



CHEMONICS INTERNATIONAL INC.



AGRIBUSINESS FINANCE REPORT

Sustainable Economic Growth Support Contract

Contract no. 624-C-00-98-0012-00

Prepared for:

United States Agency for International Development
Bamako, Mali

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List of Acronyms

CFA	CFA Franc, which is currency of member countries of the franc zone.
DCA	Development Credit Authority (a USAID loan guarantee program)
NGO	Non-governmental organisation
SFD	Société Financière Décentralisée
SME	Small and medium – sized enterprise.
USAID	United States Agency for International Development

1.0 Overview and objectives

1.1 Background

The five-year Mali Sustainable Economic Growth (SEG) project, begun in 1998, is intended to increase value-added contributions to the Malian economy from the cereals, livestock, and non-traditional product--largely fruits and vegetables--sectors. In the view of USAID/Mali, the key project objective is to stimulate an ever increasing number of viable agriculture-based enterprises operating in local and regional markets. The Centre AgroEntreprise (CAE), created by Chemonics as the principle implementing mechanism during project start-up, provides assistance to agribusiness ventures in the three targeted sectors.

Despite significant potential at all levels from small-scale agricultural production to larger emerging marketers and processors, Mali's agricultural sector participants are often unable to attract the financing they need to advance their enterprises. The CAE has been active in helping agribusinesses seek financing, particularly for medium and long-term investments. A major CAE activity, considered a success by USAID/Mali and other observers, involves the use of local consulting firms to develop business plans in support of loan applications to financing institutions. The CAE has trained more than forty of these firms in Bamako, Sikasso, Segou, and Mopti.

Agricultural producers, processors and traders have limited access to credit resources. Though existing financial institutions must apply prudent standards to comply with central bank requirements, and it is often believed that promoters must satisfy nearly impossible criteria to obtain financing, CAE can both capitalize on the banks' existing strengths as well as assist in the development of non-bank financial products (for example, in the leasing area), in order to improve the flow of financing for agribusiness. Micro-finance has long played a prominent role in the financing of individual growers and/or micro-borrowers grouped in village associations (most notably in the organized financing of cotton under the aegis of CMDT by BNDA and the commercial banks). In addition, there is current dynamic expansion of micro-finance institutions (called SFD's) throughout Mali, which need assistance from CAE to allow for risk evaluation of select larger files.

In its remaining time under the existing contract, the CAE aims to increase the volume of credit disbursed to specific agribusinesses and to organize activities to lay the foundation for sustainable future financial support. With this in mind, Warren Chase, Financing Expert, was sent on mission to Mali from June 15 – July 8, 2002 with a SOW covering the objectives set forth in Section 1.2 below. During the trip, Mr. Chase met with numerous counterparts in order to assess the environment in Mali and to use his considerable financial experience in Africa and other developing countries to conceive practical recommendations to meet CAE's goal (See Exhibit 3 for Contact List for names and affiliations of counterparts visited during the mission). In his work he was assisted by Mohammoud Magasouba, CAE Finance Specialist.

1.2 Objectives

Consistent with CAE's overall goal, Mr. Chase's mission had the following objectives:

- Conceive and recommend activities that will augment the volume of financing available to the Malian agribusiness sector.
- Recommend enhancements in current CAE finance support capacity in order to improve approval rates for files submitted.

While on site in Mali, the Consultant was asked by USAID to research two current guarantee programs and to provide advice about these. As a result, an added objective of the consultancy became to evaluate these guarantee programs for effectiveness and make recommendations for adjustments as appropriate.

2.0 Tasks

To meet the objectives for Mr. Chase's mission, specific tasks and related activities were identified and are recommended in 2.1 - 2.4 below. Reference should be made to Exhibit 1 which contains a summary of the tasks, activities, deliverables (if any), people responsible for execution, and estimated completion dates.

2.1 Increase volume of bankable quality projects presented to financial institutions. Obtain action / disbursement where possible for pending files.

Because of an erratic commercial legal system, and other influences, Malian loan default rates can tend to be high, so that locating qualified promoters and presenting bankable files in particular for SME's are challenging. The first task above, to "increase volume of bankable projects presented to financial institutions and to obtain action / disbursement where possible for pending files," is nonetheless meant to increase the flow of quality bankable projects and to accelerate final approval and actual disbursement for select cases for which decisions are pending. Activities in support of this task as enumerated in Exhibit 1 are: 1) assist select SFD's with evaluation of larger files; 2) initiate one large project with a leading Malian businessman as sponsor; and 3) ensure completion of feasibility studies for two files pending at OIKOCREDIT / PUFIS. Exhibit 1 sets forth responsible individuals for each activity and estimated completion date for each.

The overall purpose of these activities is to create an expanding series of successful borrower/lender relationships and to familiarize each with the needs and processes of the other. With respect to the first activity, "assist select SFD's with evaluation of larger files," during interviews conducted during the mission, the general managers of two leading SFD networks expressed interest in CAE's expertise in assisting with the evaluation of select loan applications between CFA 3 million and 30 million. This activity involves direct assistance to the SFD's and would allow CAE to add value to cases where a financial institution already has an interest in approving files and to provide services for emerging SME's, which may already have established

credibility with a financial institution. A goal of assistance for 15 borrowers who obtain financing within a year should be set by CAE for this activity.

The second activity involves the selection of one sizeable potential project for which CAE would ensure business support and quality assurance.¹ A sponsor would be solicited from one of the leading agribusiness families in Mali which has existing credibility with one or more banks. Based upon a Memorandum of Understanding (MOU) between CAE and the sponsor, relative responsibilities and cost-sharing would be defined. In this respect, CAE would be prepared to assist, if needed, with project definition, a feasibility study, structure and mobilization of financing in accordance with a financing plan, and recruitment of qualified management as necessary for the medium term after financial closing. The CAE would provide this support in partnership with local business support companies to ensure that these companies can provide the complete range of services needed. In this way, Mali will build a strong service capacity independent of external projects.

The third activity concerns a reinforced effort to ensure approval of two pending cases at OIKOCREDIT and PUF.² CAE has three active proposals outstanding with OIKOCREDIT. The first file, CIC S.A., a “pois sucré” entrepreneur, is being held up because of a previous loan from BNDA, which needs to be restructured before OIKOCREDIT can approve CIC’s application. However, this is stalled, as the promoter and BNDA are in adversarial position on the matter. The other two files, COPRAV and CPAC, in the animal feed and cereals cooperative businesses (both visited during the mission), totaling nearly \$940,000 in loan requests, cannot be processed for the time being, because PUF lacks a budget to pay for consultants’ time to provide additional information to supplement the business plans prepared by CAE. It is recommended that CAE verify chances of credit approval, and if confirmed to be favorable, with USAID’s support, provide the necessary funds to complete the work as soon as possible.

¹ In this activity, following the model of real estate or power plant development in the U.S., CAE would ensure provision of a complete range of services under memoranda of understanding concluded with a sponsor. A project would be identified, a feasibility study done once there was reasonable prospect of viability, financing would be mobilized locally and if necessary, regionally, and technical assistance and / or management provided for an interim period of 2 – 3 years after mobilization of financing. In this activity CAE would act with a local or regional business services company as partner to which skills can be transferred. In other words, CAE would act as “encadreur” in providing definition and partnering for these projects, applying a concept that works well in Mali. As a result, a successful agribusiness/bank loan relationship will develop as well as a reinforced capacity for business support providers. Banks visited during the mission expressed strong interest in this kind of an activity by CAE.

² OIKOCREDIT, which is a cooperative of Christian religious organizations and philanthropic individuals based in Abidjan, and PUF, which is project funded by the Swiss bilateral development agency based in Lome, were contacted by telephone, as CAE has several loan requests pending with the two agencies. Though credit standards are present, loan terms and interest rates for investment projects are nonetheless softer and more flexible than available in Mali. The two lenders cooperate on projects in Mali, with PUF conducting feasibility studies and acting as co-financier with OIKOCREDIT for projects (OIKOCREDIT’s per project loan limit was said to be 300 million CFA). To date, 4 projects have been financed in Mali, of which 2 are in payment arrears. Despite the poor payment history, they remain open for business in Mali. CAE has three active proposals outstanding with OIKOCREDIT, of which one is being delayed pending the recasting of a problem loan with BNDA as a condition precedent to approval by OIKOCREDIT, and two others are awaiting information to supplement the business plans submitted by CAE before action can be taken.

2.2 Provide assistance to USAID in the structure of guarantee programs

USAID has two guarantee-type programs in Mali: the Development Credit Authority or DCA program, for which two commercial banks in Bamako are participants and a Fond de Garantie program with the Office de Niger. With respect to the DCA program, in order to stimulate usage, we recommend preparing a report to justify application for a waiver in order to include Banque Nationale de Developpement Agricole as a participant in the program. For the Fonds de Garantie program in concert with the Office de Niger, we are concerned by preliminary data suggesting a high default rate and so recommend that that this program be reviewed. For further detail about the guarantee programs please refer to Exhibit 2.

2.3 Initiate innovative pilot and other projects in select areas to improve the flow of finance for agriculture.

In order to lay a foundation for future financing activities and improve the flow of finance for agribusiness, we recommend three new pilot projects as activities to support this task:

1. A project to establish a new warehouse for rice paddy in Niono should be organized with counterparts³ and an action plan devised to implement it. Such a separate warehouse, which could become a reality once improvements in the road from Segou to Niono are completed, would allow for commercial banks to provide short-term inventory finance under a familiar system of “tierce detention” in Mali, whereby a specialized company would control the goods financed and ensure payment to lenders as they are released from warehouse. Banks would advance part of the value of the inventory. This finance available for paddy would allow disbursement of funds closer to the production level in the rice sector, also allow producers to keep stock and delay timing of sale and achieve occasionally better prices. Banks interviewed were interested in an arrangement of this type.
2. A new concept to be tested would be the application of commodity inventory finance techniques to the livestock sector. A pilot effort should be undertaken with the involvement of the BNDA, in which livestock financing could be structured like a commodity item that is subject to “encadrement” by CAE. Following the principles of commodity finance, the goods financed might be located in pens under the control of an acceptable “tierce detenteur,” with payment arrangements made directly from buyers for the account of a financing bank⁴.
3. A third project would consist of pilot leasing transactions. There are two leasing companies in Mali, Equip-Bail and SOMAFI. The first is minority-owned by Bank of Africa and the second is associated with an international partner. They are authorized under a separate law and regulated by the BCEAO. Lease terms average 3 years, and

³ Counterparts in this case would consist of banks (primarily the BNDA), local business people, and a société de tierce detention.

⁴ Companies that provide “tierce detention” services for inventory also provide services whereby they accompany shipments of goods across borders to help prevent arbitrary transaction costs en route, and to ensure that proceeds from sale of goods shipped can be collected for the account of lenders. A concept like this might be tested for the livestock trade if the service fees are reasonable.

interest rates in the 16 to 21 per cent range. Borrowers are required to deposit 20% of the amount leased and pay document and processing fees as well as equipment insurance and maintenance. Amounts are generally small to medium-sized, ranging from 3 million CFA to 500 million CFA. Lessors are constrained both by lack of funding and by lack of demand for services, which are expensive and require that lessees not only bear high financing costs but also pay indirectly for customs duties and other taxes borne by the lessor⁵. There is currently no leasing for agribusiness. However, because lessors retain title to goods leased until final payment is made, there is no legal impediment to seizing and liquidating assets financed in the event of non-payment by lessees. There is also *de facto* control of use of proceeds, as funds are disbursed to purchase the equipment rented. The development of a small pilot leasing activity for agribusiness, which would have longer terms than available in Mali (5 – 7 years but depending on the economic life of the underlying asset), and somewhat lower (but still commercially viable) rates, is recommended for the following reasons:

- a. The medium or long term nature of credit;
- b. A demand for equipment financing throughout agriculture;
- c. Suitability to SME borrowers, whose loan amounts fit leasing criteria but whose reliability may be untested and subject to question;
- d. Control of disbursement of proceeds;
- e. Better secondary repayment source through seizure and resale or re-use of assets financed.

A concept to pursue would be a partnering or association with one of the existing leasing companies which could benefit from a small “guarantee fund” from USAID to stand behind initial transactions⁶. This would be combined with technical assistance supervised by CAE and provided by local service providers to formalize lessee accounting and business practices. At the end of a trial period, the leasing company could then assume credit responsibility for the leased assets, or the assets might be sold to another lessor if the project has not worked successfully, and USAID’s funding could be removed or recycled for other purposes.

2.4 Enhance CAE’s capacity to improve access to finance for qualified promoters

For this task four activities have been identified: 1) an intensified marketing program for specific SME’s; 2) development of a template financial model for business plan projections; 3) use of “Centrale des Risques” to screen promoters; 4) a training program for promoters in establishment and development of bank accounts and borrowing relationships.

The first activity, an intensified marketing program for specific SME’s, would build upon CAE’s successes and strengths to date. Target prospect lists of eligible SME’s would be drawn up and

⁶ The guarantee fund concept has precedent with USAID-Mali in support of Office de Niger financing for private irrigation projects in the rice sector. It involves USAID funds deposited in the name of an intermediary at a financial institution, which has a right of offset on the funds in the event that associated loans are not repaid.

marketing calls made by CAE Finance staff and partners to sell project services and project ideas, rather than awaiting proposal submission from partners / sub-contractors.

In the second activity, the development of a financial model for business plan projections, a new template should be created on Excel for financial projections, which can be adapted for different sub-sectors. The financial model could be shared with sub-contractors / partners, promoters, and financial institutions. Counterparts visited during the mission were enthusiastic about this idea, and it would provide a “common financial language” among banks, promoters, and CAE and its partners. The model could also be used as a basis for future training of bankers, as well as promoters and consultants, as the participants would be motivated to attend the training sessions by the clear benefit of obtaining access to useful software.

With respect to the third activity, a monthly computer printout called the “Centrale des Risques” is released by the BCEAO to all member financial institutions detailing the status of *all loans to all borrowers at all institutions*. Although CAE does not have direct access to this resource, two counterparts in the financial sector offered informal access to the report during the mission, which CAE should undertake. No promoter who can be confirmed to have a problem loan history should be accepted for assistance by CAE Finance. Even though there may be merit from a development perspective, any resultant loan application or project proposal would likely not qualify for financing in Mali. The use of this tool will therefore help avoid unproductive investment of time by personnel at CAE.

For the fourth activity related to the task 2.4 above, targeted promoters who do not have bank accounts or borrowing relationships should be trained. They should be taught how to open an account, as financial institutions (the BNDA in particular) normally require a “loyalty period” demonstrating an account relationship of 6 months before a depositor is eligible for credit. Promoters should also be encouraged to show movement through the accounts (at least some deposit and withdrawal activity), as the banker will take this as a sign of business activity. New bank customers should also be encouraged to borrow a small amount from their banks and thereafter promptly repay it, *even if this is not needed and the loan is less than the amount on deposit*. This will establish a credit history for a client, who can be considered a “good client” by a bank.

3.0 Deliverables

For all but one of the activities in Section 2 above, there would be deliverables. In the case of Task 2.2 about assistance to USAID for its guarantee programs, deliverables would consist of reports submitted to USAID. Other deliverables would be for internal use of CAE and available to USAID, to the extent that related activities can be subsumed under the current SEG contract. If any contract modification with additional funding is required in support of additional activity, related deliverables would be part of an additional report or reports to be submitted to USAID.

Exhibit 1: Table – Summary of Tasks

Task 2.1 Increase volume of quality bankable projects presented to financial institutions. Obtain action / disbursement where possible for pending files

Activity	Deliverable	Responsibility**	Time
1. Assist select SFD's with evaluation of larger files	Pipeline report of projects pending and approved	MM, CAE team	02/28/03
2. Initiate one large project with a leading Malian businessman as sponsor	Memorandum of Understanding executed	MM, WSC, HS	12/31/02
3. Ensure completion of feasibility studies for 2 files pending at OIKOCREDIT / PUF	Loan approvals for cases	MM, HS	12/31/02

Task 2.2 Provide assistance to USAID in the structure of guarantee programs

Activity	Deliverable	Responsibility**	Time
1. Inclusion of BNDA in DCA program	Summary report about BNDA to be submitted for waiver	WSC, USAID	11/15/02
2. Restructuring of Office de Niger Fonds de garantie program	Report about status with recommendations	WSC, USAID	12/31/02

** MM = Mohamoud Magasouba. WSC = Warren Chase. HS = Harvey Schartup. USAID = United States Agency for International Development. CAE = Centre Agro-Entreprise

Task 2.3 Initiate innovative pilot and other projects in select areas to improve the flow of finance for agriculture

Activity	Deliverable	Responsibility**	Time
1. Warehouse in Niono for rice paddy	Meeting with interested parties, action plan	MM, HS	10/31/02
2. Inventory finance for livestock	Proposal with detail of structure and request for funding an initial transaction	WSC, MM	10/31/02
3. Leasing transaction for agricultural equipment	Proposal with detail of structure and request for funding an initial transaction	WSC, MM	10/31/02

Task 2.4 Enhance CAE's capacity to improve access to finance for qualified promoters

Activity	Deliverable	Responsibility**	Time
1. Intensify marketing program for specific SME's	Reports documenting results of visits to be circulated	MM	12/31/02
2. Develop template financial model for business plan projections	Template on Excel usable by promoters, banks, CAE	WSC with technical assistance to be determined	2/28/02
3. Use "Centrale des Risques" to screen promoters	None	MM	8/31/02
4. Train promoters in establishment and development of bank accounts and borrowing relationships.	2 Training sessions held for a minimum of 20 micro and SME entrepreneurs	WSC, MM	11/30/02

** MM = Mohamoud Magasouba. WSC = Warren Chase. HS = Harvey Schartup. USAID = United States Agency for International Development. CAE = Centre Agro-Entreprise

Exhibit 2: Memorandum to USAID about Loan Guarantee Programs

Memorandum

Chemonics International

To: Dennis McCarthy
CC: Helene Ballo, Amadou Camara
From: Harvey Schartup, Warren Chase
Date: August 2, 2002
Re: Report about DCA program and deposit guarantees

In follow-up to our meetings at USAID of June 19 and July 3 we have the following observations about the DCA program as well as the financing effort in cooperation with the Office de Niger.

DCA Program

- Although development has been slow at the two participating banks --- BOA and BICIM, BOA has 4 active applications totaling 507 million FCFA or about \$770,000 in loan principal, and BICIM has approved one loan for disbursement of 131 million or about \$200,000. Of the applications at BOA, 3 are at fairly early stage and the 4th file, representing about \$420,000, has received preliminary approval subject to the requirement that the promoters increase their capital contribution (which has not been done). At a 50% guarantee percentage we therefore anticipate total usage of guarantee authority to be about \$100,000 after the first year of the program with additional business in the pipeline. Neither bank appears to have aggressively marketed this financing instrument. For example, BOA branch managers did seem fully aware of it.
- Some re-allocation or increase in guarantee authority would be advisable to include the BNDA in the program, as it is the principal institution in the financing of agribusiness and has inaugurated a new strategy that emphasizes the financing of investment projects in sub-sectors of interest to CAE and USAID --- like livestock, cereals, and fruits and vegetables. We have reviewed DCA regulations and believe that BNDA can be exceptionally classified as a "non-sovereign" entity eligible for support, based upon our reading. It should also be noted that BNDA has a record of success and that it has become substantially independent of the Government of Mali, whose percentage ownership is now a minority, less than that of French and German donor agencies which are also shareholders. We believe that the bank is observant of sound credit policies and private management practices. BNDA has also expressed interest in being included in the program.

Office de Niger Deposit Guarantee Program

- Although a recent report by Abt Associates noted that the loan guarantee fund “appears a useful mechanism to alleviate credit constraint at the Office de Niger,” we found based upon subsequent data that initial loans made by FCRMD, secured by the fund, had a default rate of 35% of amounts outstanding (or 50% of numbers borrowers) in repayment status as of June 30, 2002. As the amounts past due were for interest only, it is unclear why the defaults have occurred. In view of this data, we recommend that USAID take the following steps:
 - Suspend disbursements under this and similar programs until the situation is clarified;
 - Retain an independent consultant to conduct an audit of FCRMD’s loan portfolio to check credit quality, loan accounting, and use of loan proceeds;
 - Consider making adjustments to the program depending upon findings. Among the range of options to be considered should be refinancing to extend maturities and termination of the program;
 - If the program is continued, suggestions and ideas for adjustments are as follows:
 - Review and reduce the deposit guarantee percentage, which is now at a level of 80%. Since the participating bank also requires a 10% deposit from the borrower and interest of 9% or more is due for a grace period, this means effective coverage of 95 – 98% of principal for a participating bank. The result that there is insufficient incentive to ensure that timely collection efforts are undertaken to protect against loss in the event of non-payment. With such lack of discipline in collection procedures by the banks, we believe that the effect will be adverse on financial discipline required in the rice sector and in turn the attraction of private loan capital for rice farming in the future.
 - If the banks are lacking in long-term funding sources, deal with this as a separate issue. For example, it would be possible to place a deposit with a participating bank at 80% of the loans to be granted but to *allow that a lesser percentage be subject to right of offset* in the event of non-payment (the “guarantee”).
 - Consider providing right of offset for longer loan maturities only and require the bank to take 100% of the risk for the shorter maturities.
 - Depending upon the economics of rice production, allow for actual *repayment of the final maturities* out of the deposit guarantee (loan forgiveness for borrowers), *provided that* the earlier maturities are properly serviced, thereby providing a land acquisition cost subsidy, yet one that must be “earned” in good faith by the borrower.
 - Review interest rates of 9% and adjust to market rates. Similarly, remunerate deposit balances at market rates comparable to time deposits placed at similar maturities at the commercial banks.
 - In order to be eligible for any extension of maturities, require that borrowers bring their loans current.

- Require more frequent, i.e., quarterly, payment of interest and principal rather than annual payments as now. Servicing of land development loans would best not be tied to the cyclical nature of rice production, as the type of credit is not a seasonal credit but involves finance for underlying property. This will also allow for earlier identification of problem loans. However, discipline by borrowers will be necessary to ensure that funds are available and not spent when received.
- Request inclusion of loans funded by the deposit guarantee program in the pilot project for “titres fonciers” or land titles to be conducted by the Office de Niger at the behest of the World Bank. Otherwise, mixed signals may be sent to Office de Niger. For example, BNDA is an advocate for the land titles generally but not in the case of the deposit guarantee program, because of the guarantee coverage provided under USAID’s sponsorship.

Exhibit 3: Contact List

Financial Institutions

Name of Individual	Affiliation	Telephone
Moussa A DIALLO	Directeur du crédit et du réseau Banque Nationale de Développement Agricole BNDA - Bamako	229-64-64
Kassim A KABASSY	Directeur Général Ecobank - Bamako	223-23-00
Aissata KONE SIDIBE	Chargé de clientèle Ecobank Bamako	
Mamadou KEITA	Exploitant Bank of Africa (BOA) Bamako	221-42-94
Abdoulaye DIA	Fondé de pouvoir principal B O A Bamako	221-42-94
Houna DICKO	Directeur du Crédit Banque pour l'industrie et le Commerce BICIM	223-33-68
Ousmane THIAM	Chargé de mission Banque de Développement du Mali	222-20-83
Souahibou DIABY	Chef Service Crédit Banque Centrale des Etats de l'Afrique de l'Ouest BCEAO	222-37-57
Oumou SIDIBE	Directrice Générale Réseau Caisses d'épargne Niésigi-so Bamako	223-31-95
Bakary SACKO	Chef d'agence Caisse associative des commerçants et entrepreneurs (CAECE) Sikasso	2621-765
Mahamoud SACKO	Comptable Caisse associative des commerçants et entrepreneurs (CAECE) Sikasso	2621-765
Cheick Tidiane TRAORE	Chef d'agence BOA Sikasso	2620-198
Oumar SIDIBE	Chef d'agence BNDA Sikasso	2620-321
Lassine COULIBALY	Chef d'agence BNDA Ségou	2320- 319
Bakari SACKO	Chef d'agence BNDA Niono	235-20-33
Modibo SIDIBE	Directeur Général Société de Gestion et d'intermédiation Financière SGI Bamako	223-41-19
Sidiki DIALLO	Responsable clientèle SGI	229-41-19
Alhadji Djougal BOCOUM	Directeur Général Fonds de garantie hypothécaire du Mali Bamako	229-23-80
Ammadou Djéri BOCOUM	Responsable bourse des valeurs mobilières Bamako	223-23-54
Cheick Fantamady TRAORE	Contrôleur Général Crédit Initiative S.A Bamako	221-06-84
Bakary SINGARE	Directeur Général Equip bail Bamako	221-37-77
Marie Ivone SIDIBE	Directrice Générale Assurances COLINA-Bamako	222-57-75

Businesses and Consultants

Name of Individual	Affiliation	Telephone
Ousmane SOW	PDG CIC S.A Sikasso	2620-380
Bréhima DIARRA	Directeur bureau d'études BSIC SEGOU	672-40-43
Sayon SAMAKE	Promoteur Fabrique d'aliment Ségou	2320-352
Soumaila COULIBALY	Vice-Président Coopérative des produits agricoles de Koutiala	264-01-17
Ousmane Babalaye DAOU	Administrateur de Société SMDD Bamako	221-88-49
Abdel Kader BARRY	Directeur tierce detention Auxigages Bamako	221-36-30
Mah DIARRA	Promotrice Unité de décorticage de riz Niono	

Other Support Structures

Name of Individual	Affiliation	Telephone
Issoufou KEITA	PDG Office du Niger	2320-292
DIARRA Faferé	Directeur des Aménagements et du Développement rural Office du Niger Ségou	2320-292
BORE Fatim	Responsable genre et Développement Office du Niger Ségou	2320-292
Yaya DIARRA	Responsable cellule Agro-Business	2320-292
Hamidou BAGAYOKO	Chef service organisation paysanne Projet d'Appui à la commercialisation des céréales au Mali PACCEM	2321-117
Michel DEVAILLON	Responsable secteur Agricole Agence Française de Développement AFD	221-49-76
Paul DEMBELE	Responsable Développement technique et qualité Agence Pour la promotion des filières agricoles APROFA	223-83-56

Name of Individual	Affiliation	Telephone
Abdoulaye Karim SANGARE	Coordonnateur cellule de gestion du projet de développement du secteur financier Banque Mondiale	229-24-77
Aguidiou DAMA	Responsable Développement rural Banque mondiale	222-22-83
Maitre Ahmadou TOURE	Notaire	222-62-49
Sekou Oumar TALL	Président Assemblée Permanente des chambres d'agriculture du Mali	222-87-25

Regional Donors and Support Structures

Name of Individual	Affiliation	Telephone
Mme BARRY Aoua SYLLA	Conseiller en investissements African Development Project Facility APDF- Abidjan	(225) 20-21-96-97
Amah Edoh D'ALMEIDA	Représentant Banque Ouest Africaine de Développement BOAD au Mali	223-78-57