 – Number of storage, conservation, and marketing facilities created or rehabilitated for selected agricultural products				
FY05 actual achieved	FY 05 cum achieved	FY06 target	FY 06 actual achieved	FY06 cum achieved
21	41	40	26	67

The results for this indicator are somewhat disappointing, as much assistance is always needed to improve storage and marketing facilities for groups operating especially in the rice and potato sector. A total of 20 new CSV groups were added this year to the CSV program started in past years. The project has helped these groups to better organize and clean their facilities, secured locking of the warehouses and provided financial support in certain cases for small repairs and storage improvements. In addition, the project's efforts in mobilizing groups to participate in the CSV program resulted not only in groups to buy into the activities, but also made them realize the importance of combining their efforts and resources in supporting this program for their own benefit. Facilitated by TradeMali, this buy-in has resulted in cases where village groups have either constructed or rehabilitated and repaired facilities through village contributions.

In the potato sector the project provided support for improved storage and conservation facilities through the provision of potato crates for 6 potato village warehouses that were targeted in Sikasso in collaboration with the ISCOS.

Ind. 2.2.6 – Number of associations and agro-entrepreneurs supported to get access to funding				
FY05 actual achieved	FY 05 cum achieved	FY06 target	FY 06 actual achieved	FY06 cum achieved
52	71	40	64	135

Ind. 2.2.7 – Loan repayment rate				
FY05 actual achieved	FY 05 cum achieved	FY06 target	FY 06 actual achieved	FY06 cum achieved
100%	100%	95%	100%	100%

In the mango sector TradeMali provided assistance to the women's group Yeleni-ton with the development of their loan application for exporting mangoes to Mauritania.

Even though the application was submitted to several financial institutions and they could have received funding, the group decided to work with their own capital during the past campaign. Also, the woman-led mango exporter MultiChem was successfully assisted in the development of a proposal to obtain funding from the French development foundation AFD. Reimbursement of this funding is not required.

A total of fifty three (53) CSV groups participated in the rice storage credit program this year throughout the country, including 15 women-only groups. Funding for CSV activities was provided through the FCRMD, DOT, Wouri Ansongo, Nyèsigiso, Kondo Jigima and Kafo Jiginew. The total amount of credit received for the CSV program was 137,346,355 FCFA (approximately US$ 275,000). After adding interest, 148,132,425 FCFA (approximately US$ 296,265) was reimbursed on time at 100 percent for all 53 groups involved in the program.

In addition, the six (6) women's groups from Ségou and Mopti who participated in the new commercial rice traders program received financial support for their trading activities through Kondo Jigima and Nyèsigiso. The *Femmes Commerçantes* loans totaled an amount of 9,750,000 FCFA (US$ 19,500). The loans, including interest rates (10,710,000 FCFA), were paid off in at timely fashion at 100 percent.

In the potato sector only 3 Sikasso-based cooperatives used funding obtained through Kafo Jiginew this year for production and commercialization activities. The first installments of these loans were paid off. Timely reimbursement of following installments will be important to maintain a good relationship with the financial institution involved. The field staff of the three AEG projects are keeping a close watch on the loan repayment situation, as the combined total that has been disbursed to these three cooperatives is close to 66 million FCFA (US$ 132,000).

The six potato cooperatives that received assistance through TradeMali and PRODEPAM in the Ségou and Tombouctou regions did not obtain loans. They were given improved seeds and other agricultural inputs by the projects, which was turned into association-specific revolving funds. They all successfully reimbursed the value of these inputs to themselves in a bank account, creating liquidity for all 6 groups to work with during the upcoming campaign. The total amount reimbursed in the form of revolving funds for these six groups was 5,135,500 FCFA (US$ 10,271).

Ind. 2.2.8 – Number of beneficiaries trained in best practices				
FY05 actual achieved	FY 05 cum achieved	FY06 target	FY 06 actual achieved	FY06 cum achieved
2,310	3,190	1,500	1,970	5,160

The expansion of the CSV activities during the past reporting period has greatly increased the number of beneficiaries that received training in the rice sector. Compared to the other targeted value chains, beneficiaries in the rice sector are primarily women.

In the mango sector results are somewhat inflated due to the large number of producers (548) who participated in the "orchard treatment" trainings on the 2,000 hectares that were targeted through the Integrated Framework program activities which were implemented in collaboration with TradeMali. In addition, the efforts

TradeMali invested in training all exporter groups in the norms and standards based on the *cahier des charges* for the mango sector, added another 189 beneficiaries, that would have otherwise not been part of regular scheduled training activities. Due to traditional labor division, mango-related activities mostly involved men.

Even though the project supported activities in the rice and potato sectors are likely to continue to expand during the coming year, mango related training activities will most like decrease in comparison to the results that were obtained during this past campaign.

The table below provides a summary of training beneficiaries for each of the targeted value chains.

Value chain	**Beneficiaries**			**Regions**
	Total	**Men**	**Women**	
Rice (CSV)	431	185	246	Sikasso, Ségou, Mopti, Tombouctou
Rice (commercial trading)	39	3	36	Ségou, Mopti
Potatoes	389	340	49	Sikasso, Ségou
Mangoes	1,096	982	114	Sikasso, Koulikoro/Bamako
Anise	15	13	2	Tombouctou
Total	1,970	1,523	447	

Ind. 2.2.9 – Number of contracts for the marketing of targeted products				
FY05 actual achieved	FY 05 cum achieved	FY06 target	FY 06 actual achieved	FY06 cum achieved
24	50	40	63	113

Even though TradeMali facilitated the development of partnerships for the sub-regional import of mangoes to Senegal and Mauritania, and potatoes to Ghana, Ivory Coast, Togo, and Burkina, the project does not report specific contractual or agreement related results for these activities between trader/exporter and importer under this indicator.

The results achieved during this reporting period that TradeMali will take credit for are all the contracts/agreements signed and developed between the credit rice storage and commercial trader groups and associations as well as the 4 cooperatives that entered into a loan agreement with Kafo Jiginew in Sikasso. All these agreements were in one way or another supported by Mali Finance who facilitated negotiations with the microfinance institutions involved, and multiple project protocols were signed with each institution to support the MFIs and beneficiary groups in their efforts to store and commercialize their commodities during the 2005-2006 season.

Ind. 2.2.10 – Number of associations, cooperatives and rural groups assisted in targeted value chains				
FY05 actual achieved	FY 05 cum achieved	FY06 target	FY 06 actual achieved	FY06 cum achieved
21	40	60	83	123

The great increase in results achieved under this indicator is due to the expansion of activities in the rice and potato sector during the past year, as well as the inclusion of

mango exporter groups that received intense training and assistance for the application of the norms and standards as laid out in the *cahier des charges*.

Value Chain	Total	All Women's Groups	Men/Mixed Groups
Rice (CSV)	53	15	38
Rice (FC)	6	6	-
Potatoes	13	2	11
Mangoes	11	1	10
Total	83	24	59

A number of associations were initially approached for participation in the CSV and *Femmes Commerçantes* programs[24], but for different reasons they chose not to pursue active collaboration in these programs during this reporting period. These groups are not included in results reported under this indicator, however, a certain level of assistance in terms of initial introduction to our programs was provided.

In addition, the activities relating to the project support provided for potato storage in collaboration with ISCOS to six groups in Sikasso in not included in this figure either as assistance to these groups was limited to storage activities only for this year.

Ind. 2.2.11 – Volume of rice stocked and sold by village associations (in tons)				
FY05 actual achieved	FY 05 cum achieved	FY06 target	FY 06 actual achieved	FY06 cum achieved
631	706	1,500	Stored: 1,757 Sold: 1,403	Stored: 2,463 Sold: 2,109

The results for this indicator are directly linked to those of the volume of rice marketed reported under Indicator 2.1 at the Intermediate Results level. Different from the results reported in the past, the details of the data tracked by the field staff during last year show that there is a difference between the volume of rice stored and sold at the national market. The reason for this difference is the volume of rice that was bought and stored as paddy, but was at some point transformed in to milled rice and sold as such to obtain higher market prices. This process of adding value to rice as a marketable commodity reduces, on average, the original weight (volume stored) by about 35 percent. During the past year, CSV and women trader rice groups based in Niono, and some in Ségou and Mopti, used this transformation process to realize more financial gain, which thus had an impact on the volume of rice stored versus the volume of rice sold.

	Volume Stored	Volume Sold
Rice – CSV	1,757 tons	1,341 tons
Rice – women traders	69,9 tons	62.5 tons
Total	1,827 tons	1,403 tons

[24] For the CSV program 53 of the initially 93 targeted associations participated in last year's activities. The *Femmes Commerçantes* program had targeted 10 groups, out of which 6 ended up participating.

Ind. 2.2.12 – Number of written articles promoting and providing advice on selected agricultural products				
FY05 actual achieved	FY 05 cum achieved	FY06 target	FY 06 actual achieved	FY06 cum achieved
9	20	10	4	24

Ind. 2.2.13 – Number of audio-visual articles promoting and providing advice on selected agricultural products				
FY05 actual achieved	FY 05 cum achieved	FY06 target	FY 06 actual achieved	FY06 cum achieved
17	21	10	10	31

Due to the relatively low level of literacy among TradeMali's target groups, the project switched its approach and put less emphasis on written materials during the past reporting period. As a result the project did not achieve the target set for Ind. 2.2.12, number of written articles produced. The subcontract the project developed with OMA for the dissemination of market information for the targeted value chains was a way to increase outreach and overcome some of the problems related to low literacy level among producers, cooperatives and traders.

The written products produced by the project include the potato exporter guide. More than 100 copies were provided to cooperatives, traders, exporters, and regional and national support and public services structures. Along with the guide, a folder was developed and distributed to the same target population. The folder discussed the different steps to be followed that could facilitate the export of potatoes in the sub-region. A number of articles were written and published in the national newspapers on the mango days, the results and the importance of and the changes necessary for success in the sector. The mango traceability guide was developed and distributed to exporters groups working in the sector.

Audio-visual messages can be divided into radio and televised messages, as well as instructional movies or video clips that the project has produced for awareness creation and training purposes. The majority of the audio-visual materials produced consisted of the radio and television messages on the mango days and new traceability requirements. Based on the request of the AEG team, the project produced 4 video clips on the mango sector that touch upon issues of orchard treatment, post-harvest handling, packaging, traceability and other EU exporting requirements.

In addition to the mango related messages, radio broadcasts were done on the potato market information system, trade negotiations, business relationships and cost calculations. These messages were geared towards cooperatives, traders and exporters in the sector and diffused through the local radio network in Sikasso. As the contents of these messages relates directly to a training module for potato cooperatives and traders, TradeMali also produced a short film on potato marketing covering these same themes which is used for training.

Throughout the past year, the subcontract with OMA resulted in weekly radio messages on the mango, potato and rice sector on local, regional and international market prices and dynamics that would help producers and traders in the various sectors make informed decisions and take advantage of interesting market opportunities. The messages produced by OMA under their subcontract with

TradeMali and the dissemination of important market and product promotion information are numerous as they were distributed weekly and throughout the country via various rural radio stations, however, they are not included in the results reported for Indicator 2.2.13.

SECTION 4 PROGRAM MANAGEMENT AND COORDINATION

4.1 Administrative and Financial Management

Three different factors influenced TradeMali's financial situation and the way in which project operations were carried out during the third year.

First, the project's overall financial strategy was to deeply invest resources (money and staff) in the early years of the project to lay the foundations for progress and expansion in the later years. This meant that years 1 and 2 saw heavier spending patterns and that less project funds were available in year 3.

Second, the continuing unfavorable exchange rate of the U.S. dollar against the FCFA significantly increased local expenses since the proposal submission stage. TradeMali continued to monitor its budget closely and evaluate the cost-effectiveness of all major resource uses. Any decision-making relating to personnel reflected technical considerations and the cost-effectiveness of the project's interventions. By focusing on a few key value chains, seeking out opportunities for synergy and leveraging, cutting costs where feasible (for example renegotiating internet service contracts and rental agreements), and the results of our strategy to invest resources more heavily during the early years of the project, TradeMali was successful in significantly increasing project impact (see Section 3 on Performance Results Reporting) in spite of diminished third year resources.

The third factor that played a role was the decision of the USAID/Mali mission to exercise the first option year but at a considerable reduction in budget. This option period was welcomed by the project, its partners and targeted beneficiaries. The objective of expanding impact and increased emphasis in the northern regions, coupled with a much reduced budget, however required dramatic changes to the project's organizational structure. The modified structure entailed emphasizing strengthening field offices, reductions in the number of higher cost (expatriate) staff and an increase in lower cost technical personnel. The size of the Bamako staff was reduced and the sharing of office and administrative facilities with Mali Finance was enacted towards the end of the year.

4.2 Technical Resource Management

The focus of the project has always been to maximize the use of Malian staff and organizations and build the technical capacity of those providing assistance to the projects' beneficiaries. At the same time, the project continues to look for innovative ways to leverage resources and reduce costs. Thus, much attention was devoted to working within the limits of a tighter budget and the need to provide additional field level support.

The employment of 10 *experts juniors* during the past year was a creative way to provide employment opportunities to young and dynamic professionals and train them for implementation of field-based project activities. Close collaboration with public services agencies (ON, ORS, ORM, IER, SAC, etc.) as well as agreements with microfinance institutions has increased our outreach at field level. The involvement

and training of our partners' agents has not only been a way to leverage resources, but also ensures that local capacities are improved and public services become increasingly capable of taking over the implementation of activities and provision of services once development projects, like TradeMali, withdraw. The number of field-based project staff and partnerships increased over the past year, having a positive impact on the projects' outputs in terms of results achieved (see Section 3 for details). The level of synergy and cost sharing with Mali Finance and PRODEPAM increased in the rice, potato, and anise sectors, and the involvement of the CBI and Dutch bilateral assistance to Mali contributed much to the project's mango activities.

However, during the third year, the project underwent some changes in terms of the technical subcontractor and expatriate human resources available to implement project activities. The projects' policy coordinator, Mr. Barry (AIRD), left the project in March, 2006 and the TradeLinks coordinator, Louise Delauriers (Geomar), left in May, 2006. Their support to the policy and technical assistance for targeted value chains has to a certain extend been transferred to other staff of the project, but policy-related interventions will be discontinued in the fourth year. The essential policy issues affecting the targeted commodity sectors were addressed during the project's first three years. Many were enacted or are currently going through the lengthy GRM administrative process. General policy matters, especially those relating to the IF, were tackled as well. Any remaining IF issues are beyond the manageable interest of the project.

With the end of the third year, the monitoring and evaluation specialist, Nassouma Traore, the training and communications coordinator, Maimounatou Toure, and the gender specialist, Oumou Traore, have also ended their subcontracts (IBI and TMG) with the project in part due to budget reductions for the fourth year. A number of contracts for direct-hire local staff supporting IT, administrative and financial positions were no longer extended after June of 2006. The responsibilities of these positions have been re-divided over the remaining staff.

As part of TradeMali and Mali Finance's way to become more efficient, administrative staff are now being shared between the projects and two junior program coordinators have been recruited to assist with English and French reporting, communications, administration and contracting, training support, and monitoring and evaluation. These two positions are also shared between the two projects to increase efficiency and streamline reporting and communications of the two Chemonics projects as part of the consolidated AEG program.

In addition, Chemonics replaced Harvey Schartup as Chief of Party with Susan van Keulen-Cantella, who had previously worked as the Deputy Chief of Party on the Mali Finance project. Ms. van Keulen-Cantella has been the new TradeMali Chief of Party since June 2006.

4.3 Consolidating Implementation Efforts

In February 2006, the three AEG projects were asked to develop a consolidated work plan and PMP which would allow the projects to increase their synergistic implementation efforts, build on and expand successful activities, refocus resources in a more integrated manner to increase inter-project leveraging and efficiency, and

implement all AEG program activities as value chain-based program as was originally intended for these projects. The USAID/Mali mission also informed the contractors that funding levels would be cut by 50 percent for the coming and last year of project implementation. As a result not all technical components could continue to be implemented and creative ways of achieving high levels of output (results) with reduced levels of input (budget) would have to be sought out.

The priorities for the projects were to focus on those activities that were successful especially in the rice and potato sectors, explore opportunities for economic development in northern Mali, and align the projects' intervention sites as much as possible to allow for true activity consolidation. However, it was understood that each project would have certain stand-alone activities, based on its original contract mandate or previously explored opportunities. The mango sector thus became an activity for TradeMali in which the other two projects are not involved or very little. For the two Chemonics projects, the consolidation process meant the co-location of the offices and sharing of personnel to increase financial efficiency. In addition, regional office space is now shared between the three projects increasing the field staff collaboration and sharing of information on activity implementation.

The consolidated work plan and PMP were developed as a team effort by staff from all three projects and the documents were approved by USAID in June and July 2006 respectively. Full force consolidation of field-based activities, and Bamako-based planning and consultations have thus officially gone into effect in June 2006, and will continue through the end of the projects in August 2007. Inter-project communications, information sharing, and scheduling of training, events and other project activities have already greatly improved during the last quarter of the third year.

With the increased synergy between the three AEG projects, TradeMali hopes to renew protocols and agreements together with PRODEPAM and Mali Finance for improving and increasing interventions in particularly the rice, potato, anise (and mango) sectors in collaboration with the public services agencies as well as the microfinance institutions.

During the coming year, the projects hope to show how their consolidated efforts will pay off in increased and richer results and impacts for Malian agro-entrepreneurs.

SECTION 5 OUTLOOK FOR THE COMING YEAR

5.1 Changes and Challenges

The coming year of project implementation will cover the 2006-2007 agricultural season. As described in Section 4 of this report, the project will have to find creative ways to implement a large number of activities throughout the various regions of Mali within the targeted value chains with reduced staff and budget levels. However, the success of activities in the rice and potato sectors through implementation by capable field staff makes us believe that TradeMali will be able to keep up the result output levels during the last year of the project.

The implementation of activities throughout the year will be based on the consolidated work plan, and will thus be done in partnership with PRODEPAM and Mali Finance. Close collaboration with public and private services providers such as the ON, ORS, ORM, IER, SAC, DNCC, IF, banks and MFIs, various divisions of the GRM, international donors, and partner projects such as the PCDA, Helvetas, ISCOS, SNV, PNIR and other national and sub-regional institutions will continued to play a key role in the successful implementation of TradeMali's activities during the fourth year, as they did during the past three years.

Technical interventions related to improving the enabling policy and institutional environment for trade, as well as the development and dissemination of communication materials and information systems have been eliminated or reduced to very minimal levels to follow up with existing initiatives started by the project during previous years. Much focus will be put on field based interventions for the rice and potato sectors, opportunities in the anise, cumin and camel cheese sectors in northern Mali, and the organization and professionalization of the mango sector in southern Mali.

As a results performance indicator reporting for the coming year will be based on the consolidated PMP in which a selective number of indicators from TradeMali's project specific results framework were maintained that reflect the activities on which the project will be able to focus and report on during the coming year. Highlights will be captured through value chain related successes and specific impacts achieved due to consolidated implementation efforts.

5.2 Value Chain-Based Interventions

Mangoes – The trend set by GIE TEM in obtaining EurepGap certification for the export of mangoes to Europe will hopefully be extended to other exporter groups. TradeMali has had working sessions with the CBI consultant, Lamine Diao, on collaborative efforts for ensuring the continuation of our work with 5 mango exporter groups during the coming year through TradeMali's field-based mango technicians. Our hope is that these efforts will lead to the EurepGap certification of at least 2 or 3 additional exporter groups before the start of the mango harvesting season in early 2007.

Discussions are under way with Royal Ahold, a Dutch supermarket chain, to gauge their level of interest in the sector for the development of a trade contract with selected mango exporters.

Collaborative activities will likely start in the coming year with the FAO to assist in the development of "mango field schools" for the SNV project in Koulikoro. TradeMali has developed a series of communication and training materials that will be shared for this purpose and the project's Bamako/Koulikoro mango field technician will provide additional technical assistance as well.

During the fourth year, TradeMali staff will provide continued assistance to exporters, *pisteurs* and producer for the application of the norms and standards as laid out in the *cahier des charges*. The development and implementation of the Plaza Center through the Task Force, and the creation of the "*interprofession*" for the sector responsible for managing the center will be closely followed as well.

Based on the outcome of the 2006 mango days, collaboration with other projects and institutions such as the PCDA, Helvetas, the Integrated Framework and public services agencies will have to be redefined to better respond to the actors' needs, improve coordination of field interventions and combine efforts where necessary to enhance support for exporters, *pisteurs* and producers that will allow them to improve the quality and volumes of mangoes produced and increase the amount of produce internationally exported and sub-regionally traded.

The possibility of providing a guarantee fund through Mali Finance for one or two exporter groups in the mango sector will be explored during the first half of the fourth year. In addition, Mali Finance's involvement might also be requested for assisting *pisteurs* to gain access to finance, which will enable them to better prepare for the upcoming season in terms of human and material resources needed for a successful campaign.

Potatoes – TradeMali will work with PRODEPAM and Mali Finance on the renewal of protocols and agreements for the interventions in the potato sector as well as the development of loan applications in collaboration with the potato producers and cooperatives for access to credit for agricultural inputs (seeds and fertilizers) and commercialization of potatoes. The annual potato days will enable all stakeholders in the sector to discuss their needs, for which the details can be worked out in collaboration with the field-based projects' staff, public services agents and representatives from the various financial institutions.

The project also plans to continue its collaborative efforts in Sikasso with ISCOS, whose intentions are to expand their interventions for warehouse construction during the coming year. The leveraging through this ISCOS intervention will enable TradeMali to focus on improved conservation techniques that will enable producers and traders to take advantage of more opportune marketing possibilities, thereby increasing revenue from sales.

The focus on Tombouctou potato-related interventions will be on improved production and conservations practices in collaboration with PRODEPAM through

assistance with input supplies and application of new technologies that could increase the production level and tests on storage alternatives.

Continued assistance will be provided by TradeMali, in collaboration with the two other AEG projects, and public and private service providers, to producer and trader groups throughout the targeted regions to increase the involvement and expertise of stakeholders.

Rice – As a direct result of the success of the CSV program, several maize production groups in Sikasso have expressed an interest in using the CSV system for storage and marketing of their produce. A corn CSV pilot program involving a few producer groups in this region will thus begin in the coming year. This is an exciting opportunity to duplicate the successes for storage and trade of one commodity for other value chains as well.

The CSV program for rice will expand throughout all targeted regions (Sikasso, Ségou, Mopti, Tombouctou and Gao) and will be aligned with all sites where PRODEPAM has rice production interventions planned, as the potential for increased yields, and thus the ability to store rice surpluses, is one of the main criteria for CSV program implementation possibilities. The protocol and agreements between TradeMali, Mali Finance and the participating MFIs will be done as soon as estimations for the CSV program for the coming season are available.

The women's commercial rice trader program which started as a pilot activity during the past reporting period will be evaluated, but is likely to be continued during the coming year. The guarantee fund structure with the MFIs supported by Mali Finance is already in place and will thus continue to be available for women traders interested in continuing this activity. Preparations for the coming season will have to commence earlier than last year, in order for the participating women's group to take full advantage of market price increases. Last year the program started somewhat late due to delays in participant registration and MFI negotiations. If these delays can be overcome for the upcoming season, the women will be able to purchase rice at its lowest price to store and sell at a later time in the year when prices have augmented which will allow them benefit from the biggest margin possible.

Anise – In collaboration with PRODEPAM and the IER and SAC in the region of Tombouctou, tests for increasing anise production and improving conservation will be continued during the coming year to ensure that producers are able to deliver a marketable product. Assistance will also be provided in handling, packaging and product presentation to increase marketing opportunities.

More focus will be on supporting traders to find buyers for this commodity in the sub-region as potential markets in Niger, Togo, Ghana and Ivory Coast have already been identified. As opposed to last year, the TradeMali project plans to track the trade of anise on the local and sub-regional market more closely so that these results can be included in annual reporting on *"volume of alternative products marketed"*.

Mali Finance's involvement will be requested to facilitate the need for credit for production and marketing.

Other – TradeMali's efforts in the organization of camel herders for the production of camel cheese will continue based on the sites that were identified in the Tombouctou region. The availability of the herders and the lactation period of the camels will determine the commencement of cheese production activities during the coming year, and thus the technical assistance the project will be able to provide through training of herders interested in exploring the commercial opportunities for this sector. In addition, local and regional markets will be surveyed to identify opportunities for trade and requirements for product presentation and packaging.

PRODEPAM and TradeMali, in collaboration with the IER and SAC, will continue trials for the cumin sector to provide more conclusive data on the possibilities to improve production for this sector. In addition, testing for conservation and processing of the commodity will be continued as well.

ANNEXES

Annex 1 Success Stories

Rice: A Synergy of Actions Diversifies the Activities of Saramaya

Rice: Paying Debts Proves to be an Inspiring Experience

Potatoes: A Group Initiative Results in Individual Gain

Mangoes: Mangoes Mean Money for Trader

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SUCCESS STORY

A Synergy of Actions Diversifies the Activities of Saramaya

Land access, the dream of any rural woman, is becoming a reality for the members of the Saramaya women's association.

Association members relate their experiences.
PHOTO: NASSOUMA TRAORE / TRADEMALI

"Thanks to the commercial rice trader program, the social cohesion has been reinforced. The women who left the association are now looking to join it again."
— Mme Aminata Traoré, Secretary of the association Saramaya

The Saramaya women's association, 30 km from Medine and the Office du Niger, is composed of 21 women. Initiated by the USAID projects TradeMali and Mali Finance, the association is participating in the newly developed program for the promotion of the rice commercialization, which enables women to undertake trading activities that are not part of their traditional tasks and activities. As part of this program, the Saramaya women's trader group has obtained 500,000 FCFA (US$ 1,000) through Kondo Jigima, a local microfinance institution. The loan was to be reimbursed over a 5 month period with 18 percent annual interest rate.

The profits of this activity helped the women to lease a parcel of land for rice cultivation, and pay for the costs of labor and field maintenance. The activity not only resulted in a financial gain for the women, it also provided them access to a collective parcel of arable land, which will allow them more long-term, sustainable financial returns.

At the association level, 5 women have benefited from the loan for this commercial rice trading activity. After receiving technical assistance from TradeMali on market analysis, these women were able to take advantage of two rice sales operations resulting in a financial benefit of 68.250 FCFA (US$137).

According to association member testimony, the group is becoming a more cohesive and cooperative entity, and is now better able to provide assistance, particularly for social causes. The training received and the knowledge gained by certain members of the association has facilitated better management techniques and transparency in the association's operations.

Next year, the women intend to increase their sales turnover by requesting a loan of 2 million FCFA (US$ 4,000) from the microfinance institution involved in this program.

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SUCCESS STORY

Paying Debts Proves to be an Inspiring Experience

The rice storage warranty program means a guaranteed payoff for the small farmer.

An operational thresher sports a new motor thanks to the benefits reaped through the rice storage warranty program activities.
PHOTO: NASSOUMA TRAORE / TRADEMALI

"If it weren't for this loan granted by the FCMRD, it would never have been possible for us to pay the remaining costs of our rice thresher so soon."

—Foabougou's Village Chief

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Situated 15 km from Mali's rice-producing capital of Niono, Foabougou is a rice farming village, and home to a strong village association. The association is influenced and motivated by a dynamic and literate group of core members, who have received technical support from TradeMali and Mali Finance, two USAID-funded projects in Mali. The projects have provided the village association with an enterprise development training module called "Micro Plan," and have also assisted in the village's loan acquisition and follow-up.

After having produced a stock of rice, the village association used this capital as collateral to receive a loan in the amount of 7,875,000 FCFA (US$15,750) from the local microfinance institution FCRMD. The loan, which was the equivalent of 70 percent of the total value of their stock of rice, came with an annual interest rate of 18 percent for a period of 6 months.

The village association was able to use the loan to pay the salaries of its laborers 5 million FCFA (US$ 10,000) for the 2005 season, an amount that was usually very difficult for the small village association to meet. The remainder of the credit was used to cover the debt owed on the purchase of a TWIFAN threshing machine bought ten years ago. The village chief breathes easier knowing that this debt has been removed from the village's shoulders.

According to villager testimony, every association member who contributed also benefited from the collaborative effort. The financial gains from the loan were used to meet family medical expenses, and to joyfully prepare and purchase dowries for the young men and women of the village.

Foabougou's Chief and Village Association reached out in a time of need to the USAID projects for support. The village can now plan for its own optimistic future with its newly acquired experience in rice storage activities and loan acquisition.

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FIRST PERSON

A Group Initiative Results in Individual Gain

Mrs. Sylla's trading activities have blossomed thanks to the entrepreneurial skills she gained through TradeMali's capacity reinforcement program.

Mme Sylla working on her accounting.
PHOTO: NASSOUMA TRAORE / TRADEMALI

"As secretary of the cooperative, I have developed the habit of record keeping and I do my accounting accurately."
— Mrs. Macoura Traoré - Sylla

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Mrs. Macoura Traore Sylla, a potato exporter and the secretary of a potato trader's cooperative in Sikasso called Sininyesigui, has recently benefited from a series of synergistic interventions sponsored by USAID designed to improve her business acumen.

The USAID-sponsored projects known as TradeMali and Mali Finance taught Mrs. Sylla potato conditioning techniques, commercial transportation and enterprise management, regulatory texts, marketing procedures, and business plan development through the "Micro Plan" training module.

Through a project called TradeMali, Mrs. Sylla also participated in a market research and identification mission to several countries in the sub-region. Mali Finance and TradeMali helped Mrs. Sylla obtained a loan of 725,000 FCFA (US$ 1,450) in financing from a local microfinance institution, which allowed her to commercialize her cooperative's activities. The loan, which was for a 10 month period with an interest rate of 12 percent, allowed Mrs. Sylla's cooperative to trade a total of 335 tons of potatoes in domestic markets, earning Mrs. Sylla 104,500 FCFA (US$ 200) in benefits after paying off the loan and interest.

This financial advantage has made it possible for Mrs. Sylla to meet certain family needs such as clothing, school and medical expenses for her children. In addition to financial gain, the capacity reinforcement will also help to better present her product to potential buyers and look for opportunities to diversify partners through promotional campaigns.

Mrs. Sylla wishes to continue the activity during the 2007 marketing season with more consistent funds for better coverage of her working capital needs.

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FIRST PERSON

Mangoes Mean Money for Trader

Training from two USAID projects has helped Brahima Sogodogo make the most of his business and improve his life.

Brahima Sogodogo, kneeling in a mango orchard, teaches proper harvesting techniques to fellow traders.

PHOTO: BEN FRASER/CHEMONICS INTERNATIONAL

"Before, I knew my work, but I did it in an ignorant way. Since the training, I keep records of each transaction and calculate my profits."
—Brahima Sogodogo, mango trader

Brahima Sogodogo is a mango trader from the Sikasso region of Southern Mali, an area dotted with large mango trees. During the March through June mango season, he travels to orchards and producers' fields to buy mangoes to sell to local fruit packing stations, which then sell the fruit to European buyers. His working style used to be like that of the Malian mango sector in general: informal, with little quality control or record keeping. He used to buy and sell without keeping records, saving any money, or analyzing his costs and profits. The work of two USAID projects has helped Brahima and the entire Malian mango sector to do business in a very different way.

Brahima is a member of an association of mango traders who were trained by the TradeMali project in proper harvesting, handling and packing techniques for export-grade mangoes. Brahima caught on quickly and now teaches other traders how to gently pick and pack top-quality mangoes destined for the European market. Using these improved techniques, traders are collecting better quality mangoes and increasing their revenues when they sell to packing stations. The stations now have a more reliable supply of export-grade fruit.

Training in the Mali Finance project's "Micro Plan," a management tool designed specifically for small and medium businesses, has helped Brahima better manage the money he earns. Armed with this know-how, he now keeps a record of his transactions and regularly calculates his costs and benefits.

Business is good. Brahima now gets paid to train other traders in improved harvesting techniques. The money he earns from mango trading and training allows him to pay for his children's education and other household expenses. He's also investing in his business. Last year, he bought a new motorcycle which has greatly expanded the outreach of his business. For the first time since he started trading mangoes in 1997, Brahima has begun saving some of his profits from each season. Last year, he set aside $400, his goal is to keep saving until he can build a house.

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FIRST PERSON

Training Boosts Profits for Farmers

Three USAID projects are working together to help small farmers increase productivity and profitability in Northern Mali

field near Diré in the Timbuktu region of Mali.

PHOTO: BEN FRASER/CHEMONICS INTERNATIONAL

"The training taught me how to add value to my products and how to prepare anise to get the most benefit. I understood the whole cycle necessary for success in this business..."

— Hamadoun Hamidou, Diré, Mali

Hamadoun Hamidou, a farmer in remote Northern Mali, cultivates nearly 200 hectares of wheat, anise, and cumin in irrigated fields near the Niger River, which brings life to this desert region. Anise and cumin have long been grown in the region for local use and export, but a lack of organization and improved production techniques has kept farmers from realizing the full potential of these high-value crops.

Mr. Hamidou and many of other farmers in Mali have built their businesses with the help of synergistic interventions from three USAID projects. The PRODEPAM agricultural production project is working with a national agricultural research station and the local government's agricultural extension service to train farmers in improved production techniques. The TradeMali project is helping farmers improve the marketing, packing, and quality of anise and cumin sold for export. The production and post harvest handling assistance has resulted in considerable yield increases and a quality marketable product for producers in Northern Mali.

The Mali Finance project is training farmers to better manage their businesses. Mr. Hamidou is one of 10 local producers who also received training in Mali Finance's "Micro Plan," a management tool for small- and medium-sized businesses. Originally discouraged by the $5 training fee, he is now happy he made the investment because he saw its benefits immediately. "The training taught me how to add value to my products and how to prepare anise to get the most benefit. I understood the whole cycle necessary for success in this business: how to buy and sell; how to get market information before selling; and how to market my products."

Mr. Hamidou, who employs 50 seasonal laborers at $3 per day, is determined to put what he is learned into practice. "I have already identified a lot of mistakes I want to fix. I will adapt to increase the productivity of my work." He has already cut costs by paying for transportation only when he has large loads to ship to market and is studying his revenue and expenses to see how he can increase profitability — a good exercise for any entrepreneur. USAID's projects will continue to provide Mr. Hamidou and other entrepreneurs with the tools they need to succeed.

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Annex 2 Data Results Summary Table

TradeMali Indicators								
Indicator Description	**Baseline**	**2004 Result**	**2005 Result**	**Cumulative Achievement 2005**	**2006 Target**	**2006 Result ****	**% Achieved**	**Cumulative Achievement 2006**
Ind. 2.1 – Volume of cereal (rice) marketed (tons)	-	75	631	706	1,500	1,403	94%	2,109
Ind. 2.2 – Volume of alternative commodities (potato) marketed (tons)	-	10	3,467	3,477	3,500	3,890	111%	7,360
Ind. 2.3 – Volume of alternative commodities (mangoes) marketed (tons)	1,000	2,609	2,984	5,593	3,625	3,870	107%	9,463
Ind. 2.1.1 - Number of Trade policies for targeted agricultural products recommended for adoption (#)	-	0	3	3	2	2	100%	5
Ind. 2.1.2 – Number of policies and regulations lobbied by professional associations to facilitate the trade of agricultural products (#)	-	0	4	4	1	2	200%	6
Ind. 2.2.1 – Number of certificates or certifications obtained by agro-entrepreneurs (#)	-	0	0	0	1	1	100%	1
Ind. 2.2.2 – Number of new markets accessible for selected agricultural products (#)	-	1	7	8	2	4	200%	12
Ind. 2.2.3 – Number of associations and agro-entrepreneurs adoption post-harvest handling and processing technologies and methods (#)	-	49	16	65	80	86 (24♀)	108%	151
Ind. 2.2.4 – Number of post-harvest handling and processing technologies and methods adopted (#)	-	11	16	27	6	13	216%	40
Ind. 2.2.5 – Number of storage, conservation and marketing facilities rehabilitated for selected agricultural products (#)	-	20	21	41	40	26	65%	67
Ind. 2.2.6 – Number of associations and agro-entrepreneurs supported to get access to funding (#)	-	19	52	71	40	64 (23 ♀)	160%	135
Ind. 2.2.7 – Loan repayment rate	-	100%	100%	100%	95%	100%	105%	100%
Ind. 2.2.8 – Number of beneficiaries trained in best practices (#)	-	1,060	2,310	3,190	1,500	1,970 (447 ♀)	131%	5,160
Ind. 2.2.9 – Number of contracts for marketing of targeted agricultural products (#)	-	26	24	50	40	63 (22 ♀)	158%	113

TradeMali Indicators								
Indicator Description	**Baseline**	**2004 Result**	**2005 Result**	**Cumulative Achievement 2005**	**2006 Target**	**2006 Result ****	**% Achieved**	**Cumulative Achievemen t 2006**
Ind. 2.2.10 – Number of associations, cooperatives, and rural groups assisted in targeted value chains (#)	-	19	21	40	60	83 (24 ♀)	138%	123
Ind. 2.2.11 – Volume of rice stocked and sold by village associations (tons)	-	75	631	706	1,500	1,827 vs 1,403	117% vs 94%	2,463 vs 2,109
Ind. 2.2.12 – Number of written articles promoting and providing advice on selected agricultural products (#)	-	11	9	20	10	4	40%	24
Ind. 2.2.13 – Number of audio-visual articles promoting and providing advice on selected agricultural products (#)	-	4	17	21	10	10	100%	31

** Please note that the disaggregated gender information lists the women-only groups. The other beneficiary groups can consist of men-only groups or mixed groups.

Annex 3 Cost Structure and Profitability

The following tables provide calculation examples of the cost structure for marketing operations of potatoes and mangoes in the sub-region. In addition, detailed tables are provided for the CSV, *Femmes Commerçantes*, potato and mango marketing activities per site and beneficiaries, including the volumes traded during the past reporting period.

I. Operating Statement of an improved expedition of potatoes (Clustar) to Ouagadougou

Designation - Ouagadougou	Expected Costs		
	Quantity	Unit Price	Value
Product			
1. Sold	35,000	300	10,500,000
Total product	**35,000**	**300**	**10,500,000**
Charges			
1. Purchase produce	35,000	200	7,000,000
2. Purchase packaging	1,400	250	350,000
3. Collection	35,000	5	175,000
4. Transportation	35,000	20	700,000
5. Loading and unloading	35,000	2	70,000
6. Mali transportation cost	1	50,000	50,000
7. Phytosanitary cost - Burkina	1	12,500	12,500
8. Transportation border costs - Burkina	1	28,090	28,090
9. Collaterial contribution (0.25%VA)	1	17,500	17,500
10. Transportation arrival expenses - Ouaga	1	100,000	100,000
11. Customs expenses - Ouaga	35,000	1.24	43,400
Total Charges			**8,546,490**
Result/Profit			**1,953,510**

NB: The improvement relates to calibration and bagging (bags are made of polyester mesh netting)

II. Operating Statement of a Pilot Export of Potatoes (Clustar) to Accra for GAPTO

Designation - Accra	Expected Costs		
	Quantity	Unit Price	Value
Product			
1. Sold	25,000	287.5	7,187,500
Total product	**25,000**	**288**	**7,187,500**
Charges			
1. Purchase produce	25,000	**175**	4,375,000
2. Purchase packaging	1,000	250	250,000
3. Collection	25,000	5	125,000
4. Transportation	25,000	60	1,500,000
5. Loading and unloading	25,000	2	50,000
6. Mali transportation cost	1	50,000	50,000
7. Phytosanitary cost - Ghana	1	12,500	12,500
8. Transportation border costs - Burkina	1	28,090	28,090
9. Transportation border costs - Ghana	1	50,000	50,000
10. Collaterial contribution (0.25%VA)	1	10,938	10,938
11. Transportation arrival expenses - Accra	1	100,000	100,000
12. Customs expenses - Accra	25,000	1.24	31,000
Total Charges			**6,582,528**
Result/Profit			**604,973**

NB: The improvement relates to calibration and bagging (bags are made of polyester mesh netting), paletting and the transportation by a refrigerated camion
The charges for export (station No 6 - 12) are assumed uniform for CDEAO countries

III. Operating Statement for Improved Expedition of Mangoes (Kent and/or Keitt) to Nouakchott from Sikasso

Designation - Nouakchott	Expected Costs		
	Quantity	Unit Price	Value
Products			
1. Sold	25,000	230	5,750,000
Total products	**25,000**	**230**	**5,750,000**
Charges			
1. Purchase produce	25,000	**100**	2,500,000
2. Purchase packaging	1,250	125	156,250
3. Collection	25,000	5	125,000
4. Transportation	25,000	60	1,500,000
5. Conditioning	60	2,000	120,000
6. Mali transportation cost	1	50,000	50,000
7. Phytosanitary cost - Mauritania	1	15,000	15,000
8. Transportation border costs - Mauritania	1	50,000	50,000
9. Cost for convoy	1	75,000	75,000
10. Cost for police and gendarmes - Mali	1	50,000	50,000
11. Cost for police and gendarmes - Mauritanie	1	50,000	50,000
12. Customs expenses - Mali	1	50,000	50,000
12. Customs expenses - Mauritania	1	200,000	200,000
14. Unexpected expenses	1	100,000	100,000
Total charges			**5,041,250**
Result/Profit			**708,750**

NB: The improvement relates to the conditioning and packing (cartons of 20 - 25 kgs)
TradeMali will also provide technical assistance

Organizations paysannes participants dans le programme 2006: Credit Stockage Vivrier

Région	Village	Beneficiaries			Quantite Stockee (Tons)	Quantite Vendu (Tons)	Montant Total Vendu (fCFA)	Financement Acquit	Total Remboursement	Taux Remboursement (%)	Marge réalisée	I
		Homme	Femme	Total								
Ségou	Wélintiguila N7	178	3	181	73,370	52,688	13,172,000	6,528,550	6,901,610	100%	3,021,690	Nyèsig
	Wérékéla N8	27	5	32	45,000	45,000	11,250,000	6,300,000	6,930,000	100%	1,597,500	Nyèsig
	Sagnona N6	13	0	13	33,750	15,844	3,961,000	2,362,500	2,497,635	100%	149,665	Nyèsig
	Sagnona N6	93	0	93	207,897	141,752	35,359,250	14,552,120	15,407,285	100%	10,623,875	FCRM
	Foabougou	306	4	310	163,425	81,250	19,597,225	11,439,750	12,297,695	100%	390,355	FCRM
	Niobougou B1	428	7	435	131,171	81,653	20,209,080	9,181,970	9,870,615	100%	5,354,430	FCRM
	Ratenga	90	1	91	130,000	97,492	19,745,580	9,100,000	10,055,500	100%	5,020,880	FCRM
	Missira KO7	68	0	68	226,000	179,378	29,449,190	15,820,000	16,531,900	100%	5,871,690	FCRM
	Djennékoura K21	205	7	212	348,000	248,392	55,572,640	24,360,000	26,917,800	100%	14,966,840	FCRM
	Tougoucoura ND14	41	1	42	12,000	12,000	2,850,000	1,680,000	1,755,600	100%	342,395	CVEC
	N'Gara	32	67	99	33,225	33,225	4,208,500	2,480,800	2,714,070	100%	411,730	Kondo
	Sogobia	15	0	15	19,425	19,425	2,849,000	1,541,050	1,633,950	100%	506,950	Kondo
	Ladji Wèrè	10	0	10	11,775	11,775	1,727,000	824,250	894,435	100%	452,815	Kondo
	Mion	5	0	5	4,125	2,860	643,500	385,000	419,650	100%	13,050	Kondo
	Togou	35	7	42	21,450	21,450	2,860,000	1,701,700	1,854,850	100%	263,150	Kondo
	Soké	19	1	20	15,750	15,750	2,100,000	1,323,000	1,442,070	100%	46,730	Kondo
	Dougounikoro	27	2	29	15,900	15,900	2,173,000	1,335,600	1,455,805	100%	86,695	Kondo
	Koïla Bambana	18	2	20	19,450	19,950	2,926,000	1,675,800	1,827,425	100%	333,175	Kondo
SUB TOTAL		1,610	107	1,717	1,511,713	1,095,784	230,652,965	112,592,090	121,407,895			
Mopti	Somadougou	17	2	19	15,975	15,975	2,769,000	1,640,100	1,787,710	100%	247,935	Kondo
	Dio	13	0	13	4,725	4,725	787,500	441,000	480,690	100%	105,945	Kondo
	Gnimitongo	6	0	6	4,875	4,875	848,500	500,500	523,020	100%	102,220	Kondo
	Sina	98	3	101	7,500	7,500	1,212,750	700,000	731,500	100%	146,800	Kondo
	Dakawomina	80	4	84	26,550	26,550	4,287,500	2,725,800	2,971,120	100%	101,135	Kondo
SUB TOTAL		214	9	223	59,625	59,625	9,905,250	6,007,400	6,494,040			
Tombouctou	Djindjina Koïra	6	3	9	5,796	5,796	869,400	540,960	571,905	100%	54,800	Nyèsig
	Milala	34	11	45	5,600	5,600	875,000	490,000	511,025	100%	144,175	Nyèsig
	Bourem Inaly	225	0	225	15,009	15,009	3,311,350	1,575,945	1,711,165	100%	893,265	Nyèsig
	Kabara	0	20	20	6,712	6,712	1,006,875	548,190	579,550	100%	163,475	DOT
	Tombouctou	0	10	10	1,350	1,350	225,000	126,000	136,815	100%	32,045	Nyèsig
	Koriomé	0	35	35	4,252	4,252	637,875	347,290	362,190	100%	119,850	Nyèsig
	Tassakane	23	1	24	9,000	9,000	1,350,000	840,000	888,050	100%	85,150	Nyèsig
	Toya	8	0	8	3,675	3,675	551,250	343,000	372,430	100%	20,090	Nyèsig
	Toya	0	13	13	8,025	8,025	1,192,500	742,000	805,665	100%	53,995	Nyèsig
	Kagha	25	16	41	13,698	13,698	2,054,700	1,278,480	1,388,175	100%	93,035	DOT
	Aglal	11	0	11	6,825	6,825	1,137,500	637,000	691,655	100%	160,105	Nyèsig
	Diré	0	50	50	12,600	12,600	3,150,000	1,543,500	1,653,865	100%	803,765	Nyèsig
	Diré	0	15	15	4,800	4,800	1,080,000	588,000	638,455	100%	177,785	Nyèsig
	Gaïrama	50	0	50	4,500	4,500	1,012,000	551,250	606,375	100%	158,350	Nyèsig
	Gaïrama	0	40	40	2,820	2,820	634,500	249,900	274,890	100%	247,510	Nyèsig
	Gaïrama	0	25	25	1,200	1,200	270,000	147,000	159,615	100%	44,445	Nyèsig
	Fata	23	0	23	4,200	4,200	945,000	514,500	551,290	100%	163,020	Nyèsig
	Koura	30	0	30	1,440	1,440	338,400	176,400	197,570	100%	61,700	Nyèsig
	Dangha	30	0	30	21,000	21,000	5,250,000	2,756,250	3,032,150	100%	981,475	Nyèsig
	Tindirma	1	89	90	1,720	1,720	516,000	240,000	260,590	100%	147,750	Nyèsig
	Bourem Sidi Amar	40	0	40	4,800	4,800	1,008,000	588,000	638,450	100%	105,790	Nyèsig
	Sadjilamou	0	37	37	2,760	2,760	621,000	345,000	379,535	100%	86,705	Nyèsig
	Koïgourou	31	0	31	2,520	2,520	567,000	308,700	330,775	100%	97,750	Nyèsig
	Garitchiéré	0	12	12	6,000	6,000	1,350,000	735,000	808,575	100%	211,725	Nyèsig
	Niafunké	72	33	105	11,250	11,250	2,812,500	1,050,000	1,095,505	100%	1,245,995	Nyèsig
SUB TOTAL		609	410	1,019	161,552	161,552	32,765,850	17,262,365	18,646,265			
Gao	Watagouna	44	0	44	3,360	3,360	430,500	220,500	229,960	100%	101,630	Wouri
SUB TOTAL		44	0	44	3,360	3,360	430,500	220,500	229,960			
Sikasso	Niena	0	48	48	5,945	5,945	963,090	450,000	481,500	100%	339,535	Kafo J
	Zignasso	0	32	32	4,141	4,141	670,842	295,000	317,125	100%	131,720	Kafo J
	Loutana	1	35	36	8,654	8,654	1,263,484	457,000	488,990	100%	378,880	Kafo J
	Samogossoni	0	25	25	1,157	1,157	150,410	62,000	66,650	100%	68,527	Kafo J
SUB TOTAL		1	140	141	19,897	19,897	3,047,826	1,264,000	1,354,265			
Total Général	**48**	**2,478**	**666**	**3,144**	**1,756,147**	**1,340,218**	**276,802,391**	**137,346,355**	**148,132,425**	**100%**	57,531,692	

Organizations paysannes dans le programme 2006: Commerce du Riz par les Associations de Femmes

Région	Village	OP	Bénéficiaires	Financement Acquit	Quantite (Tonnes)		Montant Total (FCFA)		Total Rembourse-ment	Taux (%)	IMF
					Stockée	Vendu	Achetée	Vendu			
Ségou	Médina	Groupement Saramaya	5	500,000	2,273	2,273	500,000	568,250	537,500	100%	Nyesigis
	N'Gara	Ass'n Kunawolo tde N'Gara	20	2,000,000	17,250	17,250	1,955,000	2,294,250	2,210,000	100%	Kondo Jig
	Farako	Groupement Binkadi	20	2,000,000	17,025	17,025	1,929,500	2,502,675	2,210,000	100%	Kondo Jig
	Dioro	Groupement Sutura	10	2,000,000	11,664	11,664	1,908,300	2,343,180	2,180,000	100%	Kondo Jig
SUB TOTAL	4	4	55	6,500,000	48,212	48,212	6,292,800	7,708,355	7,137,500		
Mopti	Tongorongo	Association Waldédiam	21	2,000,000	12,075	7,849	1,970,700	2,276,210	2,210,000	100%	Kondo Jig
	Gnimitongo	Association Binkadi	11	1,250,000	9,624	6,395	1,224,000	1,854,550	1,362,500	100%	Kondo Jig
SUB TOTAL	2	2	32	3,250,000	21,699	14,244	3,194,700	4,130,760	3,572,500		
Total Général	**6**	**6**	**87**	**9,750,000**	**69,911**	**62,456**	**9,487,500**	**11,839,115**	**10,710,000**	**100%**	

Organizations paysannes dans le programme 2006: Pomme de Terre

Region	Village	OP	Beneficiaries			Quantité Vendue	Montant (fCFA) du Ventes	Montant total à rembourser (fCFA)	Montant remboursé	Ta
			Homme	Femme	Total					
Ségou	N'Djécorobougou	GIE BENSO		19	19	3,217	643,400	674,640	674,640	1
	Kourouma	Coopérative du Kouroumari	17	0	17	2,962	666,450	674,640	674,640	1
	Molodo	Coopérative de Molodo	19	2	21	3,336	667,200	678,470	678,470	1
	Togou	Coopérative multifonctionnelle des femmes	6	50	56	2,856	714,000	341,150	341,150	1
	Kala	Association des maraîchers	34	27	61	13,824	3,110,400	1 686 600	1,686,600	1
SUB TOTAL		5	76	98	174	26,195	5,801,450	2,368,900	4,055,500	
Tombouctou	Kabara	Coopératives des planteurs et maraîchers	42	20	62	39,465	11,839,500	1 080 000	1,080,000	1
SUB TOTAL		1	42	20	62	39,465	11,839,500	0	1,080,000	
Sikasso		Coopérative « Faso Kanu »,	41	0	41	424,476	102,723,192	24,838,000	15,101,000	
		Coopérative « Nounpansigi »	45	0	45	351,785	109,053,350			
		Coopérative « Yiriwasé »	59	0	59	2,052,494	420,761,270	39,520,620	22,097,290	
	N'Gorodiassa	Coopérative « Benkadi »	35	1	36	386,231	119,731,610			
	Bambougou	Coopérative« Benkadi »	86	0	86	196,359	60,871,290			
	Sikasso	Coopérative Maliyiriden	11	0	11	78,145	20,708,425			
	Sikasso	Coopérative « Sinignèsigi »	0	15	15	334,940	68,662,700	8,564,600	4,282,300	
SUB TOTAL		7	277	16	293	3,824,430	902,511,837	72,923,220	41,480,590	
Total Général		**13**	**395**	**134**	**529**	**3,890,090**	**920,152,787**	**75,292,120**	**46,616,090**	

Note: The 6 cooperatives in Ségou and Tombouctou did not receive MFI loans; however, they all received agricultural inputs from the combined efforts of the PRODEPAM and TradeMali projects. The cooperatives thus had to 'reimburse' the value of the inputs provided to them into an account that will function as revolving funds for next year's campaign. The potato cooperatives in Sikasso received credit through Kafo Jiginew.

Mango Campaign 2005/2006
Export results on 31 Aug. 2006

Summary - in metric tons

Export by plane	**1,340.831**
Export by boat	**2,330.000**
Export in sub-region	**200.000**
TOTAL EXPORT	**3,870.831**

I. Export by plane (source DNA/poste control aeroport Bamako) in Kgs.

NO	Exporters	France	Holland	Belgium	Italy	Germany	Spain	witzerlar	Russia	USA	Lybie	Marocco	Gabon	Mauritania	Tunisia	Alger
1	***Flex-Mali***	233,144	45,157									42,225	14,559			
2	***Ets Yaffa***	238,652	0	21,735	0	0	5,395	0	0	0	33,030	3,500	2,600	3,195	2,950	2,60
3	***Negotrave***	118,585	2,985	0	0	0	0	0	0	0	0	0	0	0	0	0
4	***Maliprimeurs***	115,593	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	***Heliathis***	108,106	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	***Univers Kanaga***	57,636	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	***Exagri***	45,094	0	0	0	0	0		0	0	0	0	0	0	0	0
8	***Niram Marakher***	33,097	0	0	0	0	0		0	0	0	0	0	0	0	0
9	***Fruitex***	30,562	0	0	0	0	0		130	0	0	0	0	0	0	0
10	***Malibio***	23,168	0	0	1,211	0	0		0	0	0	0	0	0	0	0
11	***Ibnegoce***	20,307	0	0	0	0	0		0	0	0	0	0	0	0	0
12	***Diaby Doucoure***	18,813	0	0	0	0	0		0	0	0	0	0	0	0	0
13	***Mutichem***	15,171	0	0	0	0	0		0	0	0	0	0	0	0	0
14	***Primeurs services***	9,635	0	0	0	0	0		0	0	0	0	0	0	0	0
15	***Tropic SARL***	8,665	0	0	0	0	0		0	0	0	0	0	0	0	0
16	***Sahel fruits***	6,652	0	0	0	0	0		0	0	0	0	0	0	0	0
17	***SCS***	3,200	0	0	0	0	0		0	0	0	0	0	0	0	0
18	***Nokoba***	2,360	0	0	0	0	0		0	0	0	0	0	0	0	0
19	***Primeurs expension***	2,220	0	0	0	0	0		0	0	0	0	0	0	0	0
20	***Ets Aliou lotio fruitiere***	0	0	1,700	0	0	0		0	0	0	0	0	0	0	0
21	***Ets panafricaine des fruits e***	1,295	0	0	0	0	0		0	0	0	0	0	0	0	0
22	***Exopam***	935	0	0	0	0	0		0	0	0	0	0	0	0	0
23	***Sipama SARL***	900	0	0	0	0	0		0	0	0	0	0	0	0	0
	Total formal export	**1,093,790**	**48,142**	**23,435**	**1,211**	**0**	**5,395**	**0**	**130**	**0**	**33,030**	**45,725**	**17,159**	**3,195**	**2,950**	**2,60**
	Informal export															
	TOTAL GENERAL Export plane															

II. Export by boat (source TEM and others) in metric tons

	Exporters	Holland	France			Total	
1	TEM Sikasso	1,880	0	0	0	**1,880**	source TEM
2	Katope Sikasso (AOM + FL)		420			**420**	source FRUITIERE DU LOTIO
3	Fruilema Bamako		30			**30**	source IB NEGOCE
	Total Export Boat	**1,880**	**450**	**0**	**0**	**2,330**	

III. Export in sub-region (source exporters and trademali) in metric tons

	Exporters	Mauritania	Senegal			Total
1	S & T Agro - entreprise	30	0	0	0	**30**
2	Associ. Femmes de Koulikoro	140	0			**140**
3	Maliyiriden		30			**30**
	Total Export sub-region	**170**	**30**	**0**	**0**	**200**

Annex 4 Project Implementation Sites

Activity	Region	Commune	Targeted Villages
Women's Rice Trading	Ségou	Toridaga-ko	Bolibana B6 (T) *
		Dioro	Dioro (T,P)
		Farako	Farako (T,P)
		Sirifila Boundy	Médina Km 39 (T,P)
		N'Gara	N'Gara (T,P)
		Yérédon Sagnona	Sagnona N6 (T)
	Mopti	Socoura	Gnimitongo (T,P), Tongorongo (T,P)
	Tombouctou	Diré	Diré 1 (T), Diré 2 (T)
Rice Credit Storage Program	Ségou	Yérédon Sagnona	Wélintiguila N7 (T,P), Wérékéla N8 1 (T), Wérékéla N8 2 (T,P), Sagnona N6 1 (T,P), Ténégué N10 (T), Sagnona N6 2 (T,P)
		Niono	Sériwala Km30 (T), Foabougou (T,P)
		Siribala	Laminibougou (T)
		Toridaga-ko	ND11 (T), Toukoucoura ND14 (T), N'Dobougoukan BE42 (T)
		Birifila Boundy	Niobougou B1 (T,P)
		Diabaly	Ratenga (T,P)
		Dogofry	Missira KO7 (T,P)
		N'Gara	N'Gara (T,P), Diado (T)
		Diganibougou	Sogobia (T,P)
		Farako	Kalabougou (T)
		Sibila	Ladji Wèrè (T,P), Mion (T,P)
		Togou	Togou (T,P), Soké (T,P)
	Mopti	Sio	Somadougou (T,P), Dio (T,P)
		Socoura	Barbé (T), Tongorongo (T), Gnimitongo (T,P), Sina (T,P)
		Borondougou	Komio (T)
		Kounary	Dagawomina (T,P)
		Mopti	Bargondaga (T)
		Pondori	Koba (T), Yébé (T)
		Fakala	Dédougou (T), Guidjowel (T)
	Tombouctou	Bourem Inaly	Djindjina Koîra (T,P), Milala (T,P), Hondobomo (T), Illwa (T), Bourem Inaly (T,P), Heiwa 1 (T), Heiwa 2 (T), Heiwa 3 (T)
		Tombouctou	Kabara 1 (T), Kabara 2 (T), Kabara 3 (T,P), Tombouctou (T,P)
		Alafia	Koriomé (T,P), Tassakane (T,P), Toya 1 (T,P), Toya 2 (T,P)
		Lafia	Kagha (T,P), Aglal (T,P)

		Diré	Diré 1 (T,P), Diré 2 (T,P), Diré 3 (T,P), Gaîrama 1 (T,P), Gaîrama 2 (T,P), Gaîrama 3 (T,P)
		Danga	Fata (T,P), Kondar (T), Koura (T,P), Dangha (T,P)
		Tindirma	Tindirma (T,P)
		Kondi	Kondi (T)
		Tinguerrguef	Douta (T), Gari 1 (T), Gari 2 (T), Yoné 1 (T), Yoné 2 (T)
		Bourem Sidi Amar	Bourem Sidi Amar 1 (T), Bourem Sidi Amar 2 (T,P), Saddjilamou (T,P), Kobé (T), Koïgourou (T,P), Garitchiéré (T,P), Hara Hara I (T)
		Douékiré	Kessoubibi (T)
		Soboundou	Niafunké (T,P)
		Séréré	Mamaou Koîra (T)
	Gao	Watagouna	Watagouna (T,P), Karou (T)
		Ansongo	Monzonga (T), Ansongo (T), Tobon (T)
		Boura	Lellekoy 1 (T), Lellekoy 2 (T), Lellekoy 3 (T)
	Sikasso	Sikasso	Loutana (T,P), Niena (T,P), Samogossoni (T,P), Zignasso (T,P)
Mango	Koulikoro	Banguineda	Dara (T), Darani (T), Dougouracoro (T), Falani (T)
		Kati	N'Tonimba (T)
		Mandé	Farabana (T), Kabalabougou (T), Kamalé / Kakélé (T), Kamalé / Soba (T)
	Sikasso	Sikasso	Bladiè - Tiémala (T), Bougouni (T), Dègnè (T), Diomatènè (T), Dogobala (T), Faradiè (T), Faradiélé (T), Faragouaran (T), Garalo (T), Gnimissila (T), Gongasso (T), Kègnè (T), Kéliya (T), Hermakono (T), Finkolo Ganadougou (T,P), Kadiolo (T), Loulouni (T), Kai (T), Ziekorobougou (T), Farako (T), Titiebougou (T), Ziebougou (T), Kokélé (T), Koumantou (T), Lobougoula (T), Maconon (T), Madina (T), Mambougou (T), Mandela (T), M'Piebougou (T), Nagnola (T), N'Tentou (T,P), Ouena Sokoro (T), Pissasso (T), Sanfagala (T), Sansola (T), Shientoula (T), Sikasso (T), Waibera (T), Worodougou (T), Yadgibougou (T), Zanadougou (T)
		Yanfolila	Coopérative de Farani (T), Dadiougoubala (T), Dian (T), Doussoudiana (T), Flabougoula (T), Kalana (T), Koussan / Flamana (T), N'Guelelekoro (T), Niessoumala (T), Sikorolé (T), Soloba (T), Yanfolila 2 (T)
Potato	Ségou	Niono	Kourouma (T,P), Molodo (T,P), N'Djécorobougou (T,P)
		Ségou	Kala (T,P), Togou (T,P)
	Tombouctou	Tombouctou	Kabara (T,P)
	Sikasso	Sikasso	Bambougou - Association Benkadi (T,P), Bogotiéré (S), Diakorola-diassa (S), N'Gorodiassa - Benkadi (T,P), Niaradougou (S), Sikasso - Association Faso Kanu (T,P), Sikasso - Association Nounpansigi (T,P), Sikasso - Association Yiriwasé (T,P), Sikasso - Association Maliyiriden (T,P), Sikasso - Association Sinignèsigi (T,P), Sikasso (S), Zangaradougou (S), Zanikodougou (S)

* (T) indicates the village participated in training
(T,P) indicates the village participated in the training and in the actual program
(S) indicates an improvement in the village's storage/warehousing facility

Annex 5 Capacity Building

The following provides a summarized listing of the major capacity building (training and workshop) events by value chain and theme implemented by the project during the reporting period.

Workshops : Journees Mangues (9/05), Journees Pomme de Terre (9/05), Journees Anis/Cumin (12/05), Mango Traceability (02/06)

Training sessions:

Rice
Theme - Functioning of CSV program
Participation - associations Sikasso, Ségou, Mopti, Tombouctou, Dire, Gao, as well as representatives from the ORS, ON, ORM agents
Timing – feb-april-may-july-aug/05

Rice
Theme – training of trainers (expert juniors) in CSV program
Participation – expert juniors
Timing – 12/05 and 6/06

Potato
Theme – management of loans, contract negotiations and cost calculations
Participants – members of trader cooperatives and exporters
Timing – 11/05

Potato
Theme – organization and animation of cooperative development
Participants – members of trader cooperatives and exporters
Timing – 12/05

Potato
Theme – tri-conditionnement, international trade procedures and regulations
Participants – members of trader cooperatives, exporters, ON and ORS representatives
Timing – 02/06, 03/06 and 04/06

Mango
Theme – analyzing the market intelligence system (Eurostat), training of trainers
Participants – exporter groups, DNCC and TradeMali representatives and private statistician/information bureaus
Timing – 12/05

Mango
Theme – Application of Best Agricultural Practices (orchard treatment, quality control, harvest techniques and conditioning, including preparations for the 05/06 campaign, and applications of norms and standards as laid out in the *cahier de charges*)
Participants – producers, pisteurs, traders and exporters
Timing – throughout the year (09/05 through 07/06)

Mango	Theme – organization and animation of cooperative development, and international trade procedures and regulations Participants – members of SCOFLES Timing – 03/06
Mango	Theme – Road Show work shop preparations (Rotterdam) Participants – exporter groups Timing – 09/05
Entrepreneurs	Theme – Micro Plan adaptee in collaboration with Mali Finance Participants – mango associations (Bamako/Koulikoro), rice associations/rice women trader program (Mopti, Segou, Sikasso), anis/cumin associations (Tomboutou/Dire) Timing – 02/06, 04/06, 05/06

Annex 6 OPIN Indicators

OPIN Indicators			Achieved FY 05	Target FY 06	Achieved FY 06	% Achieved FY 06	Target FY 07
		Contractor					
Beneficiaries							
OPIN-1	Number of rural households benefiting directly from interventions						
		TradeMali	4,426	4,650	4,744	**102%**	4,900
OPIN-2	Number of vulnerable households benefiting directly from interventions						
		TradeMali	405	446	1,087	**244%**	491
OPIN-3	Number of agricultural-related firms benefiting directly from interventions						
		TradeMali	1419**	1400**	96	**N/A**	110
Training							
OPIN-4	Male attendance in training						
		TradeMali	1,929	1,300	1,523	**117%**	850
OPIN-5	Female attendance in training						
		TradeMali	201	200	447	**224%**	250
Organizations							
OPIN-6	Number of producer organizations, water user associations, trade and business associations and CBOs assisted						
		TradeMali	55	60	88	**147%**	66
OPIN-7	Number of women's organizations/associations assisted						
		TradeMali	5	12	24	**200%**	14
Partnerships							
OPIN-8	Number of public-private partnerships formed						
		TradeMali	14	15	16	**107%**	15
Technologies							
OPIN-9	Number of technologies made available for transfer						
		TradeMali	6	10	10	**100%**	10

** Note: the target for this indicator was adjusted. For the purpose of this indicator the definition of 'agricultural firms' includes associations and cooperatives that have been involved in trade. Therefore individuals will no longer be counted under this indicator. Based on the change in this definition, the result of FY 05 should be adjusted to 66.

Annex 7 IEHA Indicators

IHEA Value Chain Narrative

IHEA Policy Narrative

Policy Environment Tables

PIVA Tables Policy

PIVA Tables Rice

PIVA Tables Potatoes

PIVA Tables Mangoes

PIVA Summary Sheet

Indicator Data Collection Rice

Indicator Data Collection Potatoes

Indicator Data Collection Mangoes

INITIATIVE TO END HUNGER IN AFRICA
IMPROVED POLICY ENVIRONMENT

NARRATIVE FOR TABLE IR 2

The following narrative concerns the policies identified in table IR 2 pertaining to Improved Policy Environment.

Policy 1: Renewal of tax holiday on imported vehicles for merchandise transport. After the project's initial success in having the one-year tax holiday passed, and in spite of private sector support, the Government of Mali (GoM) put its renewal on hold based on the World Bank recommendation to dispense with such measures.

Policy 2: Institutional reform of the Direction Nationale du Commerce et de la Concurrence (DNCC). In a budget move, the GoM put a freeze on the creation of new Direction Generals. The reform of the DNCC was caught in this fiscal tightening.

Policy 3: Revision of the Inter-Ministerial Decree 440. The GoM approved the revision and issued a new decree. TradeMali worked with the private sector and government agencies to begin implementation.

Policy 4: Regulations for Improving the Quality of the Mango Exported. The new regulations were issued and, as above, TradeMali facilitated execution by explaining the measures and impact to the mango sector and by making adjustments to our training program.

Policy 5: New Regulations for the Treatment of Wooden Packaging Materials. The regulations were issued and put into practice for the 2006 mango export season. A local business was setup and government certified to produce approved packaging material.

Policy 6: Revised Norms and Standards for Rice. After participating with TradeMali in drafting a revised version of rice standards based upon regional data, the National Committee for Norms and Standards (NCNS) originally was to publish the version and call for public review and comment. With the clearer mandate given to the Agence Nationale de Sécurité Sanitaire des Aliments (ANSSA), it is now more appropriate to bring ANSSA into the process.

Policy 7: Revised Norms and Standards for Potatoes. As above, the next step is with the National Committee for Norms and Standards (NCNS) to coordinate with ANSSA.

Policy 8: Revised Norms and Standards for Red Meat. The revision process is at the same level as Policy 6 and 7 with the NCNS.

Policy 9: National Traceability System. TradeMali's traceability system, developed for our mango work, was adopted by the ANSSA sponsored national forum. ANSSA is to create a draft regulation for GoM review and approval.

Policy 10: Pesiticide Waiver for use in Fruit Orchards. GoM approval of chemical products for mango orchards is required to meet EU safety regulations on imported food products. After project analysis and industry lobbying, Ministry of Agriculture deferred action until the CILSS committee review.

IHEA – Value Chain Narrative Reporting

Rice

TradeMali has focused all of its efforts on the trade of Malian grown rice on the domestic markets. The rice credit storage program (CSV), introduced in FY 04, has greatly expanded. The program now enables producers from the regions of Sikasso, Segou, Mopti, Tombouctou and Gao to store their rice and market the produce when prices increase. The activity takes full advantage of seasonal price fluctuations to improve small producer revenue and liquidity and increase the capacity of producer organizations to plan, manage and finance operations. The project provides training to participating village associations in assessing the quality of rice for storage, storage management and control, record keeping, and calculations of loan repayments and rice marketing periods. Villages assisted by PRODEPAM's water management and production components are strongly considered when evaluating requests for involvement. Mali Finance and TradeMali jointly negotiate annual protocol agreements with the micro finance institutions. The FY 05 results include 53 village associations (of which 15 were women-only groups) representing 3,144 beneficiaries (2,478 men and 666 women) storing a total of 1,757 tons of rice, and marketing 1,341 tons, worth 276,800,000 FCFA (US$ 533,400).

The project, in collaboration with Mali Finance, also started a new pilot project for women commercial rice trader groups (*Femmes Commerçantes*), which provides women with an opportunity to obtain credit allowing them to buy rice when market prices are low and resell the same rice again when prices increase, thus providing an interesting profit margin. During the reporting period 6 women's groups representing 87 beneficiaries participated in this pilot program. The groups were able to successfully sell 62 tons of rice worth 11,800,000 FCFA (US$ 23,675) leaving them with a net benefit of US$ 2,258 after deducting interest and miscellaneous costs.

Potatoes

TradeMali facilitated the access to new markets in the sub-region during the past year. A total of 1,437 tons of potatoes were exported to sub-regional markets in Togo, Ivory Coast, Burkina and Ghana. In addition, potato cooperatives continued to sell their product on domestic markets as well, totaling 2,453 tons. The combined total sales value of the past campaign reached a high of more than 1 billion FCFA (US$ 2,053,300) A total of 13 cooperatives (including 2 women-only groups) were supporting representing 529 beneficiaries (395 men and 134 women) in the regions of Sikasso, Ségou and Tombouctou.

Collaboration with PRODEPAM and Mali Finance throughout the season helped producer groups to obtain agricultural inputs necessary to increase their production, and trader cooperatives to put Malian potatoes on domestic and sub-regional markets. Continued efforts in improving storage and conservation of potatoes will help traders take advantage of more opportune market possibilities when prices are high.

Mangoes

A first exporter group, GIE TEM, in Mali obtained EurepGap certification with the technical assistance of TradeMali and successfully exported 1,880 tons of certified mangoes by boat to Europe. The total volume of mangoes exported reached a record breaking 3,870 tons this year, which is 30 % more than last year. Even though export by boat (2,330 tons) is still the main exportation mode, Malian mangoes were also flown out by plane (1,340 tons) and transported by truck (200 tons) to new markets in the sub-region (Senegal and Mauritania). The total value of mangoes exported by 29 exporter groups during the past campaign is nearly 2.9 million Euros (US$ 3.6 million).

TradeMali's focus on quality led to the definition of standard specifications for export quality mangoes that are now considered the reference for the mango industry. These specifications are annexed to Inter-Ministerial Decree 440, drafted by TradeMali, which defines the requirements for exporting fruits and vegetables.

IEHA Performance Indicator Data Collection Format for IR 2: Improved Policy Environment (with illustrative raw data and analysis)

IEHA focus country or sub-region: Mali TradeMali

Policy	Baseline Status	Target Status for FY 05	End FY 05 Status	Achieved Target? (Y/N)	Made Progress? (Y/N)	Number of Steps Forward Achieved (FY 05)	Target Status for FY 06	End FY 06 Status	Achieved Target? (Y/N)	Made Progress? (Y/N)	Number of Steps Forward Achieved (FY 06)
Policy 1: Tax holiday on imported merchandise transport vehicles 1/	Import duties at nearly 50%	Renew one-year decree lowering import duties to 2.5% for one additional year	Has not been renewed yet	No	Yes, discussion underway for renewal	3	Renew decree for one additional year	Has not been renewed	No	World Bank recommendation to not renew tax holiday placed hold on process though private sector supports tax holiday	0
Policy 2: Institutional reform of DNCC 2/	Inefficient institution for trade policy formulation & implementation, and trade promotion	DNCC reformed by separating policy formulation from trade promotion in 2 separate organizations	Not reformed yet but proposal was made to the cabinet of the MIC awaiting Government approval	No	Yes, process underway	4	Split policy formulation and trade promotion into 2 organizations	DNCC structure remains	No	In budget move, GoM placed hold on creation of new entities or Direction Generals	0
Policy 3: Reform of ag. export rules 3/	Outdated 1995 Inter ministerial Decree # 440 governing exports procedures	Revised decree issued by Government	Revised decree submitted to Secretary General of MIC for approval	No	Yes, process underway	3	Revised decree is issued	Decree issued	Yes	Yes	2 (achieved implementation)
Policy 4: Design national standards (cahier des charges) to improve quality of exported Malian mangoes 4/	No mango quality standards exist	Quality standards and Decree 440 issued at the same time	Quality standards and Decree 440 submitted to MIC at the same time	No	Yes, process underway	4	Quality regulation is issued	Regulation issued	Yes	Yes	2 (achieved implementation)
Policy 5: Regulation for treatment of wooden packaging materials 5/	No treatment regulation exists	Decree issued by Government	Not issued yet	No	Yes, reaching its final stage	4	Decree is issued	Decree issued	Yes	Yes	2 (achieved implementation)
Policy 6: New rice norm 6/	Outdated existing rice norm	New official norm issued	New norm following revision process	No	Yes, process underway	3	Decree for new rice norm is issued	Still under review by Ministry	No	No	0
Policy 7: New potato norm 7/	Outdated existing potato norm	New official norm issued	New norm following revision process	No	Yes, process underway	3	Decree for new potato norm is issued	Still under review by Ministry	No	No	0
Policy 8: New red meat norm 8/	Outdated existing red meat norm	New official norm issued	New norm following revision process	No	Yes, process underway	3	Decree for new red meat norm is issued	Still under review by Ministry	No	No	0
Policy 9: National traceability system	No national traceability system						Design of system	TradeMali system recommended as national system by national forum	Yes	Yes	4
Policy10 Pesticide waiver for orchards	No approved pesticides for use in fruit orchards						Waiver for appropriate pesticide use based on regional standards	After analysis and industry lobbying ministry deferred action until CILSS committee review	No	Yes	4

Reform Baseline Status	FY 05						FY 06					
	# Achieved "New," But Not Further	# Achieved "Analysis," But Not Further	# Achieved "Dialogue," But Not Further	# Achieved "Proposal," But Not Further	# Achieved "Passage," But Not Further	# Achieved "Imple-mentation"	# Achieved "New," But Not Further	# Achieved "Analysis," But Not Further	# Achieved "Dialogue," But Not Further	# Achieved "Proposal," But Not Further	# Achieved "Passage," But Not Further	# Achieved "Imple-mentation"
New				3						2		
Analysis												
Dialogue												
Proposal				5								3
Passage												
Total				8	0	0				2		3

Reform Baseline Status	FY 05						FY 06					
	Achieved Target	Made Progress	Achieved Passage	Achieved Imple-mentation	Total	Number of Steps Forward Achieved	Achieved Target	Made Progress	Achieved Passage	Achieved Imple-mentation	Total	Number of Steps Forward Achieved
New	0	3			3	12	1	2				8
Analysis	0	5			5	15						
Dialogue	0											
Proposal	0						3	3		3		6
Passage	0		0									
Total	**0**	**8**	**0**	**0**	**8**	**27**	**4**	**5**		**3**		**14**

Reform Baseline Status	Cumulative Analysis (All years summed, as of FY 06)											
	Number of Times Achieved Target	Number of Times Made Progress	Number of Times Achieved Imple-mentation	Total Number of Times Reform Attempted		Number of steps forward achieved						
New												
Analysis												
Dialogue												
Proposal												
Passage												
Total												

Narrative: (Short description of key domestic policy changes that were made and how they affect the agricultural sector, indicating implications for smallholders.
Examples: credit systems, bio-safety regulations, trade policies, customs forms harmonization, etc.)
1/ Tax holiday on imported merchandise transport vehicules is to make transportation more reliable and ag products more competitive through lower transport costs
2/ Institutional reform of DNCC designed to improve trade policy formulation to implementation, make DNCC more efficient and have a separate entity responsible for trade promotion
3/ Reform agricultural export rules so that exporters are compelled to improve export quality and change the image of Malian mangoes in foreign markets so that Malian mangoes fetch higher prices
4/ New export quality rules aimed at improving export quality and changing the image of Malian mangoes in foreign so that improved quality Malian mangoes fetch higher prices
5/ Treatment of wooden packaging materials to comply with new European rules with the view to enhancing agricultural exports
6, 7 and 8/ Revised norms to improve product quality and competitiveness so as to remove one major hindrance to increased agricultural exports

IRs 1.2, 2.1 and 3.2, PIVA/OCAT scores (with illustrative raw data and analysis)

Details

IEHA - Mali

TradeMali

Institution	Maximum Score	Baseline Raw Score/[1]	Target Raw Score for FY 05	End FY 05 Raw Score	Achieved target (1/0)	Target Raw Score for FY 06	End FY 06 Raw Score
POTATO							
URCEP	464	0	116	123	1	143	**140**
Yiriwase	464	0	116	118	1	138	**150**
Faso Kano	464	0	116	118	1	138	**140**
Noumpansigui	464	0	116	118	1	138	**140**
Sinignessigui	464	0	116	118	1	138	**140**
Benkadi Bambougou Diasso	464	0	0	0	n.a.	116	**19**
Benkadi Bambougou	464	0	0	0	n.a.	116	**19**
Mali Yiriden	464	195	n.a.	n.a.	n.a.	244	**215**
MANGO							
AMELEF	464	144	155	155	1	193	**155**
APEFEL	464	144	155	155	1	210	**155**
AJEX	464	144	155	155	1	213	**155**
GIE TEM	464	0	116	243	1	322	**260**
Consolidators Associations (Pisteurs)	464	117	117	117	n.a.	137	**117**
Producers Associations	464	117	117	117	n.a.	131	**117**
RICE							
Office du Niger (ON)	464	213	220	220	1	245	**235**
Office Riz Segou (ORS)	464	213	220	220	1	245	**234**
Office Riz Mopti (ORM)	464	213	220	220	1	245	**231**
Village Associations (ON)	464	117	128	128	1	141	**140**
Village Associations (ORS)	464	117	128	128	1	141	**140**
Village Associations (ORM)	464	117	128	128	1	141	**140**
Village Associations Timbuktu	464	117	128	128	1	141	**140**
Village Associations Sikasso	464	0	0	0	n.a.	117	**131**
RED MEAT							
POLICY							
Ministry of Industry & Commerce (MIC)	464	149	149	149	n.a.	149	**149**
National Directorate for Commerce & Competition (DNCC)	464	147	147	147	n.a.	147	**154**
National Directorate for Industry (DNI)	464	148	148	148	n.a.	157	**148**
Observatory for Agricultural Markets (OMA)	464	151	151	151	n.a.	151	**169**
Total							

Institution	Baseline Score (Base 100)	FY 05 (Base = 100)				FY 06 (Base = 100)	
		FY 05 Target	FY 05 Score	FY 05 Increase		FY 06 Target	FY 06 Score
POTATO							
URCEP	0	116	123			143	**140**
Yiriwase	0	116	118			138	**150**
Faso Kano	0	116	118			138	**140**
Noumpansigui	0	116	118			138	**140**
Sinignessigui	0	116	118			138	**140**
Benkadi Bambougou Diasso	0	0	0			116	**19**
Benkadi Bambougou	0	0	0			116	**19**
Mali Yiriden	195	n.a.	n.a.			244	**215**
MANGO							
AMELEF	144	155	155			193	**155**
APEFEL	144	155	155			210	**155**
AJEX	144	155	155			213	**155**
GIE TEM	0	116	243			322	**260**
Consolidators Associations (Pisteurs)	117	117	117			137	**117**
Producers Associations	117	117	117			131	**117**
RICE							
Office du Niger (ON)	213	220	220			245	**235**
Office Riz Segou (ORS)	213	220	220			245	**234**
Office Riz Mopti (ORM)	213	220	220			245	**231**
Village Associations (ON)	117	128	128			141	**140**
Village Associations (ORS)	117	128	128			141	**140**
Village Associations (ORM)	117	128	128			141	**140**

Village Associations Timbuktu	117	128	128			141	**140**
Village Associations Sikasso	0	0	0			117	**131**
RED MEAT							
POLICY							
Ministry of Industry & Commerce (MIC)	149	149	149			149	**149**
National Directorate for Commerce & Competition (DNCC)	147	147	147			147	**154**
National Directorate for Industry (DNI)	148	148	148			157	**148**
Observatory for Agricultural Markets (OMA)	151	151	151			151	**169**
Average							

Institution	**Baseline Score (Base 100)**	**Cumulative Analysis (as of FY 06, Base = 100)**					
		Last Score Achieved	**Increase over Baseline**	**Number of Years' Receiving Assistance**	**Increase per Year**	**Number of Years' Receiving Assistance**	
POTATO							
URCEP							
Yiriwase							
Faso Kano							
Noumpansigui							
Sinignessigui							
Benkadi Bambougou Diasso							
Benkadi Bambougou							
Mali Yiriden							
MANGO							
AMELEF							
APEFEL							
AJEX							
GIE TEM							
Consolidators Associations (Pisteurs)							
Producers Associations							
RICE							
Office du Niger (ON)							
Office Riz Segou (ORS)							
Office Riz Mopti (ORM)							
Village Associations (ON)							
Village Associations (ORS)							
Village Associations (ORM)							
Village Associations Timbuktu							
Village Associations Sikasso							
RED MEAT							
POLICY							
Ministry of Industry & Commerce (MIC)							
National Directorate for Commerce & Competition (DNCC)							
National Directorate for Industry (DNI)							
Observatory for Agricultural Markets (OMA)							
Average							

Narrative: 1) In **Potato Value Chain** -- URCEP, Yiriwase, Faso Kano, Noumpansigui, and Sinigessigui were established in FY 05. Benkadi Bambougou Diasso and Benkadi Bambougou were only established in FY 06. TradeMali began working with Mali Yiriden in FY 06. In **Mango Value Chain** -- GIE TEM established in FY 05. In **Rice Value Chain** -- Village Associations in Sikasso were established in FY 06 for the rice credit storage activity.

PIVA: OBSERVATORY FOR AGRICULTURAL MARKETS (OMA)

	BASELINE	2005	TARGET: 2006	2006
Organization Development Systems				
I. Governance Systems:				
A. Governing Body:				
(1) Existence of governing body	3	3	3	3
(2) Differentiation of oversight & Management roles	3	3	3	3
(3) Managing Transition	1	1	1	1
(4) Governing Body Composition/diversity	1	1	1	1
(5) Capacity to carry out roles	2	2	2	2
Sub-Total - Governing Body	***10***	***10***	***10***	***10***
B. Mission:				
(6) Statement of purpose, mission	3	3	3	3
(7) Organization's undertanding of mission	3	3	3	3
(8) Links between mission programs	1	1	1	1
Sub-Total Mission	***7***	***7***	***7***	***7***
C. Legal Status:				
(9) Registration Status	3	3	3	3
(10) Compliance with labor, reporting requirements	4	4	4	4
Sub-Total Legal Status	***7***	***7***	***7***	***7***
D. Constituency:				
(11) Definition of constituency	4	4	4	4
(12) Constituency advocacy	2	2	2	2
(13) Constituency outreach	2	2	2	2
Sub-Total Constituency	***8***	***8***	***8***	***8***
E.Leadership:				
(14) Governing body and senior management understanding of roles of the organization	2	2	2	2
(15) Clarity and ownership of vision for the organization	2	2	2	2
(16) Clarity of roles; balance in direction and authority	2	2	2	2
(17) Participation of staff in decision-making	2	2	2	2
Sub-Total Leadership	***8***	***8***	***8***	***8***
Total Governance Points:	**40**	**40**	**40**	**40**

Organization Development Systems

II. Operations and Management Systems:

A. Administration:				
(18) Existence of administrative procedures	1	1	1	1
(19) Functionality of procedures	1	1	1	1
(20) Capacity to update/modify procedures	1	1	1	1
(21) Internal and external consitutent surveys	1	1	1	1
Sub-Total Administration	***4***	***4***	***4***	***4***
B. Information Communication Technology:				
(22) Existence of information system	2	2	2	2
(23) Data analysis capacity	2	2	2	3
(24) Understanding of potential for data use to improve program performance	3	3	3	3
(25) Data dissemination capacity	1	1	1	2
(26) Adequacy of ICT systems	2	2	2	2
(27) Existence of ICT procedures	1	1	1	1
(28) Functionality of ICT procedures	1	1	1	1
(29) Capacity to update/modify procedures	1	1	1	2
Sub-Total Information Communication Technology	***13***	***13***	***13***	***16***
C. Property, Facilities and Equipment Management:				
(30) Adequacy of contracts, leases and agreements	1	1	1	1
(31) Condition of physical plant	1	1	1	1
(32) Adequacy of property, furnishings and equipment	1	1	1	2
(33) Existence of Inventory, maintenance program, and procurement plan	1	1	1	1
(34) Security provisions	1	1	1	1
(35) Existence of short/long-term facilities management plan	1	1	1	1
Sub-Total Property, Facilities and Equipment Management	***6***	***6***	***6***	***7***
D. Planning:				
(36) Regularity of planning activity	2	2	2	2
(37) Participation in planning	1	1	1	1
(38) Review of achievements v.plans	1	1	1	1
Sub-Total Planning	***4***	***4***	***4***	***4***
E. Internal Communications:				
(39) Formal communications mechanisms	1	1	1	1
(40) Regularity of meetings	1	1	1	1
(41) Staff participation in meetings	1	1	1	1
Sub-Total Internal Communications	***3***	***3***	***3***	***3***

Organization Development Systems

F. Program Development and implementation:

(42) Programmatic framework for projects	1	1	1	1
(43) Reporting systems	1	1	1	1

(44) Constituency input	1	1	1	1
(45) Integration of monitoring and evaluation	1	1	1	1
Sub-Total Program Development and implementation	***4***	***4***	***4***	***4***
Total Operations & Management System Point:	**22**	**22**	**22**	**24**

Organization Development Systems

III. Human Resources Development Systems:

A. Staff Roles:				
(46) Relationship of staffing structure to strategic objectives	1	1	1	1
(47) Job definition, documentation and updating	1	1	1	1
(48) Staff capacity	1	1	1	1
Sub-Total Staff Roles	***3***	***3***	***3***	***3***
B. Task Management:				
(49) Work planning	1	1	1	2
(50) Work in teams	1	1	1	2
(51) Coordination and work review	2	2	2	3
Sub-total Task Management	***4***	***4***	***4***	***7***
C. Performance Management and Staff Development:				
(52) Recruitment	2	2	2	2
(53) Performance assessment systems	1	1	1	1
(54) Staff morale	2	2	2	2
(55) Staff development plans	1	1	1	1
Sub-Total Performance Management and Staff Development	***6***	***6***	***6***	***6***
D. Salary Administration:				
(56) Systems of salary and benefits	3	3	3	3
(57) Jobs classification	3	3	3	3
(58) Competitiveness of salary and benefits	1	1	1	1
Sub-Total Salary Administration	***7***	***7***	***7***	***7***
E. Team Development and Conflict Resolution:				
(59) Policies, methods for organizational development	1	1	1	1
(60) Use of conflict mediation techniques	1	1	1	1
Sub-Total Team Development and Conflict Resolution	***2***	***2***	***2***	***2***
Total Human Resources Developments Systems Points:	**22**	**22**	**22**	**25**

Organization Development Systems

IV. Financial Management Systems:

A. Accounting:				
(61) Existence of accounting procedures	2	2	2	2
(62) Timelines and accuracy of accounting	1	1	1	1
(63) Contribution of financial reports to planning process	1	1	1	1
Sub-Total Accounting	***4***	***4***	***4***	***4***
B. Budgeting:				
(64) Development of an adherence to budgets	1	1	1	1
(65) Budgeting as a part of the planning process	1	1	1	1
(66) Delegation of budget management	1	1	1	1
Sub-Total Budgeting	***3***	***2***	***3***	***2***
C. Financial Controls:				
(67) Physical assets	1	1	1	1
(68) Creditors, debtors	1	1	1	1
(69) Cash	1	1	1	1
(70) fund management	1	1	1	1
(71) Labor monitoring	1	1	1	1
Sub-Total Financial Controls	***5***	***5***	***5***	***5***
D. Audit/External Financial Review:				
(72) Ability to respond to audit recommendations	1	1	1	1
(73) Regularity of external audits	1	1	1	1
Sub-Total Audit/External Financial Review	***2***	***2***	***2***	***2***
E. Resource Base:				
(74) Diversity of funding	2	2	2	2
(75) Financial autonomy	1	1	1	1
(76) Long-term financial plan	1	1	1	1
(77) Short-term operating margins	1	1	1	1
Sub-Total Resource Base	***5***	***5***	***5***	***5***
Total Financial Management Points:	**14**	**14**	**14**	**14**

Organization Development Systems

V. Program and Service Delivery Systems:

A. Sectoral Expertise:				
(78) Service delivery tract record	2	2	2	3
(79) Cost recovery mechanisms	1	1	1	2
(80) Ability to adapt to changing constituent needs	1	1	1	3
(81) Reputation within local, regional and international community	3	3	3	3
Sub-Total Sectoral Expertise	***7***	***7***	***7***	***11***
B. Constituency Ownership:				
(82) Nature of constituents input	1	1	1	3
(83) Training plans reflective of constituents' needs	1	1	1	2
Sub-Total Constituency Ownership	***2***	***2***	***2***	***5***
C. Impact Assessment:				
(84) Concern for sustainability needs	2	2	2	2
(85) Importance of impact measurement	1	1	1	1
(86) Use of impact indicators and baseline information	1	1	1	1
(87) Regularity of planning activity	1	1	1	1
Sub-Total Impact Assessment	***5***	***5***	***5***	***5***
Total Program and Service Delivery Systems Points:	**14**	**14**	**14**	**21**

Organization Development Systems

VI. External Relations and Advocacy Systems:

A. Public Relations:				
(88) Strategy to attract support	1	1	1	1
(89) Media relations	1	1	1	1
(90) Relationship with external stakeholders	1	1	1	1
(91) External stakeholders's perception of organization	2	2	2	2
Sub-Total Public Relations	***5***	***5***	***5***	***5***
B. Regional Collaborations:				
(92) Nature of relations with regional organizations	2	2	2	3
(93) Networking	3	3	3	3
(94) Existence of formal collaboration mechanisms	2	2	2	3
Sub-Total Regional Collaboration	***7***	***7***	***7***	***9***
C. Government Collaboration:				
(95) Nature of governmental relations (regional, national & local levels)	3	3	3	3
(96) Existence of formal collaboration mechanisms	3	3	3	3
Sub-Total Government Collaboration	***6***	***6***	***6***	***6***
D. Private Sector Collaboration:				
(97) Nature of private sector relations (regional, national & local)	2	2	2	3
(98) Networking	2	2	2	3
(99) Existence of formal collaboration mechanims	1	1	1	1
Sub-Total Private Sector Collaboration	***5***	***5***	***5***	***7***
E. NGO Collaboration:				
(100) Nature of relations with NGOs (regional, national & local)	1	1	1	2
(101) Networking and coalition-building	1	1	1	2
Sub-Total NGO Collaboration	***2***	***2***	***2***	***4***

Organization Development Systems

F. Advocacy:				
(102) Policy analysis	2	2	2	2
(103) Developing advocay strategies	1	1	1	1
(104) Advocacy approaches	1	1	1	1
(105) Evaluating organization's advocacy impact	1	1	1	1
(106) Agenda setting strategy	1	1	1	1
(107) Formulation of enactment of government - set policy	1	1	1	1
(108) Implementation of enforcement of government-set policy	1	1	1	1
(109) Formulation of enactment of regional organization's initiatives	1	1	1	1
(110) implementation of enforcement of regional organization's initiatives	1	1	1	1
(111) Formulation of enactment of international organization's initiatives	1	1	1	1
(112) Implementation of enforcement of international organization's initiatives	1	1	1	1
(113) Monitoring of evaluation of government policy, regional initiatives, accords, resolutions	1	1	1	1
Sub-Total Advocacy	***13***	***13***	***13***	***13***
G. Mobilization of Resources:				
(114) Mobilizing regional, international support	1	1	1	2
(115) Mobilizing private sector resources	1	1	1	1
(116) Mobilizing donor resources	1	1	1	2
Sub-Total Mobilization of Resources	***3***	***3***	***3***	***5***
Total External Relations and Advocacy Systems Points:	**39**	**39**	**39**	**45**
GRAND TOTAL POINTS (I - VI)	**151**	**151**	**151**	**169**

TRADEMALI

COMMODITY : MANGO

PIVA AMELEF *Association malienne des exportateurs de légumes et fruits*	**BASELINE**	**ACTUAL 2005**	**TARGET 2006**	**ACTUAL 2006**
Organization Development Systems				
I. Governance Systems:				
A. Governing Body:				
(1) Existence of governing body	2	2	3	2
(2) Differentiation of oversight & Management roles	1	1	2	1
(3) Managing Transition	2	2	3	2
(4) Governing Body Composition/diversity	2	2	3	2
(5) Capacity to carry out roles	1	1	2	1
Sub-Total - Governing Body	**8**	**8**	**13**	**8**
B. Mission:				
(6) Statement of purpose, mission	1	1	2	1
(7) Organization's undertanding of mission	1	1	2	1
(8) Links between mission programs	1	1	2	1
Sub-Total Mission	**3**	**3**	**6**	**3**
C. Legal Status:				
(9) Registration Status	2	2	3	2
(10) Compliance with labor, reporting requirements	2	2	3	2
Sub-Total Legal Status	**4**	**4**	**6**	**4**
D. Constituency:				
(11) Definition of constituency	1	1	2	1
(12) Constituency advocacy	2	2	3	2
(13) Constituency outreach	1	1	2	1
Sub-Total Constituency	**4**	**4**	**7**	**4**
E.Leadership:				
(14) Governing body and senior management understanding of roles of the organization	1	2	2	2
(15) Clarity and ownership of vision for the organization	1	1	2	1
(16) Clarity of roles; balance in direction and authority	1	1	2	1
(17) Participation of staff in decision-making	1	1	2	1
Sub-Total Leadership	**4**	**5**	**8**	**5**
Total Governance Points:	**23**	**24**	**40**	**24**

Organization Development Systems

II. Operations and Management Systems:

A. Administration:				
(18) Existence of administrative procedures	1	1	2	1
(19) Functionality of procedures	1	1	2	1
(20) Capacity to update/modify procedures	1	1	2	1
(21) Internal and external consitutent surveys	1	1	2	1
Sub-Total Administration	**4**	**4**	**8**	**4**
B. Information Communication Technology:				
(22) Existence of information system	1	1	2	1
(23) Data analysis capacity	1	1	2	1
(24) Understanding of potential for data use to improve program performance	1	1	2	1
(25) Data dissemination capacity	1	1	1	1
(26) Adequacy of ICT systems	1	1	2	1
(27) Existence of ICT procedures	1	1	2	1
(28) Functionality of ICT procedures	1	1	2	1
(29) Capacity to update/modify procedures	1	1	2	1
Sub-Total Information Communication Technology	**8**	**8**	**15**	**8**
C. Property, Facilities and Equipment Management:				
(30) Adequacy of contracts, leases and agreements	1	1	1	1
(31) Condition of physical plant	1	1	1	1
(32) Adequacy of property, furnishings and equipment	1	1	1	1
(33) Existence of Inventory, maintenance program, and procurement plan	1	1	1	1
(34) Security provisions	1	1	1	1
(35) Existence of short/long-term facilities management plan	1	1	1	1
Sub-Total Property, Facilities and Equipment Management	**6**	**6**	**6**	**6**
D. Planning:				
(36) Regularity of planning activity	1	2	2	2
(37) Participation in planning	1	1	2	1
(38) Review of achievements v.plans	1	2	2	2
Sub-Total Planning	**3**	**5**	**6**	**5**
E. Internal Communications:				
(39) Formal communications mechanisms	2	2	2	2
(40) Regularity of meetings	2	2	2	2
(41) Staff participation in meetings	1	1	2	1
Sub-Total Internal Communications	**5**	**5**	**6**	**5**

Organization Development Systems

F. Program Development and implementation:				
(42) Programmatic framework for projects	1	2	2	2
(43) Reporting systems	1	1	1	1
(44) Constituency input	1	1	2	1
(45) Integration of monitoring and evaluation	1	1	2	1
Sub-Total Program Development and implementation	**4**	**5**	**7**	**5**
Total Operations & Management System Point:	**30**	**33**	**35**	**33**

Organization Development Systems

III. Human Resources Development Systems:

A. Staff Roles:				
(46) Relationship of staffing structure to strategic objectives	1	1	1	1
(47) Job definition, documentation and updating	1	1	1	1
(48) Staff capacity	1	1	1	1
Sub-Total Staff Roles	**3**	**3**	**3**	**3**
B. Task Management:				
(49) Work planning	1	1	1	1
(50) Work in teams	1	1	1	1
(51) Coordination and work review	1	1	1	1
Sub-total Task Management	**3**	**3**	**3**	**3**
C. Performance Management and Staff Development:				
(52) Recruitment	1	1	1	1
(53) Performance assessment systems	1	1	1	1
(54) Staff morale	1	1	1	1
(55) Staff development plans	1	1	1	1
Sub-Total Performance Management and Staff Development	**4**	**4**	**4**	**4**
D. Salary Administration:				
(56) Systems of salary and benefits	1	1	1	1
(57) Jobs classification	1	1	1	1
(58) Competitiveness of salary and benefits	1	1	1	1
Sub-Total Salary Administration	**3**	**3**	**3**	**3**
E. Team Development and Conflict Resolution:				
(59) Policies, methods for organizational development	1	1	2	1
(60) Use of conflict mediation techniques	1	1	2	1
Sub-Total Team Development and Conflict Resolution	**2**	**2**	**4**	**2**
Total Human Resources Developments Systems Points:	**15**	**15**	**17**	**15**

Organization Development Systems

IV. Financial Management Systems:

A. Accounting:				
(61) Existence of accounting procedures	1	1	1	1
(62) Timelines and accuracy of accounting	1	1	1	1
(63) Contribution of financial reports to planning process	1	1	1	1
Sub-Total Accounting	**3**	**3**	**3**	**3**
B. Budgeting:				
(64) Development of an adherence to budgets	1	1	1	1
(65) Budgeting as a part of the planning process	1	1	1	1
(66) Delegation of budget management	1	1	1	1
Sub-Total Budgeting	**3**	**3**	**3**	**3**
C. Financial Controls:				
(67) Physical assets	1	1	1	1
(68) Creditors, debtors	1	1	1	1
(69) Cash	1	1	1	1
(70) Fund management	1	1	1	1
(71) Labor monitoring	1	1	1	1
Sub-Total Financial Controls	**5**	**5**	**5**	**5**
D. Audit/External Financial Review:				
(72) Ability to respond to audit recommendations	NA	NA	NA	NA
(73) Regularity of external audits	1	1	1	1
Sub-Total Audit/External Financial Review	**1**	**1**	**1**	**1**
E. Resource Base:				
(74) Diversity of funding	1	2	2	2
(75) Financial autonomy	1	1	2	1
(76) Long-term financial plan	1	1	1	1
(77) Short-term operating margins	1	1	1	1
Sub-Total Resource Base	**4**	**5**	**6**	**5**
Total Financial Management Points:	**16**	**17**	**14**	**17**

Organization Development Systems

V. Program and Service Delivery Systems:

A. Sectoral Expertise:				
(78) Service delivery tract record	1	1	2	1
(79) Cost recovery mechanisms	1	1	2	1
(80) Ability to adapt to changing constituent needs	1	1	1	1
(81) Reputation within local, regional and international community	1	1	1	1
Sub-Total Sectoral Expertise	**4**	**4**	**6**	**4**
B. Constituency Ownership:				
(82) Nature of constituents input	2	2	2	2
(83) Training plans reflective of constituents' needs	2	2	2	2
Sub-Total Constituency Ownership	**4**	**4**	**4**	**4**
C. Impact Assessment:				
(84) Concern for sustainability needs	2	2	1	2
(85) Importance of impact measurement	1	1	1	1
(86) Use of impact indicators and baseline information	1	1	1	1
(87) Regularity of planning activity	1	1	1	1
Sub-Total Impact Assessment	**5**	**5**	**4**	**5**
Total Program and Service Delivery Systems Points:	**13**	**13**	**14**	**13**

Organization Development Systems

VI. External Relations and Advocacy Systems:

A. Public Relations:				
(88) Strategy to attract support	1	2	2	2
(89) Media relations	1	1	1	1
(90) Relationship with external stakeholders	1	2	1	2
(91) External stakeholders's perception of organization	1	2	1	2
Sub-Total Public Relations	**4**	**7**	**5**	**7**
B. Regional Collaborations:				
(92) Nature of relations with regional organizations	1	2	2	2
(93) Networking	1	2	2	2
(94) Existence of formal collaboration mechanisms	1	1	2	1
Sub-Total Regional Collaboration	**3**	**5**	**6**	**5**
C. Government Collaboration:				
(95) Nature of governmental relations (regional, national & local levels)	2	2	3	2
(96) Existence of formal collaboration mechanisms	2	2	3	2
Sub-Total Government Collaboration	**4**	**4**	**6**	**4**
D. Private Sector Collaboration:				
(97) Nature of private sector relations (regional, national & local)	2	2	3	2
(98) Networking	2	2	3	2
(99) Existence of formal collaboration mechanims	2	2	3	2
Sub-Total Private Sector Collaboration	**6**	**6**	**9**	**6**
E. NGO Collaboration:				
(100) Nature of relations with NGOs (regional, national & local)	2	2	3	2
(101) Networking and coalition-building	2	2	3	2
Sub-Total NGO Collaboration	**4**	**4**	**6**	**4**

Organization Development Systems

F. Advocacy:				
(102) Policy analysis	2	2	3	2
(103) Developing advocay strategies	1	1	2	1
(104) Advocacy approaches	2	2	3	2
(105) Evaluating organization's advocacy impact	1	1	2	1
(106) Agenda setting strategy	1	1	2	1
(107) Formulation of enactment of government - set policy	2	2	3	2
(108) Implementation of enforcement of government-set policy	2	2	3	2
(109) Formulation of enactment of regional organization's initiatives	2	2	3	2
(110) implementation of enforcement of regional organization's initiatives	2	2	3	2
(111) Formulation of enactment of international organization's initiatives	2	2	3	2
(112) Implementation of enforcement of international organization's initiatives	2	2	3	2
(113) Monitoring of evaluation of government policy, regional initiatives, accords, resolutions	2	2	3	2
Sub-Total Advocacy	**21**	**21**	**33**	**21**
G. Mobilization of Resources:				
(114) Mobilizing regional, international support	1	2	2	2
(115) Mobilizing private sector resources	2	2	3	2
(116) Mobilizing donor resources	2	2	3	2
Sub-Total Mobilization of Resources	**5**	**6**	**8**	**6**
Total External Relations and Advocacy Systems Points:	**47**	**53**	**73**	**53**
GRAND TOTAL POINTS (I - VI)	**144**	**155**	**193**	**155**

TRADEMALI

COMMODITY : RICE

PIVA VILLAGE ORGANIZATIONS - SIKASSO REGION *village associations and cooperatives*	BASELINE	ACTUAL 2005	TARGET 2006	TARGET 2006
Organization Development Systems				
I. Governance Systems:				
A. Governing Body:				
(1) Existence of governing body			1	1
(2) Differentiation of oversight & Management roles			1	1
(3) Managing Transition			1	1
(4) Governing Body Composition/diversity			1	1
(5) Capacity to carry out roles			1	1
Sub-Total - Governing Body	**0**	**0**	**5**	**5**
B. Mission:				
(6) Statement of purpose, mission			1	1
(7) Organization's undertanding of mission			1	1
(8) Links between mission programs			1	1
Sub-Total Mission	**0**	**0**	**3**	**3**
C. Legal Status:				
(9) Registration Status			2	1
(10) Compliance with labor, reporting requirements			1	1
Sub-Total Legal Status	**0**	**0**	**3**	**2**
D. Constituency:				
(11) Definition of constituency			1	1
(12) Constituency advocacy			1	1
(13) Constituency outreach			1	1
Sub-Total Constituency	**0**	**0**	**3**	**3**
E.Leadership:				
(14) Governing body and senior management understanding of roles of the organization			1	1
(15) Clarity and ownership of vision for the organization			1	1
(16) Clarity of roles; balance in direction and authority			1	1
(17) Participation of staff in decision-making			1	1
Sub-Total Leadership	**0**	**0**	**4**	**4**
Total Governance Points:	**0**	**0**	**18**	**17**

Organization Development Systems

II. Operations and Management Systems:

A. Administration:				
(18) Existence of administrative procedures			1	1
(19) Functionality of procedures			1	1
(20) Capacity to update/modify procedures			1	1
(21) Internal and external consitutent surveys			1	1
Sub-Total Administration	**0**	**0**	**4**	**4**
B. Information Communication Technology:				
(22) Existence of information system			1	1
(23) Data analysis capacity			1	1
(24) Understanding of potential for data use to improve program performance			1	1
(25) Data dissemination capacity			1	1
(26) Adequacy of ICT systems			1	1
(27) Existence of ICT procedures			1	1
(28) Functionality of ICT procedures			1	1
(29) Capacity to update/modify procedures			1	1
Sub-Total Information Communication Technology	**0**	**0**	**8**	**8**
C. Property, Facilities and Equipment Management:				
(30) Adequacy of contracts, leases and agreements			1	1
(31) Condition of physical plant			1	1
(32) Adequacy of property, furnishings and equipment			1	1
(33) Existence of Inventory, maintenance program, and procurement plan			1	1
(34) Security provisions			1	1
(35) Existence of short/long-term facilities management plan			1	1
Sub-Total Property, Facilities and Equipment Management	**0**	**0**	**6**	**6**
D. Planning:				
(36) Regularity of planning activity			1	2
(37) Participation in planning			1	2
(38) Review of achievements v.plans			1	2
Sub-Total Planning	**0**	**0**	**3**	**6**
E. Internal Communications:				
(39) Formal communications mechanisms			1	1
(40) Regularity of meetings			1	2
(41) Staff participation in meetings			1	1
Sub-Total Internal Communications	**0**	**0**	**3**	**4**

Organization Development Systems

F. Program Development and implementation:

(42) Programmatic framework for projects			1	2
(43) Reporting systems			1	2
(44) Constituency input			1	2
(45) Integration of monitoring and evaluation			1	2
Sub-Total Program Development and implementation	**0**	**0**	**4**	**8**
Total Operations & Management System Point:	**0**	**0**	**28**	**36**

Organization Development Systems

III. Human Resources Development Systems:

A. Staff Roles:				
(46) Relationship of staffing structure to strategic objectives			1	1
(47) Job definition, documentation and updating			1	1
(48) Staff capacity			1	1
Sub-Total Staff Roles	**0**	**0**	**3**	**3**
B. Task Management:				
(49) Work planning			1	1
(50) Work in teams			1	1
(51) Coordination and work review			1	1
Sub-total Task Management	**0**	**0**	**3**	**3**
C. Performance Management and Staff Development:				
(52) Recruitment			1	1
(53) Performance assessment systems			1	1
(54) Staff morale			1	1
(55) Staff development plans			1	1
Sub-Total Performance Management and Staff Development	**0**	**0**	**4**	**4**
D. Salary Administration:				
(56) Systems of salary and benefits			1	1
(57) Jobs classification			1	1
(58) Competitiveness of salary and benefits			1	1
Sub-Total Salary Administration	**0**	**0**	**3**	**3**
E. Team Development and Conflict Resolution:				
(59) Policies, methods for organizational development			1	1
(60) Use of conflict mediation techniques			1	1
Sub-Total Team Development and Conflict Resolution	**0**	**0**	**2**	**2**
Total Human Resources Developments Systems Points:	**0**	**0**	**15**	**15**

Organization Development Systems

IV. Financial Management Systems:

A. Accounting:				
(61) Existence of accounting procedures			1	1
(62) Timelines and accuracy of accounting			1	1
(63) Contribution of financial reports to planning process			1	1
Sub-Total Accounting	**0**	**0**	**3**	**3**
B. Budgeting:				
(64) Development of an adherence to budgets			1	1
(65) Budgeting as a part of the planning process			1	1
(66) Delegation of budget management			1	1
Sub-Total Budgeting	**0**	**0**	**3**	**3**
C. Financial Controls:				
(67) Physical assets			1	1
(68) Creditors, debtors			1	1
(69) Cash			1	1
(70) fund management			1	1
(71) Labor monitoring			1	1
Sub-Total Financial Controls	**0**	**0**	**5**	**5**
D. Audit/External Financial Review:				
(72) Ability to respond to audit recommendations			1	1
(73) Regularity of external audits			1	1
Sub-Total Audit/External Financial Review	**0**	**0**	**2**	**2**
E. Resource Base:				
(74) Diversity of funding			1	1
(75) Financial autonomy			1	1
			1	1
(77) Short-term operating margins			1	1
Sub-Total Resource Base	**0**	**0**	**4**	**4**
Total Financial Management Points:	**0**	**0**	**17**	**17**

Organization Development Systems

V. Program and Service Delivery Systems:

A. Sectoral Expertise:				
(78) Service delivery tract record			1	1
(79) Cost recovery mechanisms			1	1
(80) Ability to adapt to changing constituent needs			1	1
(81) Reputation within local, regional and international community			1	1
Sub-Total Sectoral Expertise	**0**	**0**	**4**	**4**
B. Constituency Ownership:				
(82) Nature of constituents input			1	2
(83) Training plans reflective of constituents' needs			1	1
Sub-Total Constituency Ownership	**0**	**0**	**2**	**3**
C. Impact Assessment:				
(84) Concern for sustainability needs			1	2
(85) Importance of impact measurement			1	2
(86) Use of impact indicators and baseline information			1	2
(87) Regularity of planning activity			1	2
Sub-Total Impact Assessment	**0**	**0**	**4**	**8**
Total Program and Service Delivery Systems Points:	**0**	**0**	**10**	**15**

Organization Development Systems

VI. External Relations and Advocacy Systems:

A. Public Relations:				
(88) Strategy to attract support			1	1
(89) Media relations			1	1
(90) Relationship with external stakeholders			1	1
(91) External stakeholders's perception of organization			1	1
Sub-Total Public Relations	**0**	**0**	**4**	**4**
B. Regional Collaborations:				
(92) Nature of relations with regional organizations			1	1
(93) Networking			1	1
(94) Existence of formal collaboration mechanisms			1	1
Sub-Total Regional Collaboration	**0**	**0**	**3**	**3**
C. Government Collaboration:				
(95) Nature of governmental relations (regional, national & local levels)			1	1
(96) Existence of formal collaboration mechanisms			1	1
Sub-Total Government Collaboration	**0**	**0**	**2**	**2**
D. Private Sector Collaboration:				
(97) Nature of private sector relations (regional, national & local)			1	2
(98) Networking			1	1
(99) Existence of formal collaboration mechanims			1	2
Sub-Total Private Sector Collaboration	**0**	**0**	**3**	**5**
E. NGO Collaboration:				
(100) Nature of relations with NGOs (regional, national & local)			1	1
(101) Networking and coalition-building			1	1
Sub-Total NGO Collaboration	**0**	**0**	**2**	**2**

Organization Development Systems

F. Advocacy:				
(102) Policy analysis			1	1
(103) Developing advocay strategies			1	1
(104) Advocacy approaches			1	1
(105) Evaluating organization's advocacy impact			1	1
(106) Agenda setting strategy			1	1
(107) Formulation of enactment of government - set policy			1	1
(108) Implementation of enforcement of government-set policy			1	1
(109) Formulation of enactment of regional organization's initiatives			1	1
(110) implementation of enforcement of regional organization's initiatives			1	1
(111) Formulation of enactment of international organization's initiatives			1	1
(112) Implementation of enforcement of international organization's initiatives			1	1
(113) Monitoring of evaluation of government policy, regional initiatives, accords, resolutions			1	1
Sub-Total Advocacy	**0**	**0**	**12**	**12**
G. Mobilization of Resources:				
(114) Mobilizing regional, international support			1	1
(115) Mobilizing private sector resources			1	1
(116) Mobilizing donor resources			1	1
Sub-Total Mobilization of Resources	**0**	**0**	**3**	**3**
Total External Relations and Advocacy Systems Points:	**0**	**0**	**29**	**31**
GRAND TOTAL POINTS (I - VI)	**0**	**0**	**117**	**131**

TRADEMALI

COMMODITY : POTATO

PIVA URCEP *Union régionale des commerçants et exportateurs de pomme de terre de Sikasso*	**BASELINE**	**ACTUAL 2005**	**TARGET 2006**	**ACTUAL 2006**
Organization Development Systems				
I. Governance Systems:				
A. Governing Body:				
(1) Existence of governing body	NA	1	2	2
(2) Differentiation of oversight & Management roles	NA	1	2	2
(3) Managing Transition	NA	1	1	1
(4) Governing Body Composition/diversity	NA	1	1	1
(5) Capacity to carry out roles	NA	2	2	2
Sub-Total - Governing Body	**0**	**6**	**8**	**8**
B. Mission:				
(6) Statement of purpose, mission	NA	1	1	1
(7) Organization's undertanding of mission	NA	1	1	1
(8) Links between mission programs	NA	1	1	1
Sub-Total Mission	**0**	**3**	**3**	**3**
C. Legal Status:				
(9) Registration Status	NA	2	2	2
(10) Compliance with labor, reporting requirements	NA	1	2	1
Sub-Total Legal Status	**0**	**3**	**4**	**3**
D. Constituency:				
(11) Definition of constituency	NA	1	2	1
(12) Constituency advocacy	NA	1	2	1
(13) Constituency outreach	NA	1	2	1
Sub-Total Constituency	**0**	**3**	**6**	**3**
E.Leadership:				
(14) Governing body and senior management understanding of roles of the organization	NA	1	1	2
(15) Clarity and ownership of vision for the organization	NA	1	1	1
(16) Clarity of roles; balance in direction and authority	NA	1	1	1
(17) Participation of staff in decision-making	NA	1	1	1
Sub-Total Leadership	**0**	**4**	**4**	**5**
Total Governance Points:	**0**	**19**	**25**	**22**

Organization Development Systems

II. Operations and Management Systems:

A. Administration:				
(18) Existence of administrative procedures	NA	1	2	1
(19) Functionality of procedures	NA	1	1	1
(20) Capacity to update/modify procedures	NA	1	2	1
(21) Internal and external consitutent surveys	NA	1	1	1
Sub-Total Administration	**0**	**4**	**6**	**4**
B. Information Communication Technology:				
(22) Existence of information system	NA	1	1	1
(23) Data analysis capacity	NA	1	2	2
(24) Understanding of potential for data use to improve program performance	NA	1	2	2
(25) Data dissemination capacity	NA	1	1	1
(26) Adequacy of ICT systems	NA	1	1	1
(27) Existence of ICT procedures	NA	1	1	1
(28) Functionality of ICT procedures	NA	1	1	1
(29) Capacity to update/modify procedures	NA	1	1	1
Sub-Total Information Communication Technology	**0**	**8**	**10**	**10**
C. Property, Facilities and Equipment Management:				
(30) Adequacy of contracts, leases and agreements	NA	1	1	1
(31) Condition of physical plant	NA	1	1	1
(32) Adequacy of property, furnishings and equipment	NA	1	1	1
(33) Existence of Inventory, maintenance program, and procurement plan	NA	1	1	1
(34) Security provisions	NA	1	1	1
(35) Existence of short/long-term facilities management plan	NA	1	1	1
Sub-Total Property, Facilities and Equipment Management	**0**	**6**	**6**	**6**
D. Planning:				
(36) Regularity of planning activity	NA	1	1	1
(37) Participation in planning	NA	1	1	2
(38) Review of achievements vs. plans	NA	1	1	2
Sub-Total Planning	**0**	**3**	**3**	**5**
E. Internal Communications:				
(39) Formal communications mechanisms	NA	1	1	1
(40) Regularity of meetings	NA	1	2	1
(41) Staff participation in meetings	NA	1	1	1
Sub-Total Internal Communications	**0**	**3**	**4**	**3**

Organization Development Systems

F. Program Development and implementation:

(42) Programmatic framework for projects	NA	2	2	2
(43) Reporting systems	NA	2	2	2
(44) Constituency input	NA	2	2	2
(45) Integration of monitoring and evaluation	NA	2	2	2
Sub-Total Program Development and implementation	**0**	**8**	**8**	**8**
Total Operations & Management System Point:	**0**	**32**	**37**	**36**

Organization Development Systems

III. Human Resources Development Systems:

A. Staff Roles:

(46) Relationship of staffing structure to strategic objectives	NA	1	1	1
(47) Job definition, documentation and updating	NA	1	1	1
(48) Staff capacity	NA	1	1	1
Sub-Total Staff Roles	**0**	**3**	**3**	**3**

B. Task Management:

(49) Work planning	NA	1	1	1
(50) Work in teams	NA	1	1	1
(51) Coordination and work review	NA	1	1	1
Sub-total Task Management	**0**	**3**	**3**	**3**

C. Performance Management and Staff Development:

(52) Recruitment	NA	1	1	1
(53) Performance assessment systems	NA	1	1	1
(54) Staff morale	NA	1	1	1
(55) Staff development plans	NA	1	1	1
Sub-Total Performance Management and Staff Development	**0**	**4**	**4**	**4**

D. Salary Administration:

(56) Systems of salary and benefits	NA	1	1	1
(57) Jobs classification	NA	1	1	1
(58) Competitiveness of salary and benefits	NA	1	1	1
Sub-Total Salary Administration	**0**	**3**	**3**	**3**

E. Team Development and Conflict Resolution:

(59) Policies, methods for organizational development	NA	1	1	1
(60) Use of conflict mediation techniques	NA	1	1	1

Sub-Total Team Development and Conflict Resolution	**0**	**2**	**2**	**2**
Total Human Resources Developments Systems Points:	**0**	**15**	**15**	**15**

Organization Development Systems

IV. Financial Management Systems:

A. Accounting:				
(61) Existence of accounting procedures	NA	1	1	1
(62) Timelines and accuracy of accounting	NA	1	1	1
(63) Contribution of financial reports to planning process	NA	1	1	1
Sub-Total Accounting	**0**	**3**	**3**	**3**
B. Budgeting:				
(64) Development of an adherence to budgets	NA	1	1	1
(65) Budgeting as a part of the planning process	NA	1	1	2
(66) Delegation of budget management	NA	1	1	1
Sub-Total Budgeting	**0**	**3**	**3**	**4**
C. Financial Controls:				
(67) Physical assets	NA	1	1	1
(68) Creditors, debtors	NA	1	1	1
(69) Cash	NA	1	1	1
(70) fund management	NA	1	1	1
(71) Labor monitoring	NA	1	1	1
Sub-Total Financial Controls	**0**	**5**	**5**	**5**
D. Audit/External Financial Review:				
(72) Ability to respond to audit recommendations	NA	1	1	1
(73) Regularity of external audits	NA	1	1	1
Sub-Total Audit/External Financial Review	**0**	**2**	**2**	**2**
E. Resource Base:				
(74) Diversity of funding	NA	1	1	1
(75) Financial autonomy	NA	1	1	1
(76) Long-term financial plan	NA	1	1	1
(77) Short-term operating margins	NA	1	1	1
Sub-Total Resource Base	**0**	**4**	**4**	**4**
Total Financial Management Points:	**0**	**17**	**17**	**18**

Organization Development Systems
V. Program and Service Delivery Systems:

A. Sectoral Expertise:				
(78) Service delivery tract record	NA	1	1	1
(79) Cost recovery mechanisms	NA	1	1	1
(80) Ability to adapt to changing constituent needs	NA	1	1	1
(81) Reputation within local, regional and international community	NA	1	1	2
Sub-Total Sectoral Expertise	**0**	**4**	**4**	**5**
B. Constituency Ownership:				
(82) Nature of constituents input	NA	1	2	1
(83) Training plans reflective of constituents' needs	NA	1	2	2
Sub-Total Constituency Ownership	**0**	**2**	**4**	**3**
C. Impact Assessment:				
(84) Concern for sustainability needs	NA	1	2	1
(85) Importance of impact measurement	NA	1	1	1
(86) Use of impact indicators and baseline information	NA	1	1	1
(87) Regularity of planning activity	NA	1	1	1
Sub-Total Impact Assessment	**0**	**4**	**5**	**4**
Total Program and Service Delivery Systems Points:	**0**	**10**	**13**	**12**

Organization Development Systems
VI. External Relations and Advocacy Systems:

A. Public Relations:				
(88) Strategy to attract support	NA	1	1	1
(89) Media relations	NA	1	1	1
(90) Relationship with external stakeholders	NA	1	1	2
(91) External stakeholders's perception of organization	NA	1	1	2
Sub-Total Public Relations	**0**	**4**	**4**	**6**
B. Regional Collaborations:				
(92) Nature of relations with regional organizations	NA	1	2	2
(93) Networking	NA	1	2	2
(94) Existence of formal collaboration mechanisms	NA	1	1	1
Sub-Total Regional Collaboration	**0**	**3**	**5**	**5**
C. Government Collaboration:				
(95) Nature of governmental relations (regional, national & local levels)	NA	1	1	2

(96) Existence of formal collaboration mechanisms	NA	1	1	1
Sub-Total Government Collaboration	**0**	**2**	**2**	**3**
D. Private Sector Collaboration:				
(97) Nature of private sector relations (regional, national & local)	NA	1	1	2
(98) Networking	NA	1	2	2
(99) Existence of formal collaboration mechanims	NA	1	1	1
Sub-Total Private Sector Collaboration	**0**	**3**	**4**	**5**
E. NGO Collaboration:				
(100) Nature of relations with NGOs (regional, national & local)	NA	1	2	2
(101) Networking and coalition-building	NA	1	2	1
Sub-Total NGO Collaboration	**0**	**2**	**4**	**3**
Organization Development Systems				
F. Advocacy:				
(102) Policy analysis	NA	1	1	1
(103) Developing advocay strategies	NA	1	1	1
(104) Advocacy approaches	NA	1	1	1
(105) Evaluating organization's advocacy impact	NA	1	1	1
(106) Agenda setting strategy	NA	1	1	1
(107) Formulation of enactment of government - set policy	NA	1	1	1
(108) Implementation of enforcement of government-set policy	NA	1	1	1
(109) Formulation of enactment of regional organization's initiatives	NA	1	1	1
(110) implementation of enforcement of regional organization's initiatives	NA	1	1	1
(111) Formulation of enactment of international organization's initiatives	NA	1	1	1
(112) Implementation of enforcement of international organization's initiatives	NA	1	1	1
(113) Monitoring of evaluation of government policy, regional initiatives, accords, resolutions	NA	1	1	1
Sub-Total Advocacy	**0**	**12**	**12**	**12**
G. Mobilization of Resources:				
(114) Mobilizing regional, international support	NA	1	2	1
(115) Mobilizing private sector resources	NA	1	2	1
(116) Mobilizing donor resources	NA	1	1	1
Sub-Total Mobilization of Resources	**0**	**3**	**5**	**3**
Total External Relations and Advocacy Systems Points:	**0**	**29**	**36**	**37**
GRAND TOTAL POINTS (I - VI)	**0**	**122**	**143**	**140**

IEHA Performance Data Collection Format

IEHA focus country or sub-region: Mali **TradeMali**

SO/IR	IEHA Performance Indicator	Commodity and/or Technology	Baseline Year	Indicator/ Data Element	Unit	FY 05		FY 06		FY 07	
						Target/[1]	Actual/[1]	Target	Actual	Target	Actual
IR 3.2: Enhanced Agricultural Market Infrastructure, Institutions, & Trade Capacity	Trade-supporting transactions and capabilities (one or more of): Value of credit to targeted beneficiaries; Number of targeted firms achieving international standards	Mangoes	FY 04	Value of credit to targeted male beneficiaries	FCFA	0	0	0	0	0	
					USD	0	0	0	0	0	
				Value of credit to targeted female beneficiaries	FCFA	3,000,000	900,000	0	0	0	
					USD	6,000	1,800	0	0	0	
				Narrative :1) In FY 05 no credit was applied for by male beneficiaries (pisteurs) at commercial banks or micro-credit institutions through TradeMali interventions. 6 female pisteurs (consolidators) applied for 3 million FCFA at micro finance organizations							
				Number of targeted male-owned firms achieving international standards		20	20	25	27	30	
				Number of targeted female-owned firms achieving international standards/2		1	1	1	2	1	
				Narrative : 2) There is only 1 female owned company exporting mangoes internationally, and 1 women-only association exporting mangoes intra-regionally.							

IEHA Performance Data Collection Format

IEHA focus country or sub-region: Mali **TradeMali**

SO/IR	IEHA Performance Indicator	Commodity and/or Technology	Baseline Year	Indicator/ Data Element	Unit	FY 05		FY 06		FY 07	
						Target/[3]	Actual/[4]	Target	Actual	Target	Actual
IR 1.1: Expanded Development, Dissemination, and Use of New Technology	Adoption of targeted technologies	Processed commodity: Potatoes	FY 04	Volume of produce processed/[1]	metric tons	7,913	374	3,500	3,890	3,500	
				Number of processors who have adopted/[2]		4	2	6	13	8	
				Narrative : 1) In the case of TradeMali's work with the potato sector, the definition of processed means improved post-harvest handling, packaging storage and marketing. 2) Definition of processors means potato trader cooperatives.							

IEHA Performance Data Collection Format

IEHA focus country or sub-region: Mali **TradeMali**

SO/IR	IEHA Performance Indicator	Commodity and/or Technology	Baseline Year	Indicator/ Data Element	Unit	FY 05		FY 06		FY 07	
						Target	Actual	Target	Actual	Target	Actual
IR 1.1: Expanded Development, Dissemination, and Use of New Technology	Adoption of targeted technologies	Processed commodity: Rice	FY 04	Volume of produce processed/[1]	metric tons	300	631	1,500	1,827	2,000	
				Number of processors who have adopted/[2]		20	21	40	59	60	
				Narrative : 1) In the case of TradeMali's work with the rice sector, the definition of processed means improved post-harvest handling, packaging, storage and marketing. 2) Definition of processors means village associations using improved storage techniques, managment and record keeping. During the reporting period 53 village assocations participated in the Rice Credit Storage (CSV) program and 6 women's associations in the rice trader program. The volume of produce processed represents the combined results of the volume of rice stored by these 59 associations.							