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## **Mali Seg Project Centre Agro Entreprise (CAE)**

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*Final report  
Deliverable 4*

**CHEMONICS INTERNATIONAL INC**

**MALI SEG PROJECT  
CENTRE AGRO ENTREPRISE (CAE)**

MISSION COMMERCIALE SOUS-REGIONALE :  
Une nouvelle approche de partenariat pour les opérateurs de la sous-région

*« Bringing the Market to Mali »*

FINAL REPORT  
(Deliverable 4)

**USAID PRIME CONTRACT N°. 624-C-00-98-00012-00**

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## 1. BACKGROUND

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Traditionally, an important volume of horticultural products, such as potatoes, sweet potatoes, mangoes, tomatoes etc has been exported from Mali to the Ivory Coast market, either for local consumption or re-export to international markets. Trade with other regional partners has been limited. In the context of the enduring crisis in Ivory Coast, it appears urgent for Malian agro-entrepreneurs to diversify their distribution channels and develop new market linkages with other countries in the UEMOA.

CAE decided to support this market diversification process through the organization of a trade mission that would bring to Mali:

- agri-business entrepreneurs from neighbouring countries who are already active in the marketing of agricultural produce, which they currently source from other origins, mainly from Europe;
- exporters from coastal countries who are interested in sourcing export produce from Mali (mango and others) and encourage them to invest in the country in order to secure stable logistics through new routes such as Dakar, Nouakchott and Accra.

This report summarizes the objectives, activities, findings as well as the results that are to be expected in the immediate and mid-term. Given the novelty of bringing regional market makers to Mali, the report provides a detailed account of the participants' motivations, reactions and evaluation of market opportunities and constraints.

It must be understood that the participant's perspective is that of the major players on some of Mali's principal regional markets, thus their comments and suggestions were the object of close attention. From these comments, the report lists recommendations in terms of lessons learned for future trade missions as well as follow-up actions that should be considered so as to ensure the full materialization of the identified opportunities.

## 2. OBJECTIVES

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### a) Main objective

The message to be conveyed to regional entrepreneurs through the trade mission is two-fold :

- to make regional partners aware of existing production and logistics capabilities which could result in immediate deals;
- to present to these potential partners the projected investments the Malian Government intends to carry out or promote, in the agri-business and logistical sectors over the next 10 years.

This approach was devised to enable the creation of direct commercial partnerships but also to orient the investment strategy of the regional entrepreneurs towards the development of partnerships and direct investments in Mali.

### b) Specific objectives

Specific objectives of the trade mission were geared towards the achievement of tangible commercial impacts in the near term as well as the identification of the constraints which are deemed critical by the entrepreneurs themselves:

- Introduce Mali's potential to regional agro-entrepreneurs and traders
- Show regional agro-entrepreneurs examples of recent regional partnerships
- Bring together regional traders with Malian producers and agro-entrepreneurs with the prospect of further developing partnerships.
- Validate the marketability of a series of Malian produce for regional and export markets.
- Identify partnership opportunities between Malian agro-entrepreneurs and exporters from coastal regions.

- Determine the major constraints to developing durable commercial links between Malian and regional operators.
- Evaluate the potential for diversification and market growth for Malian agricultural commodities.
- Give regional potential investors the chance to evaluate the prevailing investment climate in Mali.

### 3. MISSION ORGANIZATION AND PLANNING

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#### 3.1 Scope of activities

The trade mission aimed at introducing the regional agro entrepreneurs to the diversity and the potential for growth of the Malian agricultural industry. The approach was to be adapted to the regional traders' practical profile and therefore favoured field visits and networking activities. The entrepreneurs would therefore be brought to, and shown around, the main production and logistics hubs of Segou/Niono (Office du Niger), Sikasso and Bamako. In these major production centres they would be put in contact with local producer groups and agro-entrepreneurs identified by CAE as capable of establishing sustainable contacts with foreign traders.

Immediate opportunities in terms of regional trading and export partnership focused the trade mission on the following commodities:

- **Mangoes** : both for international export through Senegal or Ghana or for export to regional countries such as Senegal, Mauritania and Ghana.
- **Potatoes, onions and carrots** : mainly for import substitution in the main regional importing countries, namely Senegal (more than 60.000 tons imported through Holland) and Mauritania (20.000 tons).
- **Rice and other cereals** : establishing a link between Office du Niger agro-entrepreneurs and Mauritanian markets (a particularly relevant problem given the recent drought).
- **Other fresh vegetables** : such as tomatoes, garden egg, okra for regional consumption and for export partnerships with Senegalese produce exporters interested in partnering with Malian entrepreneurs.
- **Other commodities** : such as bissap, manioc, sweet potato, chufas, shelled groundnut and cashews.

#### 3.2 Participant selection

Identification and selection of participants was carried out by GEOMAR local consultants in Senegal, Mauritania and Côte d'Ivoire (the latter covering Ghana), under the supervision of JM Voisard. Participants were selected on the basis of a proven track record in trading of agricultural commodities at the international and/or regional levels. Encountered companies ranged from large informal traders to formal corporations.

The participant list is presented in annex A. For each selected participant, a detailed form has been filled out listing the participant's identity, organization, commercial activity and development objectives. Participants were selected from three different countries: Senegal, Côte d'Ivoire and Mauritania. Participants from Ghana were approached but were not available at such short notice. In the end, twelve Senegalese companies agreed to make the trip, as well as two Ivorian companies. A newly formed Senegalo-Malian joint venture operating in the mango exporting business (in the Bougouni region), was added to the trade mission as they would bring further insight into the practical aspects of cross-order operations.

Selected participants trade in various products, both in the import and export sectors cover a large range of sectors, including logistics:

Import: rice, millet and other cereals, onions, garlic, potatoes, carrots, garden vegetables.

Export: mangoes, French beans, cherry tomatoes, papaya, pineapple, bananas and cashew nuts (both raw and shelled).

Logistics: fruit reefer container logistics out of Dakar

Unfortunately, the Mauritanian company (a major importer of rice and onions) declined at the last minute due to a disagreement between the owners and the General Manager as to the interest of such an endeavour, given complications encountered in former transactions with Mali (poor roads, theft etc).

In order to ensure that decision makers would be directly involved in the trade mission, the initial strategy was modified in order to permit certain leading operators to send a technician for the full field visit and the General Manager (and/or owner) for the last days in Bamako. This would then facilitate the closure of deals as well as ensure that the full strategic potential be captured by senior management. Special arrangements were made for one Ivorian delegate who shortened a stay in Europe in order to participate in the Trade mission, but could not arrive on May 3<sup>rd</sup> with the other delegates.

Some of the participating entrepreneurs also play key roles in important trade associations in their countries of origin. The trade delegation will include senior administrators of: 1) UNACOIS, the Senegalese trade union of the informal sector traders; 2) ONAPES, the Senegalese fresh produce exporters association; 3) PROMEXA, the non-traditional export promotion association of Côte d'Ivoire; 4) the Chamber of Commerce and Industry of Côte d'Ivoire. This should ensure further dissemination of the trade mission results amongst regional entrepreneurs.

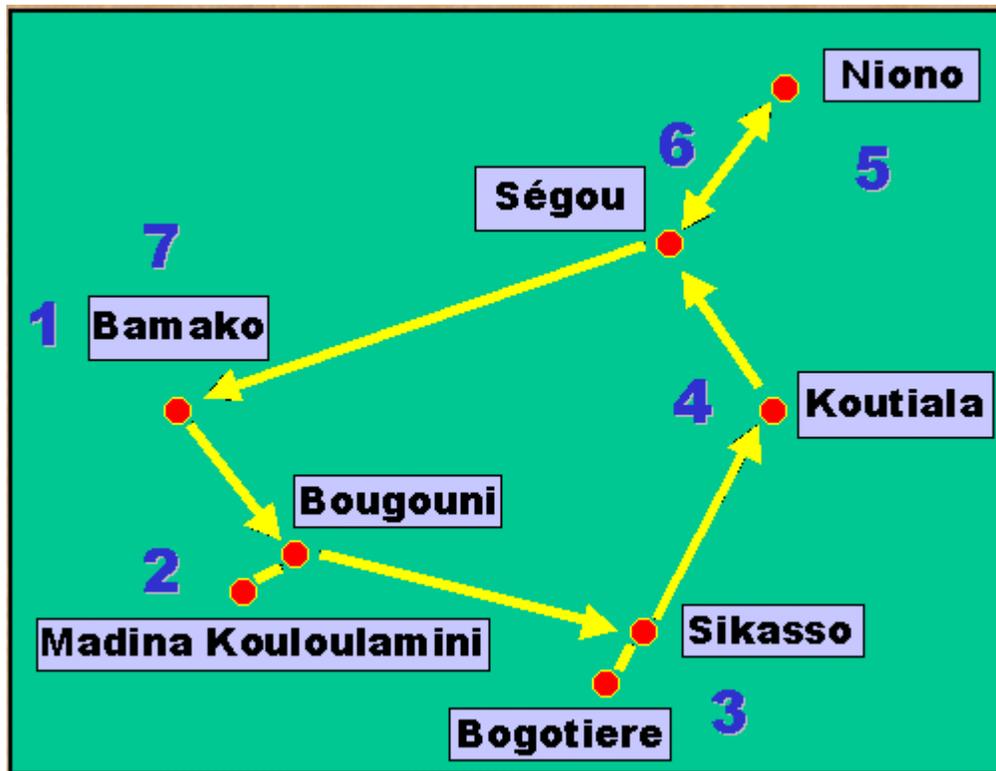
### 3.3 Program

The final program was agreed upon with CAE on April 30<sup>th</sup>. In summary, the program was set as follows:

- Arrival of most of the delegations on Saturday May 3<sup>rd</sup>. Following a briefing, the delegates were to meet with the presidents of both the APCAM (Association of “Chambres d’Agriculture”) and CCIM (Chamber of Commerce and Industry).
- Field Visits:
  - o the Bougouni region : mango orchards, meeting with mango growers and the Sanepro packhouse;
  - o the Sikasso region: meeting with grower associations for potatoes, onions, carrots, sweet potatoes, garden vegetables, cashews and chufas; field visits; visit of the TEM mango packhouse and the potato market;
  - o the Koutiala region: meeting with tomato growers and field visits;
  - o the Segou Office du Niger region: meetings with rice, cereal, shallots and onion grower associations and programs, visit of the Office du Niger;
  - o during the field visits, courtesy meetings will be held with the region’s High commissioners.
- A meeting with AID was to be held upon return of the field visits, during which the delegation would summarize its impressions on the potential for developing further commercial links with Malian growers.
- The delegation was then to be split into groups who would meet simultaneously with several ministers (Agriculture and Livestock, Investment, African Integration).
- A round table was to be organized as a closing event which would be presided by the Chamber of Commerce and Industry and include the delegation as well as representatives of the visited ministries and several organizations concerned by regional trade issues: Office des chargeurs, the railway company, customs officials, representatives of the Presidency’s service for the promotion of rural infrastructure and private sector trade associations.
- If possible, the delegation could have a meeting with President Amadou Toumani Touré, or a senior official of the Presidency, to present their final impressions.

## 4. FIELD VISITS AND MEETINGS

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## a) Day 1 : May 3<sup>rd</sup> (Bamako)

### i) Departure from Dakar

The first meeting took place around 8:00 am at the airport. Most operators were quite surprised by the composition of the group. The climate is febrile as competitors exchange greetings and tease themselves about past experiences. The framework of this mission is obviously new and unexpected considering usual business practices in Senegal. Furthermore, every participant in the group has a hectic agenda to deal with. The uncertainty attached to the scope of the project is unknown to many if not all. Some even tried to cancel their participation the night before. Their presence today attests the relevancy of the formula and arguments retained to introduce the concept, as well as the exceptional devotion and work of the organizers.

### ii) Meeting with the representatives of the APCAM and the CCIM

After arriving in Bamako, the delegation met the APCAM and the CCIM. This first meeting was the occasion for key participants to express their concerns and their vision about the framework of the current project. The most important contributions discussed during this round table are listed below.

- Cheikh Oumar Tall (president APCAM : Association of “*Chambres d’Agriculture*”)

There are lots of opportunities in Mali especially in the transformation industry. Agriculture is organized mostly around small and medium farmers. APCAM plays a central role regarding all the decisions related to agriculture. Malian farmers are producing goods (cereals, fresh products, etc.) that are demanded by Senegalese consumers but the Malian operators don't know who they can sell it to. The mission's participants will gain an edge over other operators because this project will allow them to benefit from market intelligence regarding market gaps between regional economies.

- M Bittar (president CCIM : Chamber of Commerce and Industry)

Since the ratification of NEPAD most African businesspeople are confident that increased south-south cooperation and economic activity is possible. The main preoccupation for exporters in Mali is transport. Nevertheless there is enough room in Mali for foreign investors. Joint ventures are possible now. The time for feasibility studies has come to pass, it's time for the private sector to take action. The mission will allow the delegation to target strategic business sectors and then to conclude partnerships between Malian and Senegalese.

- Arouna Diallo (director APROFA):

The Agency for the Promotion of Agricultural exportations wishes to open the Malian market to foreign investors in order to valorize latent economic potential in the region. Synergies between the regional operators are required to achieve that ambitious goal. There is no direct competition between Senegalese, Malian and Ivorian business peoples, on the contrary the disposition of harvesting periods in the sub-region are disposed successively in a complementary fashion.

- Youssouf Sall and Boubacar Diallo (Sanepro/EXAGRI):

EXAGRI was set up by a Senegalese in Mali. It's current success in the exportation of mangoes confirms that it is possible for a foreign investor coming from a neighboring country to benefit from the opportunities in Mali. Nevertheless, the entrepreneur took the occasion to point out various issues related to doing business in Mali, notably :

1. Exportation channels and intermediaries need to be more professional
2. Logistics and transport in general aren't efficient and reliable
3. The infrastructures for the cold chain needs to be ameliorated
4. The overall risks are still high because of those constraints
5. Institutional and financial support is still necessary
6. Formation and training in key technologies is primordial
7. The railway system must become fully operational (an agreement prevents the unloading and reloading of containers at the Senegalese border)

- Harvey Schartup (Chemonics):

This mission will support the development of the agricultural sector in Mali by addressing the production capabilities in Mali. Producing more and selling more is a key factor for the Malian economy. There are a lot of exchanges between the countries in the sub-region, but we can do better and especially more commercial exchanges. This mission will also create "ripple effects" since participants will eventually share their experience in their business networks at home. The know-how and the experience of Senegalese and Ivorian operators is essential for the economic health of the region. On the other hand, the delegation can seize this opportunity to lobby the government for the improvement for the renewal of current infrastructures.

- Jean-Michel Voisard (consultant CAE) :

Generally speaking, economic operators in the sub-region have a limited understanding of the resources that are available in Mali. Furthermore, the distribution channels and the infrastructures required for the transportation of goods between Bamako and Dakar are not adequate and functional at the moment. Therefore, a strategic reflection is required in order to profit from the untapped and abundant resources available in Mali. Exporters and importers can benefit from closer ties and partnerships with their Malian counterparts. To achieve that goal, the participants of this mission were invited to appraise the potential by themselves. Eventually they'll be able to discuss and exchange with their Malian counterparts in order to find common grounds for partnerships.

### **Key aspects of the first day**

- This was the first trip to Mali for almost every participant of the Senegalese delegation, even with the proximity and the historical links that bind the two countries.
- In general, Malian producers and farmers are not used to promoting their goods by themselves.
- Business-wise, it seems that many operators conceive Mali as “inaccessible” and “unsuitable” for business. Therefore, trust and confidence has to be nurtured and strengthened before bilateral or multilateral trade and foreign investment can occur.
- Consensus emerges regarding the necessity for similar missions to be organized throughout the region (Mauritania, Ghana, Guinea, etc.).
- Usually this type of project is set for government representatives and bureaucrats. The actual constitution of the delegation, exclusively with businessmen from various horizons, is a precedent. Participants won't have to confine their discourses and undertakings to protocol, they can concentrate solely on their commercial interests.
- The trade mission is convenient for “networking” activities between the participants since it allows them to discuss and compare best practices and success stories.
- The welcoming of the Malian Chamber of Commerce and Industry and the APCAM as set the tone for the rest of the mission. It was an important starting point for the participants of the delegation.
- Infrastructures are identified by every participant as a major constraint to investment and business relations in Mali. Although NEPAD is set to eventually address this issue the current situation poses a problem for many.

- Senegal and Mali have similar productions but the harvesting season is different, so the two economies are not directly competing with each other. Complementary production calendars are convenient for professional and specialized interventions.
- The trade mission organized for and by the private sector is completely new with regards to the Malian business culture. The physical and cultural borders maintain a deplorable opacity when it comes to market information and business ventures.

## **b) Day 2 : May 4<sup>th</sup> (Bougouni)**

### **i) Sanepro packing house**

The delegation began prospecting for business opportunities by visiting the Sanepro packing house managed by EXAGRI. Participants were impressed by the simplicity of the installations of this pack-house. The two entrepreneurs in charge (Youssef Sall and Boubacar Diallo) explained that they are exporting about 50 tons of mangoes per week. This visit confirmed that opportunities can be seized and exploited by the private sector even with small investments and rudimentary infrastructures. Some participants noticed that the business risks were high due to the disputable appropriateness of storage, packaging and pre-cooling facilities. Some importers of the delegation expressed their worries about quality standards, arguing that for certain products it is still easier to purchase from Europe. Nevertheless EXAGRI's business project (jointly managed by a Senegalese and a Malian businessman) persuaded the delegation that it's possible for a foreign investor to enter the Malian market and make business regardless of nationality.

### **ii) Mango orchards of Madina Kouloulamini**

The second activity of the day was to visit the mango orchards of Madina Kouloulamini. Discussions were initiated with the village chiefs under the tradition of the "palabre". The objective was to demonstrate to foreign traders and decision makers that Malian resources were accessible and available for sale, without any prejudice to nationality or cultural identity. Interventions were made by the mission's organizers to advise the producers to be proactive regarding private sector business developments, because the government could not systematically support them when they had financial problems. This meeting provided an excellent opportunity to initiate a direct dialogue between the parties. Most participants of the delegation are also producers in their respective countries, which allowed a constructive and balanced discussion to be made. Trade and quality preoccupations were evoked as the conversations went on. The farmers affirmed that they could produce any type of mangoes required by the buyers. In sum, the participants were impressed by the commercial potential for mangoes in the Bougouni region and by the willingness of Malian operators to develop an open, trustful and respectful business climate. To conclude this meeting, an Ivoirian operator (TEM) affirmed his intention to purchase mangoes by the end of the week for his packaging plant in Sikasso.

### Key aspects of the second day

- Investing in Mali is now perceived as feasible and profitable, even with limited resources.
- Export standards are still to be implemented (quality, “traçability”, MRL, etc). This observation is shared by the all the participants.
- Although the resources are available, most production methods can be perfected to improve the productivity of the orchards.
- The harvest season for mangoes in Mali is not competing with the harvest in Senegal, because they follow one another.
- The expedition and distribution of perishable products is a major concern for the delegation. The inadequate network of infrastructures poses a problem (multimodal facilities, package and cooling warehouses, roads, railway system, etc.). This message will have to be brought to the attention of the appropriate authorities.
- The foreign operators require that farmers be grouped and organized in order to have a single interlocutor when negotiating.
- Communications will have to be improved in order for the investors to deal in Mali (Senegalese operators wish to export to Mali).
- Malian producers have come to realize the impacts of the conflict in Ivory coast on their business, they are keen on opening new commercial channels in the sub-region.
- The relevancy of this trade mission lead by the private sector is confirmed by the interest of all parties.
- An Ivorian operator has solved a major logistical problem encountered in Dakar through meeting business counterparts during the mission.
- The involvement of a television team filming every step of the mission and interviewing the most concerned operators according to their specialization has accentuated the credibility and the confidence with the participants of the trade mission, as well as with the Malian hosts.

## **c) Day 3 : May 5<sup>th</sup> (Sikasso)**

### **i) Sikasso's High Commissioner**

The third day of the mission began with an audience with the High Commissioner (HC) of Sikasso. This meeting allowed the participants to gain confidence through the support and the determination of political authorities to facilitate trade and investment in the region. The HC described his region as being appropriate for agriculture and trade, notably regarding: social climate, crime rates, the occurrence of “rainfalls” and the facilities for transport. The HC also described the most important hindrances to trade that are still inhibiting economic growth in the region. The HC’s presentation appeared credible and encouraging to the participants of the delegation because he took most of the structural limitations into account during his description of the region.

This honest and transparent approach has been received very favorably by the delegation. In fact, many countries in the region maintain certain “reflexes” (read bureaucratic zeal and other officious obstacles) that translates into protectionism for foreign investors. The Senegalese in general are not foreign to that “ethnocentric” behavior. By visiting the most prominent officials and representatives of the region, the delegation was reassured about the real extent of the “openness” of the Malian economy. On the other hand, the discussions lead to the conclusion that government officials had to concentrate their efforts on the subjects that are subordinated to their sphere of influence, like infrastructures and state services. The private sector will play its natural role when the commercial risks will be lowered, by investing in the economic development of the region.

## **ii) Bogotiere village (potato cooperative)**

The second stop of the day involved a visit of the Bogotiere village, an important producer of potatoes in the region. This part was set-up by the organizers, in an effort to match the two biggest Senegalese importers of potatoes to the producers of the region. This targeted intervention is definitely the most convenient way of encouraging business partnerships. Otherwise, the isolation and the remoteness of the cooperative would make it impossible for importers and businesspeople to connect directly with this remote production center.

The cooperative acts as a centralization agent for a multitude of small producers. The delegation's participants were able to express their preoccupations about the technical characteristics of the products (variety, delivery, quality, etc.). Other topics of interests were the production techniques, the use and dosage of fertilizers and pesticides, the irrigation systems, the quality of soils, the cost and the price structure, etc. The extent of the subjects discussed attested a strong interest of some operators. A visit of the storage warehouse, provided by CAE as a pilot infrastructure, completed the visit. An appointment was set-up in Bamako for a future meeting regarding discussions about the finalization of deals.

### **iii) Tropical expression Mali (TEM)**

The third activity of the day was a guided visit of the TEM conditioning center managed by an Ivorian businessman (Yace Cum Serge). This modern plant was quite different from the previously visited conditioning center in Bougouni (Sanepro). In general, operators were impressed by the means engaged by the foreign investor. This event gave a good point of comparison with regards to the different levels of commitment and investment possible in Mali. The testimony offered by the investor demonstrated that obstacles could be overcome. For this specific situation, the strategy endorsed was to divide the logistical factor into sections to easily resolve each situation according to its determinants. This section of the trip allowed the operators to appreciate to what extent inter-state investment and collaboration is possible.

### **iv) Meeting with the CONOESAM at the ESPGRN**

The reunion with the CONOESAM included the director of the local export promotion association, the director of the local investment promotion association, as well as various traders and merchants. The members of the delegation initiated the discussions by inviting their counterparts to list the products that could be purchased and supplied for exportation in Senegal, the discussions involved in the trade of cereals (millet, maize, etc.), rice, potatoes, hot peppers (chili), cashew nuts, mangoes and other plucking products. For example, an operator of the mission inquired about production of cashew nuts. The response was that the harvest had not been sold because the usual Ivorian buyers didn't visit Sikasso this year.

The panoply of interests within the delegation made it difficult for a formal meeting to take place. The reunion was quickly "dissolved" and reorganized in clusters of groups of interests. Although unexpected, this turn of situation was welcomed by the participating producers. The informal atmosphere of this networking session allowed every operator to seek his/her interest without sticking to any formal protocol with speeches about promises and realizations. Formal procedures often reduce the efficiency of meetings on commercial linkages while the nature of partnering relies on a less codified approach. Even with the assistance of CAE advisors, the language barrier became a reality during this networking session although it didn't prevent the participants to discuss deals and bridge their differences. Amongst other subjects, the conversations were about buyers and sellers requirements (palettes, packaging, grading, etc.), market evaluation (Senegal and Mali), harvesting seasons, production and storage techniques, etc. Following a first round of price negotiations, it appeared that foreign importers have to take charge of the products directly at the harvesting location. Appointments were made and meetings were scheduled for the next season.

### Key aspects of the third day

- The commercial challenges are not insurmountable. Operators can effectively capture opportunities and conduct business in the region.
- Participants have come to realize more and more that the trade mission is introducing them to Malian producers as commercial facilitators because they know each and every step of the value chain involved in exportation.
- The strategic value of each and every step of the exportation process needs to be known and understood by the implicated operators in order to make the adjustments necessary to improve global competitiveness. Small farmers can hardly know how to increase their export readiness without a direct experience of the constraints affiliated to international trade. Since economic operators are the privileged holders of such pragmatic knowledge, their contribution has to be acknowledged and integrated in any export promotion framework in order for the project to be successful. Unfortunately, the people occupying those key positions in the economy are often ignored when such trade missions are organized.
- Encouraging the dialogue between producers and operators is an excellent procedure for transferring knowledge and, to some extent, technologies.
- During the first steps of the trade mission, operators began to realize that the obstacles that are blocking trade linkages within the region are resting mostly on technical factors, like quality standards, conditioning and transportation, not on social resistance and nationalistic prejudice.
- By visiting the most prominent representatives of the region, the delegation was reassured about the real extent of the “openness” of the Malian economy and about the economic rationale endorsed by officials.
- The arrival of two Ivorian operators into the group has changed the dynamic of the mission by introducing heterogeneous and complementary experiences. This “variety” widens the scope of the project by bringing new perspectives and backgrounds into account during the visits. Although the challenges implied in exporting goods are common to most operators, the visions and strategy often differ from one businessman to another.
- A closer proximity is taking place among the operators of the mission. The participants now freely share and exchange their knowledge about production techniques, seeds, pricing strategy, crop productivity, fertilizers, diseases and other common business issues.
- The framework for supporting foreign direct investment and commercial linkages within the region requires a fine balance between formality and informality. Flexibility is required by the mission’s organizers to make those adjustments.

- Future missions should be planned in advance and take into consideration the readiness level of the participants (business cards, contracts, market information, etc.). The schedule should also vary according to harvesting periods in order to prevent the need for repetitive trips following the prospective mission to close a deal. In the same frame of idea, further documentation should be distributed about the participants on both side before beginning the project, as it would facilitate the conduct and the efficiency of meetings.

#### **d) Day 4 : May 6<sup>th</sup> (Koutiala)**

##### **i) Meeting with the CMDT**

This reunion occurred under the direction and within the premises of the CMDT (*Compagnie Malienne du Textile*). The participants were composed of a large number of traders specialized mostly in hot peppers (chili), *karite* nuts, cashew nuts, millet, sorghum and maize. Following the first days of the trade mission, the participants of the delegation were keener than ever to find partners and conclude business deals. Information was required by the participants about the four topics :

1. Weekly and monthly information about the production and the offer of cotton seeds.
2. The delegation wishes to buy “small millet” but the conditioning is improper which generates a high level of dust and sand in the final product. Consequently, the quality is too low.
3. The maize production has to be sorted by variety in order to be suitable for commercialization in Senegal.
4. The delegation is also interested in purchasing and importing sesame and potatoes.

The exact data about the disposable inventories wasn't available at the moment. It appears that the region suffered from insufficient rainfall this year. This situation greatly diminished the availability of resources and led to a balance between the offer and the demand, leaving very little stocks for trade and therefore for export. The speakers of the CMDT also said that Burkina Faso and Ivory Coast were natural markets for their products, while Senegal was considered an alternative market.

### Key aspects of the fourth day

- Merchants and representatives affiliated to institutions like the CMDT can offer a strong resistance when “challenged” by external investors and businessmen. The latter sometimes represent a “disturbance” to the established system by acting as a whistleblower and questioning the relevancy of the management and the distribution channels in place.
- Informational asymmetries are to be resolved in order for distant buyers to order merchandises from abroad. It is very difficult for foreign investors to take engagements if they don’t know exactly what’s available for sale on the market. on the other hand, more preparation is required from participants before a mission can take place.
- The CMDT is currently testing new machinery to remove sprouts from grains before the transformation into flour. This will improve the storage life of the products. Around 300 tons a year will be available when the project will be fully operational. The mission’s operators are considering another trip next year if the harvest is more substantial.

## e) Day 5 : May 7<sup>th</sup> (Segou-Niono)

### i) Meeting with the CEO of the *Office du Niger*

The first activity of the day was to visit the CEO of the *Office du Niger* (ON). A corporate video was presented to the delegation to demonstrate the ON’s potential, followed by a question period. The first preoccupations formulated by the delegation were related to the context of foreign direct investment (FDI). The CEO emphasized the fact that FDI in agricultural production within the ON region were warmly welcomed. If procedures are respected, the FDI can obtain an “emphyteotic” lease of 30 to 50 years. Investors must take notice that all FDI have to “fit” with the general orientations of the ON. An agreement must be concluded between the State and the private sector prior to any investment.

At the moment, the Malian Government is prioritizing the production of sugar within an import substitution program (sugar imports from Brazil represent 100 000 tons per year). This official position was contested by some economic operators of the mission arguing that it was impossible to be competitive in the sugar industry when competing with an inveterate country like Brazil. An investor affirmed that rice represented the crop of the future for Africa because the Asian production is set to be engulfed by Asian demand in 15 years of time. Asia is coming short of arable land while Africa as plenty. Therefore government officials must be informed of that scenario in order to adapt their policies and incentives programs to prevent that situation.

On the other hand, it appears that stated field rehabilitation and development costs appearing in the Office du Niger documentation far exceed Ivory Coast standards. Further work has to be done to solve this situation. For instance an exoneration of registration rights should be attributed for investors interested in producing certain cash crops. Also the transformation units are improper for export quality requirements. Likewise, the ON must modernize its transformation plants as an incentive for FDI. The ON's CEO responded by saying that field rehabilitation and development costs have been lowered since the introduction of a private partnerships program and that the propositions asserted by the delegation would be studied thoroughly.

### **ii) Segou's High commissioner**

The second meeting of the day was set with Segou's HC. Our distinguished interlocutor started his speech saying that African integration used to be considered impossible. Now it has become a fundamental aspect for the future of the sub-region. African solidarity is crucial to protect the common interests of the region on the international level. The HC then reiterated his support for the mission's undertakings by praising the advantages of liberal markets over controlled economies. The possibility for investors to move their business freely across borders is essential for prosperity. To conclude the interview, the HC invited every participant to contact him if the occurrence of annoyances was to obstruct their projects.

### **iii) Institut d'Économie Rurale (IER)**

On the way to Niono and the ON, we stopped at the IER to examine the agricultural varieties (onions, potatoes, maize, etc.) that are adapted to Malian climate and soil conditions. IER researcher's explained their work and demonstrated their results by exposing various samples. Technical itineraries of the aforementioned crops were discussed.

#### **iv) Faso Jigi project and OPAM's warehouses**

During this visit the delegation was shown the warehouses for the Malian security reserves. Faso Jigi is a Canadian project managed by DID International and UPA International. It's mission is to facilitate the financing and the marketing of cereal by grassroots cooperatives. It supplies technical assistance to the cooperatives and their marketing structure.

#### **v) Visit of the *Office du Niger***

The actual visit of the ON took place after those meetings and briefings. After crossing the dam of Markala in Niono and several smaller locks along the road, the trade mission traveled through boundless fields to visit a rice conditioning factory. This pilot scheme, sponsored by USAID, Chemonics and the CAE, was set to fill the void left by the departure of the industrial rice factories by the involvement of small and private transformation plants. The machinery used was examined by the delegation and questions were asked about the quality of the outputs. The farmers were using a mobile decorticator made in Mali to produce three qualities of rice : first quality, large grain crumbs and fine grain crumbs.

On the way back to Segou, the mission stopped at the **Foabougou onion cooperative**, an organization of women sponsored by the IER and the CAE. The purpose of this project was to replace traditional storage techniques using rudimentary "caches" in order to reduce the losses during conservation. The cooperative now uses a warehouse that can dry up to 100 tons of onions at a time. Representatives of the coop said that the only problem remaining was the commercial distribution. This situation corresponded perfectly with the members composing the delegation. In fact the two biggest Senegalese buyers of onions were brought to them by the trade mission.

After the usual introductions, the Senegalese importers asked questions about the quality and the availability of the products. Surprisingly, the answer was laconic and vague. Apparently, the cooperative isn't used to dealing directly with buyers because the delegations that usually visit them are composed of government officials and other administrators. They endorsed a more commercial frame of mind and initiated negotiations with the buyers after a while. The economic operators were surprised to learn that *shallots* was the only variety of onions produced by the farmers. This situation occurs because of the extended storage life of *shallots* in the dryer. At the present time, the market in Senegal is used to bigger onions, a variety that cannot be stored for a long period. Further work and negotiations will have to be done before deals can be closed and exportation, within the sub-region, becomes a viable option to importation from Europe (Netherlands).

### Key aspects of the fifth day

- This section of the trade mission as revealed the full strategic potential of the ON to the senior management of the most important traders in the sub-region. The participants of the delegation have been impressed by the opportunities.
- The investment climate in the ON is slowly changing to adapt itself to the private sector's contingencies and requirements. Segou's HC and the ON's CEO have pledged their support to the delegation. Nonetheless, more flexibility is required by investors for non-traditional productions (fresh fruits and vegetables, cashew nuts, etc.). The latter represents only three to four thousands hectares on a total approximating one million hectares of irrigated and arable land. Officials have to continue opening the market in order to develop their competitive advantages.
- The ON administration has to be careful when planning development schemes according to the interior demand. For certain commodities, like sugar, Malian production factors can hardly compete with countries that host fully developed and "mature" production facilities.
- Rice production has to be planned and adapted to long term tendencies. The Asian production is set to change and perhaps diminish. Therefore, African producers have to be prepared for a change in the current configuration of the trade flux.
- The standard field rehabilitation and development cost per hectare in the ON region is too high. Private sector cannot be competitive on the market with the actual cost structure, especially since the local demand currently accepts a product of substandard quality. Incentives like the reduction of registration fees should be studied.
- Investments are necessary to modernize the actual rice transformation units. Otherwise it won't be possible to meet the level quality required for exportation.
- The road to Niono and to the ON is being "tarred" and electricity is becoming more available and reliable. Structural problems are being solved. The ON as the potential to become the "attic" of West Africa and even supply foreign markets.
- The visit of the onion cooperative enabled the mission's operators to disseminate the key production and commercial factors required to succeed in this business. The trade mission communicated the constraints that are imposed by the markets to operators. Regional entrepreneurs now have a better comprehension of the criteria required by the demand on the markets.

## e) Day 6 : May 8<sup>th</sup> (Segou-Bamako)

### i) CONOESAM

Before going back to Bamako, the delegation met a group of operators affiliated to the CONOESAM in Segou. The latter was dealing dry cereals, *shallots* and other plucking products. The meeting was held at the Hotel. The CONOESAM distributed a regional profile and a series of production and export statistics. Following the ON visit, mission participants restated their interests in: millet (small grade, clean and dust and pebble free); maize (white); bissap; gum Arabica; niebe (red); peanuts; onions (violet de galmi and other than shallots; chilies (“Saddam” birds eye type); carrots (large sizes, August to December). Partial information relative to prices and availability was forwarded by the operators. Most products should be the object of a specific production program since warehousing costs make the product too expensive. Questions concerning the optimization of transport costs were addressed, particularly freight from Dakar consisting of cement or fishmeal in order to reduce shipping costs from Segou. Specific discussions were held with COOPRAV concerning animal feed. Technical specs and samples were available and taken up by some members of the delegation. Mr Touré, president of SITA but also the president of the Odienné Chamber of Commerce, wished to establish close ties with the Segou chamber of commerce in order to favor exchanges between operators of both regions. All stressed the importance of reliable statistical and availability data. The information given by CONOESAM was not deemed reliable.

### ii) GDCM

The delegation also visited the GDCM warehouses and rice mill. This allowed the operators interested to produce rice in Mali to inspect complementary infrastructures. Although the visit confirmed the presence of adapted industrial “conditioning” machinery, comments were made about its reliability (the Chinese machinery used to remove the bran from the grains of rice is apparently reputed for breaking often).

### Key aspects of the sixth day

- The meeting with CONOESAM highlighted the necessity of setting up specific production programs for export to Senegal and the possibility of improving logistics by developing coordinated reciprocal trade on various goods that would come from Dakar rather than Abidjan.
- Institutional links should be developed between operators as well as trade oriented information systems since government statistics originating from customs or other authorities are usually not timely and often imprecise.

- According to the delegation, the level of competence in industrial rice milling in the Office du Niger needs to be improved to be eventually competitive. The choice of working with low cost equipment from China must be re-assessed in view of actual productivity, repair costs, down time and the capacity to train maintenance personnel.

## **f) Day 7 : May 9<sup>th</sup> (Bamako)**

### **i) Briefing to USAID officials**

The last day of the mission began with a short presentation at USAID's headquarter in Bamako. This occasion allowed the delegation to summarize its impressions about the economic potential in Mali. Field visits were briefly described. A synthesis of the issues and constraints that occurred during the process was also completed. In sum, although many commercial linkages are envisioned and wished for by both Malian and foreign economic operators, considerable obstacles are to be dealt with before deals can be concluded. This prospective trade mission will certainly disseminate information about the economic potential in Mali amongst entrepreneurial networks in the sub-region, but further work needs to be done for commercial transactions to be facilitated and concluded.

Ms. Pamela White, USAID's director, responded that economic growth and international trade were USAID's priorities. Malians have to create more wealth in order to improve their conditions. At the moment the Malian government is receptive to USAID's vision of the economy. Nonetheless, the private sector mustn't wait for a signal to take action. Ms. White acknowledged the necessity of a specialized agribusiness information network to support commercial transaction between operators in the sub-region. She was also concerned about ubiquitous and informal custom controls that levy taxes along trade routes.

## **ii) Meeting Malian Ministers**

After the presentation to USAID, the delegation has split in two groups; the first one met the General Secretary of the Ministry of Commerce and Industries, while the other was received by the Cabinet director of the Minister of Investment and Private sector. Each meeting was a privileged opportunity for private investors to explain and describe the preoccupations they had encountered during the trip. This feedback was welcomed by the authorities as a demonstration of the strengthening of economic ties within the sub-region. The Ministers renewed their support and offered their collaboration to solve the problems evoked by the operators, notably transportation and communication infrastructures. The two groups then met for a last meeting with the Minister of African integration. The latter said that economic problems in the sub-region weren't caused by lacunas of cross-cultural integration but rather by a lack of communication. The proposition for a revision of the investment code was also envisaged by the minister.

## **iii) Round table with regional organizations**

A round table was organized to close the mission. This event was attended by the Chamber of Commerce and Industry as well as representatives of the visited ministries and several organizations concerned by regional trade issues : "*Office des chargeurs*", the railway company, customs officials, representatives of the Presidency's service for the promotion of rural infrastructure. The objective of this session was to evaluate the convergence between key regional organizations and the private sector representatives from the sub-region.

The exchanges between participants mostly centered around the constraints related to the railway system. The involvement of CANAC-rail in the privatization process brings new hopes for the long expected modernization of the network. The restoration process is set to begin by the first of September 2003. The exportation of perishable fruits and vegetables still poses a serious logistical problem to regional carriers. Increased professionalism is necessary for those products to be commercialized successfully.

The representative of the *Task force for infrastructure and agro-pastoral sector* (a department of the Presidency) announced that a tax free zone combined with a single access point (*guichet unique*) to the government would be implanted in Bamako soon. He also pledged to offer reliable trade routes to private operators in the near future. Following that intervention, the newly constituted “*Conseil des chargeurs*” (CDC) announced that it was working closely with Ivorian partners before the conflict to promote Malian exports. Unfortunately, they can only facilitate importation at the moment due to the political turmoil in the country. The CDC speaker also recognized that transportation costs in Mali were too high. On that matter, he suggested that an increase of export goods in Mali would reduce those costs by improving the profitability of each voyage abroad. Likewise, the CDC has the ambition to conclude partnerships with the authorities of the harbor in Dakar. This could lead to an investment in storage facilities directly at the port. The Senegalese CDC representative responded that they were interested in a dry harbor in Bamako or Kaye and that further discussions should be scheduled to bring the two organizations closer. In sum, a consensus emerged about the necessity for strengthening the communication channels between the operators of the private sector and the regional organizations.

#### iv) Visit with the General secretary to the Presidency

The closing event of the mission was a official meeting with the General Secretary to the presidency at “point G”. This reunion concluded the mission by presenting the private sector’s requirements prior for the materialization of foreign direct investment. The secretary of state listened to demands and invited the delegation to continue prospecting for business opportunities in Mali.

#### Key aspects of the seventh and last day

- Increased exportations are likely to lower the price of transport.
- The Malian antenna of the “*Conseil des chargeurs*” is actually developing a trade relations with its vis-à-vis in Dakar. Discussions are undertaken regarding the construction of a warehouse at the arbor.
- Privatization of the railway system is underway, but the transportation of perishable fruits and vegetables still poses a logistical challenge.
- A tax free zone combined and a single access point (*guichet unique*) are going to be available in Bamako soon.
- Economic growth and international trade are the best means to create more wealth for Malians. The private sector has to take action now without waiting for the support of the Malian government.

## 5. MISSION RESULTS

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### 5.1 Identified opportunities

As can be witnessed by the participants' response, the mission enabled them to identify a series of business opportunities, both in terms of product sourcing as well as in terms of investment opportunities.

#### i) products

**Dried chillies:** This product is in great demand in Senegal and commands a high value. It appears that the product can meet market demands, however more attention should be given to growing the right varieties as well as providing sufficient quantities for the export market. Given the products high value and the Segou regions potential, both for production and rapid drying, a commercial partnership could be developed between Malian growers and Senegalese importers.

**Cashews:** The Malian production is not very important in volume however, it appears that the western regions potential can prove to be of interest for Ivorian traders in raw cashew as well as for the sourcing of shelled products directly from producer groups. The existing supply of raw cashews is not marketed efficiently and more direct links to end-traders in the Ivory Coast could be set-up in a first stage, This should be followed by artisanal shelling operations.

**Mangoes:** The meshing of the Malian (april-june) and Senegalese (june-september) mango growing season sparked a lot of interest in the Senegalese delegation, both as a means of integrating their export marketing programs, as well as securing a high quality supply into the Dakar fresh market that will pay a premium for first quality fruit in general. The Bougouni orchards represent a potential to be developed and Senegalese techniques in terms of tree husbandry and irrigation could significantly improve yields in that area. More than any other, this opportunity is dependent on an efficient rail link with Dakar.

**Cereals:** Because of the recent drought, the current supply in dry cereals (white maize, millet) in Senegal is problematic. A link between Senegalese traders and Malian producer cooperatives could permit the marketing of any excess Malian production. However, the question of quality and grading will be essential, as will be a reliable information system as to truly available stocks. In the case of rice, Senegalese and Ivorian traders consider that prices and costs supplied during the mission were overstated and that work needs to be done in order to bring costs and export prices to a level that is competitive with products coming from Southeast Asia.

**Potatoes:** There definitely is an opportunity for Malian potatoes in Senegal given that the transport question is solved. Malian exporters will have to compete with Dutch products and will therefore have to be cleaned, strictly graded and bagged in 25 kg jute sacs rather than the current 50 kg poly-knit bags. Work will have to be done to test various cultivars in order to adapt to Senegalese tastes and to ensure immediate crop availability over a long period. Stored potatoes are of little interest for importers who will prefer to source the product from sources at prices that will include minimal storage costs.

**Onions:** The current production of shallots is of little interest for Senegal. However the Galmi and yellow onions seen on display in the Segou area fit the Senegalese and Ivorian requirements. As in the case of potatoes, emphasis should not be put on storage but rather on increasing yields (to reduce unit costs), improving grading and selection, as well as packaging and branding of the product. Selection of yellow varieties that approach the Dutch standard would definitely improve marketability.

## ii) investment

**Complementary production for export:** Senegalese exporters demonstrated interest in investing in Mali both in the mango export sector and in other fresh produce, such as fine beans. Since there exists a production base in Mali, Ivorian exporters are interested in setting up mango packhouses in the near term. This would give them the opportunity to develop other programs with Malian growers, particularly in the French bean sector (fine and extra-fine grade), in which the Bamako area growers (Koulikoro, Banguineda, OHVN) have a demonstrated experience as well as access to economical water sources for irrigation, in contrast with Senegal where such resources are becoming more scarce around the heavily urbanised Dakar area.

**Office du Niger:** This area is definitely of interest in many aspects: rice production and milling, industrial tomato, chillies, onion and potato, tree crops (citrus and cashew). There are uncertainties as to the true costs of installation and expansion in Office du Niger, as well as to the freedom regional investors will enjoy in carrying out their activities. These will restrain full scale investment. However, the connection to the Manantali power plant will open the possibility of setting up competitive industrial rice milling, cooling facilities, as well as tomato and juice processing plants that should benefit from Segou's central position vs UEMOA once the road and rail systems are functioning.

**Investment climate:** Malian authorities' attitude towards regional investment, as demonstrated through the meetings with the State departments and the Secretary to the Presidency impressed the delegation. The consensus is that the existing Government is truly interested in foreign partnerships and that entrepreneurs should begin right now to lay the groundwork for investing in Mali, even though the road and rail network will be operational in at least two years.

## 5.2 Main constraints to effective market linkages

The opportunities for regional linkages, both for regional and export trading and investment, are clearly present. However numerous constraints remain to be addressed in order to facilitate their actual implementation.

**Roads and rail network:** Currently, the road and rail network to Senegal is considered as highly risky. Roadwork is currently programmed on the Bamako-Kayes road link and repairs to the rail infrastructure should improve service over the years. Further, the fusion of the railway administration under a single entity will make the operation more coherent and avoid political disruptions such as import-export space quotas that result in inefficient allocation of capacity. The more aggressive operators will try to make things work (for example one exporter will test the route using his own reefer trucks and another is testing the train line to bring in peanuts), but otherwise the absence of a predictable transport route between Bamako and Dakar will greatly limit Mali's competitiveness.

**Communications network:** Senegalese and Ivorian entrepreneurs are now used to seamless international communications: telephone, cellular, internet are now readily available in these countries at a reasonable price. Cell phones and internet access are difficult, costly and of limited availability in Mali. Improvements in both domains would greatly facilitate the monitoring of commercial programs and reduce the risk associated with transacting with Malian growers.

**Cold chain infrastructure:** No functioning infrastructure is publicly available at Mali's shipping points. Currently, cold storage adapted to fresh produce is available at the former Fruitema plant at the Bamako airport or in Sikasso, at the TEM packing station. The absence of readily available cold storage at the shipping points will limit the capacity to develop high value items for export. Senegalese exporters must consider investing in the creation of such infrastructure in order to protect high value items to be shipped by air or to permit the pre-cooling of produce prior to shipment.

**Office du Niger infrastructure costs and expansion plan:** As previously mentioned, the delegation expressed much interest in the ON infrastructure but considered that terms for the installation of investors were not clear and that standard infrastructure construction costs to be charged to potential investors were too high.

**Post harvest capacity:** Growers have limited training in post-harvest techniques, which are mainly aimed at increasing storage duration. Aspects such as product cleansing, respect of international grading standards, strict product selection, use of adequate packing materials need to be mastered in order to compete on the Senegalese and Ivorian markets.

**Cereal pricing strategy:** The prices currently proposed for rice and other cereals are not competitive with current Asian sources. The delegation has difficulty understanding the cost structure that was presented to the delegation, with an important gap between farm gate prices for paddy rice and that for milled rice.

**Grower association marketing professionalism:** Grower associations are not used to dealing with foreign partners. Transactions should be based on transparent knowledge of stocks and market prices and not on spot negotiations. It appeared that associations did not yet have sufficient knowledge to enter into a partnership relationship and that any such program would require strong monitoring of the grower by the importers as well as a gradual approach.

**Market information system and supply statistics:** Growers, middle-men and trade associations were not able to supply the delegations with satisfactory data as to availability of products, both historical and planned. Declarations of availability proved inaccurate when some delegates expressed the desire to purchase some products immediately. Information as to the true production and availability will have to be effectively gathered and disseminated in order to facilitate transactions.

**Road check-points and application of trade regulatory framework:** The Senegalese delegation noticed numerous checkpoints along the roads between Bamako and the rest of the country and expressed concern as to the risks and costs to be incurred while transporting goods within Mali.

## 5.3 Recommendations

Recommendations were kept to a minimum. As one of the delegates put it, if the basics are in place, then their job will be to get things going, and additional change will follow. Financing is not an issue, at least for actual transactions or the acquisition of equipment linked with operations. Delegates rather stressed the importance of infrastructure, assistance to growers and information dissemination in order to facilitate the successful conclusion of transactions.

### i) Priorities in infrastructure rehabilitations

To get things going, the delegation considers that the main investment to be made would be the rehabilitation of the road linking the Senegalese border with Bamako. This infrastructure would open the way to direct shipment to Senegal for a series of produce, either for re-export to Europe by sea or for domestic consumption. A functional road would get commerce running and would bring the motivations for additional investments upstream.

In parallel, the rehabilitation of the railway line into Dakar would permit reefer container shipments with minimal risks in terms of accidents to the produce or unpredictable shipping delays. The access to a competitive rail service will prove critical for the development of mango exports out of Mali, as well as for a series of other export products.

Basic cold storage infrastructure should be made available at the airport and/or the railway line in Bamako. At the airport, cold storage should permit the release of stored produce less than an hour prior to shipment, and therefore be equipped with efficient warehouse and air-side handling equipment. As for container shipping, the freight rail station should be considered a “dry-port” and should be equipped with pre-cooling and temperature controlled container stuffing platforms, as well as container handling machinery.

Working backwards from these installations, regional terminals would facilitate the pooling of produce, especially in the case of onions and potatoes. These terminals would be located near the production areas and would be equipped with standard grading lines and ventilated storage capacities as well as communication facilities.

## **ii) Institutional linkages to ensure follow-up**

The delegation requested that a third party link be made available, at least in the start-up phase of the various programs. This linkage would facilitate contacts between growers and importers. It could also supply training and assistance to grower groups during the production and post-harvest phase. Further, such a link could assist the exporters if any problems arise with the local authorities, or prevent the problems altogether by helping them assess the full requirements associated with doing business in Mali. The delegation considers that a structure such as CAE or APROFA could continue their assistance and develop strong regional links with both Dakar and Abidjan.

## **iii) Supply statistics and information**

Basic information on product availability, cost structure and market prices were found to be severely lacking and often not consistent with the reality of other countries in UEMOA. A third party structure such as CAE and APROFA, should develop information tools that permit rapid information as to available stocks. Quoted prices should show actual transacted prices rather than rough estimates based on market surveys. These could evolve into web based offers on a regional marketplace, if internet technology catches up in the producing regions.

## 6. PARTICIPANTS' RESPONSE AND INDIVIDUAL STRATEGIES

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**i) Youssouf SALL (SANEPRO, Dakar, Senegal) – *Export: Mangoes, French beans; Local: Oranges, Lemons, Tangerines.***

Y. Sall has recently<sup>1</sup> entered a partnership with a Malian company in order to develop mango exports to Europe out of Bougouni. Until now Mr Sall has been exporting mangoes (300 T) and French beans (250 T) out of Dakar. He also operates a 60 ha citrus and mango orchard in Dakar, the citrus being marketed on the local market. He considers the current Bougouni operation as a pilot, although he should export around 300 tons this year. During his participation in the trade mission, he was able to visit the Banguineda French bean production zones and assess the growers' capacity and competitiveness. Following discussion with growers from Bougouni, Sikasso and Banguineda, Mr Sall envisions setting up a permanent operation in Mali consisting of: a) a fully equipped pack house for mangoes in Bougouni; b) installation of tractor equipment in Banguineda; c) a cold storage warehouse near Bamako airport with sea container loading capacity; and d) a citrus plantation (mainly tangerines and oranges) destined for the Dakar and Bamako market (located either in ON or Kayes). His short term plan is to set up the French bean export operation in the coming months, which involves the construction of the cold store and to fine tune the mango airfreight export operation until the sea-freight tests through Dakar prove successful and volumes can be increased fivefold to 1500 tons. Mr Sall considers that his Malian operation is critical to the *FILAO* brand's establishment on the European market, as he can now provide mangoes from April to September (6 months), linking the Malian and Senegalese seasons into one West African brand.

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<sup>1</sup> Y. Sall arrived in Mali in april 2003 following the end of the Senegalese French bean season.

**ii) Côte YACE (SN Tropical Expressions, Abidjan, Côte d'Ivoire) – Export : Mangoes, Papayas, Sweet Potatoes**

Mr Yace, an Ivorian agro-entrepreneur involved in exotic fruits (banana, pineapple, papaya and mangoes) has successfully operated the Sikasso mango pack house for the past two years through an Ivorian-Malian joint venture. Even though the current situation in Côte d'Ivoire, as well as the constraints associated to the Bamako-Dakar route, limit SNTE's capacity to export in 2003, shipments should resume shortly as specific arrangements to Abidjan have been made. Mr Yace joined the trade mission to get a better grasp of new opportunities, build links with the Malian institutional environment, as well as to meet with the Senegalese delegation and develop eventual partnerships. His meetings proved beneficial as the excess capacity of the Sikasso mango packing line could be used to wash, disinfect and grade potatoes destined for the Senegalese market. Further, Mr Yace's base in Côte d'Ivoire will enable him to source competitive jute bags (required by the Dakar market) and the cold storage can be used to store imported potato seedlings (which can be imported competitively through the banana reefer ships in Abidjan) and his permanent staff in Sikasso can provide the field presence necessary to manage a full scale production program. Contacts have been made both with Sikasso potato growers and the two members of the Senegalese delegation involved in potato imports. A pilot shipment is to be organized in the coming months (following the end of the mango season). For Mr Yace, this is a first step in the direction of maximizing the pack house's capacity. He is also in discussion with Senegalese members of the delegation interested in subcontracting mango packing for export under their brand. Finally, Mr Yace envisions that in the short term, the potato operation will give him sufficient experience with the local growers to develop an export-grade sweet potato export operation.

### iii) Gaoussou TOURE (SITA/SODIRO, Odienné, Côte d'Ivoire) – Cashews and Rice

G. Touré is a prominent Ivorian entrepreneur who, after setting up a successful distribution network in Côte d'Ivoire, has invested in the rice and cashew sector. Mr Touré currently operates an industrial rice mill and a cashew processing plant employing more than 1000 people in Odienné, in northwest Côte d'Ivoire. He generally operates through partnerships with foreign technical and financial partners and aims to adapt techniques to the African environment. Mr Touré came to Mali with two ideas in mind: a) evaluate Mali's cashew nut production and potential; b) visit the *Office du Niger* in the perspective of developing rice production for export in the sub region. Following his meetings with growers, technicians and officials, Mr Touré will pursue the development of both his projects in Mali. Contacts have been made in Koutiala with producers in order to set-up a pilot small capacity cashew shelling unit and evaluate the feasibility of the technology and secure further financing. He would also like to link with local organizations to develop a training program in cashew production. As for rice, Mr Touré is strongly critical of *Office du Niger's* standards for rehabilitation and expansion costs per hectare. He considers that stated costs could be halved without compromising on quality. He also considers that to develop regional exports, the current artisan milling capacity must be complemented by industrial units yielding an export grade product. For Mr Touré, the key to competitiveness and economies of scale will be for local technicians to be trained and competent in plant building, management and maintenance. With the support of APROFA, he will continue coming to Mali in the coming months in order to develop, with local banks and authorities, a financing model based on fixed purchasing contracts

**iv) Ndeye THIAM DIAGNE (UNACOIS S.A., Dakar, Senegal) – *Import:* Rice, Maize, other Cereals and Chillies, Cashews**

Mrs Diagne is the General Manager of an important purchasing platform for Senegalese wholesalers. The company is specialized in rice imports from Asia, with approximately 50.000 tons yearly. However they wish to diversify to other products, mainly maize, millet and dried chillies. Further, the company wishes to develop cashew exports out of Senegal, sourcing nuts from Casamance (Senegal) and Mali. Mrs Diagne has been able to meet with Malian cereal growers and traders in Sikasso (maize), Koutiala (millet) and Segou (rice and other cereals). She considers that basic quality is good but that in many cases proper sorting or full product cleaning is not carried out (mixed maize types, residual sand in millet lots). She also found out that statistics and availability data obtained during the mission was not reliable. For example in Koutiala, given the growers' assertions, Mrs Diagne was ready to place sizeable order for millet and dried chillies, only to find that current stocks are barely what is required for immediate local needs. Mrs Diagne considers that the opportunity remains interesting for her company but that specific production programs for export will have to be developed gradually, building trust and dependability on both ends. She considers that specific assistance from an organization such as CAE would be of help in the first stages of the program.

**v) Awad GAFFARI & Jean-René TERRASSE (SEPAM S.A., Rufisque, Senegal) –  
Export : French beans, Tomatoes**

SEPAM is the second largest fresh produce exporter out of Senegal, with 3.000 tons yearly of mainly French beans and specialty tomatoes. Mr Terasse, SEPAM's production manager, used to work for CIBA-GEIGY in Mali (ten years ago), and was surprised by the development of the area in a decade. Mr Gaffari was especially impressed by the openness demonstrated by the Malian authorities during the meetings he attended. He considers that the investment climate is good and envisions two projects to be worked on in the coming months. First he intends on setting up a permanent office in Bamako and to set up a sea freight mango export operation by next year. He will leverage his present activity with GEODIS in Dakar (200 containers last year), to convince them to set up a pilot operation by the end of the current mango season, working in partnership with Mr Yace's TEM in Sikasso. He counts on surveying himself the Bamako-Kayes road in order to evaluate actual risks of sending his own reefer trucks to bring the mangoes to Dakar. He will evaluate in the coming months the best spot to install a fully equipped packing house and cold storage unit. He will also evaluate the opportunity to source mangoes in the Kayes area (closest to Dakar). His objective is to develop a 2000 ton operation over three years and achieve a six month presence for his *Caroline* brand, presently marketed by the Katope group. Secondly, SEPAM considers that the time is right to envision the setting up of a concentrated tomato paste plant in Segou: the ON growers have a demonstrated capacity in producing tomatoes at acceptable yields and the current investment regime facilitates land development for tomato growing; the linkage to Manantali should reduce energy costs significantly; Segou is positioned adequately to service, in addition to Mali, an array of sub-regional markets: Mauritania, Senegal, Guinea, Burkina Faso, Côte d'Ivoire and Ghana.

**vi) Imath NDIAYE (Ets Dame Ndiaye, Dakar, Senegal) – Onions, Potatoes and Garlic**

I. Ndiaye is the import manager for one of the two largest importers of onions, potatoes and garlic in Senegal. The volumes imported from Holland by EDN exceed 40.000 tons yearly, either by container or full reefer ships. Mr. Ndiaye owes his dominant position on the high quality of his imports, exclusive brands and extensive distribution network throughout Senegal. Mr. Ndiaye was impressed by the quality of Violet de Galmi encountered in Office du Niger as well as potatoes in the Sikasso region. He is interested in developing programs aimed at marketing immediately harvested produce but considers that inventory costs are too expensive to yield a competitive product against imports. He insists that strict quality criteria be applied, as well as precise grading and adequate packaging: for onions the 25 kg netted sac is preferable to the usual polypropylene bag approaching 50 kg which deteriorates quality. Ideally shipments should be cooled in order to preserve quality. Mr Ndiaye is not interested in the current shallot production since it does not suit the Senegalese needs, even though he considers that samples presented to him demonstrate impressive achievable results on other varieties. Mr Ndiaye thinks that a carefully crafted program with growers in the *Office du Niger*, assorted with investments in grading and packing facilities, could prove to be profitable. If successful, he thinks that his Dutch partners could be interested in developing such a production for regional distribution. In the near term, he will organize a trial either with potatoes or onions to test the logistics. To achieve this, the contact of a facilitator such as CAE would be welcome.

**vii) Boubacar NDIAYE (Ets Fall & Frères, Dakar, Senegal) – Onions and Potatoes**

Located on Sandiniery street in Dakar, face to face with his main competitor EDN (see previous), Ets Fall & Frères is the other major importer of onions and potatoes, as well as canned peas, chicken parts and an assortment of other foodstuffs (volume in excess of 50.000 tons yearly). Mr. Ndiaye, import manager for F&F, has been impressed with the Sikasso potato production. He is convinced that Sikasso potatoes can earn a significant market share on the Dakar market. The secret for success will be precise grading, utilization of 25 kg, adequately marked, jute sacs, ventilated or chilled road transport. Eventually field work should be carried out in terms of introduction of new varieties to improve the cooking quality and maximize yields. Mr Ndiaye plans a trial using the TEM grading station in Sikasso, in partnership with Mr YACE (see above) as well as the potato growers association to organize supplies. Facilitation would be essential and could be provided by CAE or APROFA agents. His involvement on the onion segment will depend on the results achieved by his competitor EDN.

**viii) Ibrahima LÔ (SODECOM S.A., Dakar Senegal) - Rice**

Mr Lô is an independent rice marketer with a volume of 50.000 tons, sourced in and out of Senegal. He is interested in developing volumes out of Mali, although he considers that current prices in Mali do not reflect the competitiveness of the production costs achieved by Office du Niger with paddy costs well above the Senegalese norm. He is convinced that by working closer to the growers, he should be able to adapt the supply-chain cost-structure to fit current needs. However, he must wait for the current slide of the US dollar's value against the Euro (and thus the CFA), resumes and exchange rates readjust in order to give a chance to regional rice against imported rice, which is quoted in US\$ and has gined in price competitiveness during the past months.

**ix) Cheikh NGANE (Master Sarl, Dakar, Senegal) – Export: French beans, Mangoes, Sesame, Bissap**

In addition to being General Manager of Master Sarl, a Senegalese exporter of fresh produce to Europe, C. Ngane is the president of ONAPES, the Senegalese fresh produce exporter association. Through the mission, Mr. Ngane found that the main challenge confronting Malian producers and exporters was the adoption of modern irrigation and post-harvest techniques in which many Senegalese companies involved in production for export and the local market have developed certain abilities. He therefore sees an opportunity in teaming up with Malian operators to introduce modern irrigation methods, for example drip and sprinkler irrigation, or introduce pruning and minimal fertilization to mango growers, in order to maximize yields and achieve competitive costs. Mr. Ngane will be looking for partners to develop such production for export out of Mali, both to Europe and Senegal, for products such as mangoes, French beans, tomatoes, onions and potatoes. Mr. Ngane was able to identify sesame production initiatives (Enterprise Works) and bissap traders with which he could build export relationships in the mid term.

**x) Alpha Amadou Bah (Société Sénégalaise de Fruits et Légumes, Dakar, Senegal) – Import of Carrots, Oranges and Apples**

Mr. Bah was not able to find sufficient carrot production to fulfill Senegal's import needs during the August to December window, when he imports 6 containers weekly (approximately 2400 tons). Production during this period would require that growers adopt modern irrigation methods and choose varieties that meet Senegalese buyer preferences in terms of size and girth. It is clear that Office du Niger, the Sikasso region or the Bamako vicinity could prove interesting in that perspective, but a specific program must be developed with growers from the ground up, with strong technical assistance to growers in terms of production and post-harvest techniques. Mr. Bah, being essentially a wholesaler, does not have the in-house competencies to develop such a program. Discussions on that topic were held with Messrs. Ngane (Master) and Pape Lei (partner of Youssouf Sall in Sanepro, who equally attended certain meetings), both of whom are involved in the production of French beans and other vegetables using drip irrigation methods.

**xi) Tamsir Ibrahima NIANE (Ets TI Niane, Dakar Senegal) – Peanuts, Rice**

As a commodity trader, T.I Niane is interested in sourcing competitive products for the Dakar market. Like Mr. Lô, Mr. Niane thinks that the current rice prices in Mali are relatively high and that the cost structure must be revised in order for him to tap into Mali's rice supply. In the case of peanuts, the current shortages in supply in Senegal open an opportunity for the Malian product. In the course of the mission, he actually purchased a 15 ton load of peanuts to be delivered to Senegal. As the other traders in the mission, Mr. Niane is also interested in sourcing dried chillies from the Koutiala region.

**xii) Mame Bou DIOP (SOTRACOM, Thies, Senegal) – Onions, potatoes, chillies, cereals**

MB Diop operates out of Thies, 70 km out of Dakar. His main interest has been in chillies as well as millet, in which Senegal has been encountering deficits in the past years. As with other members of the mission, his main concerns are with the road and rail logistics out of Mali as well as in the ability to organize shipments at a distance, given the communication difficulties and the lack of reliable information on existing surplus. Given the size of his operation, it would be difficult for him to develop a standalone operation integrating the supply chain at the field level. He does consider, however, that by pooling with other members of the mission, they could set-up a representation at field level that would provide such coordination and information.

**xiii) Moustapha DIOP (Ets Moustapha DIOP, CCIATH, Thies, Senegal) - Cereals**

Mr. Diop is involved in the transformation of cereals for consumption by urban populations (couscous, meals etc). He is interested in sourcing such products out of Mali to complement his needs. However he concurs with other mission participants in the difficulty to develop a competitive and steady source in the current market conditions. He has been in contact with COOPRAV, a company assisted by CAE which produces animal feed and encounters problems in sourcing fishmeal for his formulations. Reciprocal trade agreements were discussed but must be followed up on.

**xiv) Medoune DIOP & Ahmed Fall (UNACOIS Assn/ COSEC, Dakar Senegal) – Representatives of UNACOIS and COSEC**

Mr. Diop joined the mission as a representative of the association UNACOIS (not to be confused with UNACOIS S.A. which is a trading company) which regroups smaller Senegalese distributors of the informal sector involved in horticultural commodities. Mr. Diop will report back to association members the opportunities cited above which could result in small scale trading once major logistics constraints are solved. . Mr. Fall, equally a member of the board of UNACOIS and of the Senegalese “Conseil des Chargeurs” participated in the trade mission and will report back to his members. Mr Fall was very interested in the recent developments concerning the road networks and the priority given by Malian authorities to securing road links to various markets. He also intends on developing close ties with Mali,s newly created “Conseil de Chargeurs”.

## 7. MISSION OUTCOMES AND FOLLOW-UP

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### 7.1 Fundamental outcomes

**Reassessment of Mali's production potential by new partners:** the delegates came back from the mission with a new understanding of Mali's production capacity. Be it the mango orchards of Bougouni, the potato fields of Kenedougou or the Office du Niger complex, the delegates were impressed by the productive potential of the country which they had never fully grasped. All delegates went back to their regular activities with specific projects in mind, taking into account their new assessment of Mali's assets which will now be factored into their development strategy.

**Investment climate:** The message conveyed to the delegates through the trade mission, either from the Government and the decentralized administration, as well as the growers, is that the investment climate in Mali is favourable to regional ventures. The existing ventures appeared to be developing successfully (Sanepro and Tropical Expressions) which encouraged other delegation members to start planning similar endeavours.

**Government response:** The government's response was very encouraging throughout the mission (both state departments and regional administrations) which compounded the feeling amongst delegates that Mali can be a strategic partner in the development of their respective businesses.

### 7.2 Short term effects

In the near term, the following effects should materialize as a result of the trade mission.

**Export:** In the export sectors, Senegalese exporters will set-up shop in Mali for the 2004 mango season, with the intention of developing sea freight shipments. This could result in the development of sustainable growth for the mango export sector out of Mali, with the Senegalese bringing in investment capacity as well as technical know how in field irrigation techniques. This could mean that it is also highly possible that SANEPRO will start a pilot operation on French beans in the Banguineda region in the coming months. With tests in pre-pack formats.

**Regional trading:** On the regional side, short term pilots are envisioned for potato and onion. Technical missions will be carried out to assess the production potential of Office du Niger by the Senegalese importers and their Dutch partners. In the case of regional staple items such as maize, millet, dried chillies and peanuts, delegates will send agents to follow-up with growers as to available stocks at the end of next harvesting season in order to secure stocks at advantageous prices and to lay the groundwork for more integrated production programs.

**Investment:** Investment in export facilities will include the setting up, in the near term, by regional entrepreneurs, of pack houses equipped with grading facilities and cooling. Eventual implication into high value exports and onion production will also entail investments in drip irrigation techniques in order to secure adequate yields. Cashew processing pilot programs will eventually be sponsored by Ivorian cashew exporters interested in sourcing shelled products. Finally, certain delegates will be working on specific industrial projects based on Office du Niger's capacity in rice production (milling) and industrial tomato (concentrate).

### 7.3 Follow-up strategy

**Institutional links:** The delegates stressed that it is essential that they have access to a third party that would help them out in setting up their future programs. This unit would be involved in identifying and evaluating producer associations, brokering partnership programs, monitor production and harvest, assist harvest and post-harvest activities in order to respect specifications, facilitate communications and installation of personnel in the Malian environment. These links could be distributed amongst statutory bodies such as the Chambers of commerce or the Chambers of Agriculture, but would also involve more private bodies such as CAE and APROFA and their related partners (NGO's and consultant networks).

**Assistance program:** Other than the infrastructure question, an important case was made for capacity building in the Malian growers, production and post-harvest capabilities as well as marketing and business skills. An assistance program oriented towards the successful closure of effective deals would consolidate the potentialities raised by the present mission. Ideally, an entity such as CAE should include such pilot operations in its program. The resulting standards in terms of contract agreement, follow-up and monitoring systems, financing and logistic systems could then be scaled up.

**Future trade missions:** The success of the present trade mission could be replicated in other fields and could target other markets, such as Mauritania (second importer of onions and potatoes in the region), Ghana and Nigeria (livestock, hides, onions), Morocco and South Africa (off-season fresh mangoes).

## 7.4 Lessons learned

**Participant selection:** Participants in such trade missions should be exclusively private sector whilst including prominent active entrepreneurs involved in trade associations. The recruiting of such participants requires that CAE or the organizing body rely on well connected relays in order to get the actual market makers on board. This requires extensive proximity work. For further missions, this period should be extended and include a more formal on-site presentation to generate interest and secure participation of the most active individuals.

**Government implication:** Institutional backing of such missions is essential. Concluding the trade mission by meetings at the highest ministerial levels in key economic departments contribute in creating a sense that the Government will support future business ventures and stimulates the will of entrepreneurs to invest. It is however important that the messages conveyed fit with private sector approaches. In that sense , the Office du Niger still projects a “planned economy” philosophy and the promotional documentation should be revised in a more business oriented perspective.

**Supporting data:** The various documents prepared by CAE were well received by the participants. However, on the regional level, statistics provided were not oriented towards business deal making. Data such as effective market prices, main producing cooperatives (with production volumes) will be necessary when preparing future trade missions as well as a support for the present mission’s participants when they come back to develop specific programs.

**Follow-up capacity:** The absence of a definite organization ready to give full support to delegates wishing to come back to Mali to set-up programs will hinder reaching the full potential opened by the trade mission. This follow-up organization should be designated beforehand and should be in charge of the actual coordination of the event. A formal connection with a sister organization or an efficient independent broker in the countries of the delegates would further facilitate the linkages and eventually induce other entrepreneurs to come to Mali.

**Mission logistics:** The idea of bringing participants together on a bus created great synergies. As well, the approach of not giving out per diem but rather paying for room and board directly forced the participants to remain together and to continually exchange ideas. Subsequent missions should provide for better air-conditioning if it is to take place in May. Participants recommended that such trade missions should be organized as to coincide with harvesting seasons.

Mali  
The Mali SEG project  
Centre Agro enterprise (CAE)

## **Annex A**

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### **Participants profiles**

**APROFA – Centre Agro-Entreprise**

MISSION COMMERCIALE 3 – 10 mai 2003

**LISTE DES PARTICIPANT**

**SENEGAL**

1. Imath NDIAYE	ETS DAME NDIAYE	3-05 au 10-05
2. Mme Ndeye Thiam DIAGNE	UNACOIS S.A.	3-05 au 10-05
3. Jean-René TERRASSE	SEPAM	3-05 au 10-05
4. Medoune DIOP	UNACOIS Assn	3-05 au 10-05
5. Cheikh NGANE	MASTER Sarl	3-05 au 10-05
6. Mame Bou DIOP	Ets MB DIOP	3-05 au 10-05
7. Moustapha DIOP	CCIATH	3-05 au 10-05
8. Tamsir Ibrahima NIANE	Ets TI NIANE	3-05 au 10-05
9. Babacar NDIAYE	Ets Fall et Frères	3-05 au 10-05
10. Alpha Amadou BA	SSFL	3-05 au 10-05
11. Youssef SALL	SANEPRO	Résident au Mali
12. Dame NDIAYE	ETS DAME NDIAYE	8-05 au 10-05
13. Awad GAFFARI	SEPAM	8-05 au 10-05
14. Dame NDIAYE	UNACOIS Assn	8-05 au 10-05
15. Ibrahima LO	SIDECOM S.A.	8-05 au 10-05
16. Karim DIP	Grands Domaines du Sénégal	8-05 au 10-05

**COTE D'IVOIRE**

1. Grégoire Côte Serge YACE	SN Tropical Expressions	3-05 au 10-05
2. Gaoussou TOURE	SITA SA	4-05 au 10-05

**MAURITANIE**

1. Marième Mint Koueimil	SAPAD	Canceled
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**APROFA – Centre Agro-Entreprise**

MISSION COMMERCIALE 3 – 10 mai 2003

**PROFIL DU PARTICIPANT**

Nom de l'opérateur : Dame NDIAYE ( 8-05 au 10-05) Imath NDIAYE ( 3-05 au 10-05)		Titre : Président Technicien	
Raison sociale de l'entreprise :  ETS DAME NDIAYE			
Adresse postale :  BP 20216 DAKAR		Téléphone: 00 221 821.1645	
		Fax : 00 221 821.1645	
		Email :	
Activité commerciale :  IMPORT EXPORT de produits alimentaires.			
Produit	Volume importé/exporté	Origine	
Oignon et ail	3515 tonnes	Hollande	
Pommes de terre	1700 tonnes	Hollande	
Concentré de tomate	36,5 tonnes	Italie	
Biscuits	23,15 tonnes	Oman	
Description des activités et objectifs de développement de l'entreprise : Importation et vente de produits alimentaires.			
Domaines d'intérêt : Oignons, pommes de terre.			

**APROFA – Centre Agro-Entreprise**

MISSION COMMERCIALE 3 – 10 mai 2003

**PROFIL DU PARTICIPANT**

Nom de l'opérateur : Mme Ndeye Thiam DIAGNE		Titre : Directeur Général
Raison sociale de l'entreprise :  UNACOIS S.A.		
Adresse postale :  68 Avenue du président Lamine Guèye X Lapperine DAKAR BP 11354		Téléphone: 00 221 822.8591/ 823.3702 00 221 639.2576
		Fax : 00 221 821.5001
		Email : <a href="mailto:Unacsa@sentoo.sn">Unacsa@sentoo.sn</a>
Activité commerciale : Import/ Export/ Distribution		
Produit	Volume importé/exporté	Origine
Riz (brisure)	40.000 tonnes	Thaïlande/Vietnam
Huile	N/D	USA
Sucre	500 tonnes	Brésil
Mil	500 tonnes	Sénégal
Arachide	500 tonnes	Sénégal
Noix de cajou	5 000 tonnes	Sénégal
Description des activités et objectifs de développement de l'entreprise : Importation des denrées de première nécessité et distribution également. Objectifs : Diversification des activités vers l'exportation de produits locaux (noix de cajou : possibilité d'une unité de traitement des noix).		
Domaines d'intérêt : Relations commerciales avec la sous-région en important ou en exportant, toujours dans le cadre de la diversification de nos produits.		

**APROFA – Centre Agro-Entreprise**

MISSION COMMERCIALE 3 – 10 mai 2003

**PROFIL DU PARTICIPANT**

Nom de l'opérateur : Awad GAFFARI ( 8-05 au 10-05) Jean-René TERRASSE ( 4-05 au 10-05)		Titre : Directeur Général Directeur de production	
Raison sociale de l'entreprise :  SEPAM – Société d'exportation des produits agricoles et maraîchers			
Adresse postale :  SEPAM BP 133 RUFISQUE SENEGAL		Téléphone: 00 221.836.11.81	
		Fax : 00 221.836.05.61	
		Email :	
Activité commerciale : Exportation de fruits et légumes.			
Produit	Volume importé/exporté	Origine	
Haricot vert	1.000 tonnes	Sénégal vers Europe	
Tomate cerise	1.500 tonnes	Sénégal vers Europe	
Description des activités et objectifs de développement de l'entreprise : Objectifs :      500 T      Haricot filet 1000 T      Haricot Bobby 1500 T      Tomate cerise 2000 T      Mangues			
Domaines d'intérêt : Nouvelles techniques agricoles, nouvelles sources d'approvisionnement.			

**APROFA – Centre Agro-Entreprise**

MISSION COMMERCIALE 3 – 10 mai 2003

**PROFIL DU PARTICIPANT**

Nom de l'opérateur : Dame NDIAYE ( 8-05 au 10-05) Medoune DIOP ( 3-05 au 10-05)		Titre : Président du conseil Responsable sect. Agricole	
Raison sociale de l'entreprise :  UNACOIS – Association (Centrale d'achats)			
Adresse postale :  9 Rue Walmy BP 3696 DAKAR		Téléphone: 00 221 831.60.48	
		Fax : 00 221 822.01.48	
		Email : Medounediop2001@yahoo.fr	
Activité commerciale : Import-export de produits divers			
Produit	Volume importé/exporté	Origine	
Pomme de terre	20.000 tonnes	Europe et local	
Oignons	70 tonnes	Local et Europe	
Riz	250 tonnes	Asie et local	
Mil et céréales locales	100.000	Importations et locales	
Description des activités et objectifs de développement de l'entreprise : UNACOIS travaille pour la promotion des activités de ses membres.			
Domaines d'intérêt : Identification de possibilités d'échanges et de partenariats de divers produits agricoles pour le compte de nos membres.			

**APROFA – Centre Agro-Entreprise**

MISSION COMMERCIALE 3 – 10 mai 2003

**PROFIL DU PARTICIPANT**

Nom de l'opérateur : Cheikh NGANE		Titre : Directeur commercial
Raison sociale de l'entreprise :  MASTER Sarl		
Adresse postale :  Liberté VI – Extension BP 21300 DAKAR PONTY SENEGAL		Téléphone: 00 221 867.01.42
		Fax : 00 221 867.01.42
		Email : <a href="mailto:mastersn@sentoo.sn">mastersn@sentoo.sn</a>
Activité commerciale :  Exportation de fruits et légumes frais		
Produit	Volume importé/exporté	Origine
Haricots verts	300 tonnes	Sénégal vers Europe
Mangues	150 tonnes	Sénégal vers Europe
Melon	En test	
Tomates	En test	
Description des activités et objectifs de développement de l'entreprise : Entreprise de production et d'exportation de fruits et légumes. Objectif d'importation de produits agricoles de la sous-région.		
Domaines d'intérêt :  Mangues, oignons séchés, Gomme arabique (en provenance du Mali)		

**APROFA – Centre Agro-Entreprise**

MISSION COMMERCIALE 3 – 10 mai 2003

**PROFIL DU PARTICIPANT**

Nom de l'opérateur : Alpha Amadou BA ( 5-05 au 10-05)		Titre : Directeur Général
Raison sociale de l'entreprise : SSFL – Société sénégalaise de Fruits et Légumes		
Adresse postale :  Boîte 21441 – DAKAR PONTY DAKAR		Téléphone: 00 221.855.5195
		Fax : 00 221.855.5195
		Email :
Activité commerciale : Import et export de fruits et légumes		
Produit	Volume importé/exporté	Origine
Carottes	6 FCL 40' /mois (août-déc)	Variées
Pommes	Déc-août : 2 FCL 40'/mois	Variées
Description des activités et objectifs de développement de l'entreprise : Diversification des produits et de l'approvisionnement.		
Domaines d'intérêt : Recherche des partenariats dans l'approvisionnement de légumes frais et éventuellement l'oignon du Mali.		

**APROFA – Centre Agro-Entreprise**

MISSION COMMERCIALE 3 – 10 mai 2003

**PROFIL DU PARTICIPANT**

Nom de l'opérateur : Mame Bou DIOP ( 3-05 au 10-05)		Titre : Directeur Général	
Raison sociale de l'entreprise :  Ets Mame Bou DIOP			
Adresse postale :  BP 23088 DAKAR SENEGAL		Téléphone: 00 221 823.98.73 00 221 644 9452	
		Fax : 00 221 823.02.14	
		Email :	
Activité commerciale : Importation et vente en gros			
Produit	Volume importé/exporté	Origine	
Oignon	1.250 T	Hollande	
Pomme de terre	1.150 T	Hollande	
Description des activités et objectifs de développement de l'entreprise :  Importation et vente en gros : diversification des sources d'approvisionnement.			
Domaines d'intérêt :  Partenaires oignons et pommes de terre.			

**APROFA – Centre Agro-Entreprise**

MISSION COMMERCIALE 3 – 10 mai 2003

**PROFIL DU PARTICIPANT**

Nom de l'opérateur : Moustapha DIOP		Titre : Président
Raison sociale de l'entreprise :  CCIATH		
Adresse postale :  BP 23098 SAINT LOUIS SENEGAL		Téléphone: 00 221.951.1002 00 221.638.4074
		Fax :
		Email : <a href="mailto:cciath@tpsnet.sn">cciath@tpsnet.sn</a>
Activité commerciale : Transformation et vente de produits céréaliers		
Produit	Volume importé/exporté	Origine
Mil	5.000 tonnes	Sénégal
Mais	3.000 tonnes	Sénégal
Description des activités et objectifs de développement de l'entreprise :  Transformation produits céréaliers en couscous, mil brisé etc.		
Domaines d'intérêt :  Partenariats régionaux et approvisionnement.		

**APROFA – Centre Agro-Entreprise**

MISSION COMMERCIALE 3 – 10 mai 2003

**PROFIL DU PARTICIPANT**

Nom de l'opérateur : Tamsir Ibrahima NIANE		Titre : Opérateur économique	
Raison sociale de l'entreprise :  Ets. TI NIANE			
Adresse postale :		Téléphone: 00 221.877.15.40 00 221.639.42.11 (mobile)	
		Fax : 00 221.877.75.45	
		Email : mandiarene@sentoo.sn	
Activité commerciale :  Import - Export			
Produit	Volume importé/exporté	Origine	
Arachide	2.000 tonnes	Sénégal	
Riz Local	10.000 tonnes	Sénégal	
Description des activités et objectifs de développement de l'entreprise :  Commerce en gros			
Domaines d'intérêt : Importation du Mali			

**APROFA – Centre Agro-Entreprise**

MISSION COMMERCIALE 3 – 10 mai 2003

**PROFIL DU PARTICIPANT**

Nom de l'opérateur : Ibrahima LÔ ( 8-05 au 10-05)		Titre : Administrateur général
Raison sociale de l'entreprise :  SIDEKOM SA – Sénégalaise d'investissement de développement communautaire SA		
Adresse postale :  118 Avenue André Peytavin DAKAR Sénégal		Téléphone: 00 221.638.3602 00 221.823.34.56
		Fax : 00 221.823.34.56
		Email :
Activité commerciale : Import – export de denrées alimentaires		
Produit	Volume importé/exporté	Origine
Riz	50.000 tonnes	Thaïlande, Vietnam, Inde et Sénégal
Description des activités et objectifs de développement de l'entreprise :		
Domaines d'intérêt :		
Partenariat sous-régional.		

**APROFA – Centre Agro-Entreprise**

MISSION COMMERCIALE 3 – 10 mai 2003

**PROFIL DU PARTICIPANT**

Nom de l'opérateur : Babacar NDIAYE, ( 3-05 au 10-05)		Titre : Directeur Commercial
Raison sociale de l'entreprise :  Etablissement FALL et FRERES		
Adresse postale :  Rue Sandiniery x Raffenel Rue 13 x Marché Castors DAKAR SENEGAL		Téléphone: 640 4670 Mobile 823 1141
		Fax :
		Email :
Activité commerciale :  Importation /Exportation de Produits agroalimentaires		
Produit	Volume importé/exporté	Origine
Oignons	1.000 T par mois	Hollande
Pomme de terre	500 T par mois	Hollande
Ail	400 T par mois	Hollande et Chine
Description des activités et objectifs de développement de l'entreprise :  Import export.		
Domaines d'intérêt :  Partenariats régionaux		

**APROFA – Centre Agro-Entreprise**

MISSION COMMERCIALE 3 – 10 mai 2003

**PROFIL DU PARTICIPANT**

Nom de l'opérateur : Karim DIP, ( 8-05 au 10-05)		Titre : Directeur Général	
Raison sociale de l'entreprise :  Grands domaines du Sénégal S.A. (Groupe Compagnie Fruitière – Dôle )			
Adresse postale :  Rue Albert Sarraut DAKAR SENEGAL		Téléphone: 00 221 644 7497 Mobile 00 221 889.1919	
		Fax :	
		Email : k.dip@sentoo.sn	
Activité commerciale : Importation /Exportation de Produits agroalimentaires Transport maritime de fruits et légumes			
Produit	Volume importé/exporté	Origine	
Haricot vert	2.000 T	Destination Anvers	
Tomate cerise	3.500 T	Dest Anvers	
Melon	500 T (origine Mauritanie)	Dest Anvers	
Mangue	1500 T	Dest Anvers	
Description des activités et objectifs de développement de l'entreprise :			
Diversifier la gamme de la Compagnie Fruitière (actuellement Ananas et Banane) vers les produits horticoles (haricot vert, mangue, tomate cerise, légumes divers, melon etc).			
Domaines d'intérêt :			
Développer la liaison entre le port de Dakar et les exportateurs du Mali pour le transport de fruits et légumes frais. Partenariats régionaux pour la production et l'exportation de fruits et légumes.			

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MISSION COMMERCIALE 3 – 10 mai 2003

**PROFIL DU PARTICIPANT**

Nom de l'opérateur : TOURE Gaoussou		Titre : Président	
Raison sociale de l'entreprise : SITA S.A.			
Adresse postale :  06 BP 2243 Abidjan 06 ABIDJAN		Téléphone: 00 225 21.25.16.85 00 225 21.25.16.15	
		Fax : 00 225 21.25.34.43 00 225 21.25.55.63	
		Email : Cisse.sodiro@aviso.ci	
Activité commerciale : Distribution de tout produit, en particulier la noix de cajou et le riz.			
Produit	Volume importé/exporté	Origine	
Amandes de cajou	250 T/2002 (export)	Côte d'Ivoire	
Noix de cajou brutes	2.500 T/an	Côte d'Ivoire	
Description des activités et objectifs de développement de l'entreprise : <ul style="list-style-type: none"> <li>- Traitement industriel et commercialisation de la noix de cajou;</li> <li>- Traitement industriel et distribution du riz.</li> </ul>			
Domaines d'intérêt : Apporter conseil et assistance à tous les porteurs de projets dans les filières riz et noix de cajou de la conception à l'installation des unités en passant par la formation pratique sur le terrain, la distribution de semence certifiée et la recherche de financement.			

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MISSION COMMERCIALE 3 – 10 mai 2003

**PROFIL DU PARTICIPANT**

Nom de l'opérateur : YACE Grégoire Côme Serge		Titre : Administrateur Gérant
Raison sociale de l'entreprise : SN Tropical Expressions		
Adresse postale :  01 BP 2806 ABIDJAN 01 COTE D'IVOIRE		Téléphone: 00 225 07.07.59.95
		Fax : 00 225 21.24.80.77
		Email : yca@aviso.ci
Activité commerciale : Production- importation et exportation de produits agricoles.		
Produit	Volume importé/exporté	Origine
Ananas – Banane	1.000 T (export)	Côte d'Ivoire
Papayes	250 T/an	Côte d'Ivoire
Mangues	600 T/an	Mali
Divers alimentaires	1.500 T	Europe
Description des activités et objectifs de développement de l'entreprise : - Multi sectoriel agro-industriel		
Domaines d'intérêt : Synergies diverses. Echanges sous-régionaux.		

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MISSION COMMERCIALE 3 – 10 mai 2003

**PROFIL DU PARTICIPANT**

Nom de l'opérateur : Marième Mint Koueimil		Titre : Directrice
Raison sociale de l'entreprise : SAPAD Société d'Approvisionnement en Produits Alimentaires et Divers		
Adresse postale :  B.P 19 Nouakchott - Mauritanie		Téléphone: 00 222 525 21 36
		Fax : 00 222 525 45 05
		Email : sapad@mauritel.mr
Activité commerciale : Import/Export produits de première nécessité		
Produit	Volume importé/exporté	Origine
Pomme de terre et oignon	9.000 T/an	Hollande
Sucre	12.000 T/an	France
Produits laitiers et huiles alimentaires	8.000 T/an	CEE
Riz + Blé	18.000 T/an	Thaïlande - Europe
Description des activités et objectifs de développement de l'entreprise : <ul style="list-style-type: none"> <li>- Spécialisation dans la vente en gros des produits alimentaires de première nécessité;</li> <li>- Industries agro alimentaires.</li> </ul>		
Domaines d'intérêt : Produits alimentaires de première nécessité.		

Mali  
The Mali SEG project  
Centre Agro enterprise (CAE)

## **Annex B**

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### **Evaluation by participants**

## **Debriefing for the USAID/Chemonics trade mission in Mali**

Keeping in touch with the people that were met during a commercial event is usually one of the most rewarding activities of business development. Accordingly, Geomar International has invited the Malian trade mission's participants to attend to an informal debriefing session in Dakar. The meeting took place on the 19<sup>th</sup> of May with the guidance of Pape Ibrahima N'diaye at the ONAPES office in Dakar. Twelve of the most prominent operators responded favorably to the invitation only 10 days after the conclusion of a tenuous but fruitful commercial mission in Mali (see table 1 for a detailed list).

### **Debriefing**

The meeting started with a short retrospective about the best moments of the mission. A positive tone was quickly set when discussions converged on the discipline and the professionalism of the participants. Encouraging feedback also came from the impressions of the officials that were previously met in Mali. It is now obvious that the mission's "message" had a strong impact on Malian institutions and officials. Now that Mali's potential and resources have been partly revealed, the time has come to create an intervention strategy to overcome the obstacles that are still inhibiting trade. In that sense, each operator was asked to share its commercial appreciation of Mali. The objective was twofold : first to pinpoint negative elements that are to be dismissed before deals can be easily concluded in Mali ; second to gather feedback in prevision of future missions. The resulting information will allow execution agencies and development agencies to benefit from a direct source of intelligence in order to address the remaining obstacles that preoccupy the private sector.

### **Main announcements**

One by one, each operator was invited to express it's business projects and concerns regarding Mali. After verbalizing their impressions concerning the conviviality that sourced a positive and constructive atmosphere during the mission, importers endorsed a more factual and pragmatic discourse. In general, they've all come to realize the strategic scope of "getting closer" with regional producers and production areas. Adding to the positive drawbacks of those commercial strategies, this meeting allow us to realize that many partnerships were ongoing between operators regarding lateral business deals. For example, Mame Bou Diop and Gaoussou Toure have confirmed their mutual interest in a partnership to promote cashew nuts in Guinea-Bissau.

As for the Malian side, the biggest Senegalese importer of onions, Ets. Dame N'Diaye (represented by Imath N'Diaye), transmitted his supplier's intention to visit the region of the *Office du Niger* in a near future to examine investments opportunities. *Jonika* is a major Dutch producer and exporter of onions who's reputation encompass international borders. This announcement follows several informal discussions between the organizers of the mission and Ets. Dame N'Diaye. The latter also plans to study the possibility to import chili (hot peppers) from Mali during the next season. This intention was shared by many Senegalese importers that now view Mali as a potential supplier during off-season shortages. A similar business project was evoked by Babacar N'Diaye, representing Ets. Fall et Frères, for potatoes in Bogotiere. Alpha Amadou BA from the *Société Sénégalaise des Fruits et Légumes* (SSFL) and Miss Ndeye Thiam Diagne from the UNACOIS S.A. have respectively expressed their intentions to further develop the trade links in Ivory Coast with Gaoussou Toure for bananas and rice deals.

On the other hand, Tamsir Ibrahima Niane (GIE SIGAF), an operator that has been visiting Mali often since 1997, informed us that he purchased 15,600kilos of peanuts during the trade mission. Unfortunately, he encountered various transportation problems for shipping the goods out of the country. Apparently the limited amount of railway wagons poses serious problems for the expedition of peanuts to Dakar. It seems that, for technical reasons like deficient trans-boarding capacities, the railway company is constrained to ship empty wagons to Dakar instead of fretting them for his merchandise. Consequently, Tamsir Ibrahima Niane was able to export only 5 tons from Mali since the initial purchase eleven days ago. This case clearly demonstrates that an intervention is required on that matter since exporting efforts will be systematically limited by this infrastructure bottleneck, especially for perishable products. A permanent brokerage agency in Bamako was suggested as a solution to address this issue. The latter would most likely be a useful service for all users in the future when it comes to negotiating contracts, resolving logistical constraints, or any other arms length transactions.

## Recommendations

At the present time, the biggest limitation to multilateral trade with Mali is the opacity and the inaccessibility of information. The lack of knowledge about the stocks available, their quantity and quality still poses as a major obstacle to commercial deals. Actually, traders have to travel to Mali to verify the goods that are "really" available in order to close a deal. Previsions and statistics are necessary for foreign businessmen to work efficiently. Therefore, the primary offer should increased, grouped (atomized) and communicated so that regional importers have access to it. A more structured and planned production scheme is also necessary in order to adapt the produced "outputs" to the consumer's criteria. Importers and traders have a major role to play in that sense, because they hold privileged knowledge about market demand and buyers decisional process.

Furthermore, it is primordial that Malian officials endorse a more liberal position when it comes to organizing and managing investments. The administrative exigencies for investment in rice production emerges as an exemplary case for increased autonomy when it comes to the economic framework. It would be appropriate to install an antenna in the most active economic zones in Mali. Private operators have manifested their hope of the APROFA and the CAE's involvement in future trade related efforts. This preoccupation was highlighted as essential for technical assistance and training implied in transformation investment projects.

A surprising recommendation emanated from the debriefing session about the networking climate that was instituted during the trade mission. It appears to be more convenient for participants to originate from "relatively" similar background, not to say country, since a certain degree of homogeneity enables the individuals to be more enthusiastic and effective in a group. Therefore, future trade missions should consider including operators from a maximum of two or three nations in order to achieve a "critical mass" for conviviality. Also, it was emphasized that such missions should be scheduled according to the period of production planning and/or harvests.

The concept of a private brokerage agency in Bamako was again very popular as it would offer an alternative to the incomplete services presently offered by the network of Chambers of commerce. The frame of mind of the latter was qualified as "bureaucratic", while empathy and dynamism are required to advocate the private sector's interest appropriately. Now that business opportunities have been identified, liberalization and private sector investment are necessary to leapfrog the remaining obstacles.

## Conclusions

To conclude this debriefing session, the participants have conjointly expressed their desire to create an informal "club" to maintain communication channels and business relations alive. This common will strengthens our belief that similar trade missions are to be sponsored in the near future to complement the consolidation of marketing channels for agribusiness. The operators proposed another session to plan and develop the involvement of information technology specialists in order to set up a permanent information network. An email list was spontaneously created for the instauration of a newsletter. This will tighten the links that are already uniting this informal business community.

In sum, every participants agrees that there are “things” to be done in Mali. The trade mission clearly identified that merchants and/or importers are key actors when it comes to unleashing the economic potential of the region. They can diffuse strategic downstream knowledge about consumers as well as tightened or integrate marketing and distribution channels for increased competitiveness. Continuous networking and follow-up activities are extremely beneficial between economic operators, maintaining informational and commercial relations still remains a challenge to be met. Recurrent follow-up activities should be planed accordingly. The next rendez-vous was set for the 3<sup>rd</sup> of June 2003 when finance managers from the *Crédit Agricole du Mali* will meet to discuss about the implementation of the tools they’ve developed. For the occasion, Mr. Cissé, the official in charge of the market information network affiliated to the Senegalese Chamber of Commerce, will be invited to the next meeting.

Table 1 : Participants of the debriefing session

Were present :			
1. Imath NDIAYE	Ets DAME NDIAYE	821.16.45 631.31.15	N/A
2. Me Ndeye Thiam DIAGNE	UNACOIS S.A.	822.85.91 639.25.76	<a href="mailto:unacoisa@sentoo.sn">unacoisa@sentoo.sn</a>
3. Medoune DIOP	UNACOIS Association	821.60.48 821.74.67	<a href="mailto:medoundediop2001@yahoo.fr">medoundediop2001@yahoo.fr</a>
4. Cheikh NGANE	MASTER Sarl/ONAPES	822.78.53 638.49.90	<a href="mailto:onapes@infocom.sn">onapes@infocom.sn</a>
5. Mame Bou DIOP	Ets MB DIOP	644.34.52	<a href="mailto:sidecom@sidecom.sn">sidecom@sidecom.sn</a>
6. Moustapha DIOP	CCIATH	823.98.73 591.10.02	N/A
7. Tamsir Ibrahima NIANE	GIE SIGAF	639.4211 877.26.96	<a href="mailto:mecndiareme@sentoo.sn">mecndiareme@sentoo.sn</a>
8. Babacar NDIAYE	Ets Fall et Frères	640.46.70 823.11.41	<a href="mailto:sambafalletfreres@yahoo.com">sambafalletfreres@yahoo.com</a>
9. Alpha Amadou BA	Société Sénégalaise des Fruits et Légumes (SSFL)	558.19.75 855.51.95	<a href="mailto:alpha3@sentoo.sn">alpha3@sentoo.sn</a>
10. Ibrahima LO	SIDECOM S.A./UNACOIS DEF	638.3602	<a href="mailto:sidecom@sidecom.sn">sidecom@sidecom.sn</a>
11. Gaoussou TOURE	SITA SA	546.14.91 (225) 21.25.16.1 5	<a href="mailto:touregaoussou@hotmail.com">touregaoussou@hotmail.com</a>
12. Pape Ibrahima NDIAYE	ONAPES	822.78.53 638.86.24	<a href="mailto:papijad@yahoo.fr">papijad@yahoo.fr</a>
13. Jean-Michel VOISARD	Geomar International	558.49.70	<a href="mailto:voisard@agrobiz.net">voisard@agrobiz.net</a>
14. Nicolas PHILIBERT	Geomar International	N/A	<a href="mailto:nphilibert@geomargroup.com">nphilibert@geomargroup.com</a>

Weren't available			
15. Youssef SALL	SANEPRO	N/A	<a href="mailto:sanepro@hotmail.com">sanepro@hotmail.com</a>
16. Karim DIP	Grands Domaines du Sénégal	N/A	N/A
17. Boubacar Diallo	Ex-Agri	( 223) 228.14.61 678.25.21	<a href="mailto:exportationagricole@hotmail.com">exportationagricole@hotmail.com</a>
18. Grégoire Côme Serge YACE	SN Tropical Expressions	(225) 07.07.59.9 5	<a href="mailto:yces@aviso.ci">yces@aviso.ci</a>
19. Awad GAFFARI	SEPAM	(221) 836.07.60 836.11.81	<a href="mailto:sepam@sentoo.sn">sepam@sentoo.sn</a>
20. Jean-René TERRASSE	SEPAM	836.07.60	<a href="mailto:sepam@sentoo.sn">sepam@sentoo.sn</a>

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## **Annex C**

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**Power point presentation**

# *Mission commerciale CAE/USAID*

*Une nouvelle approche de partenariat  
pour les opérateurs de la sous-région*

**« Bringing the market to Mali »**



## *Contexte de la mission*

Identifier des opportunités d'échange et de partenariat entre les agro-entrepreneurs Maliens et ceux de la sous-région.



# *Objectifs*

- ⇒ Faire connaître le Mali aux opérateurs régionaux importants.
- ⇒ Montrer les modèles de partenariat existants.
- ⇒ Rapprocher les agro-entreprises maliennes avec des opérateurs privés majeurs des pays de la sous-région.
- ⇒ Valider l'intérêt de différents produits maliens pour des acheteurs/importateurs de la sous-région.

## *Objectifs (suite)*

- ⇒ Identifier des opportunités de partenariat avec des opérateurs des pays à façade maritime (Sénégal, Côte d'Ivoire).
- ⇒ Déterminer les contraintes à la concrétisation d'opérations commerciales soutenues : offre, logistique, infrastructures.
- ⇒ Jauger le potentiel de diversification des filières.
- ⇒ Apprécier le cadre de l'investissement.

# *Organisations professionnelles représentées*

## Opérateurs Import/Export

UNACOIS  
UNACOIS DEF  
ONAPES

## Filières concernées

Organisations  
professionnelles  
Commerce régional et  
exportation de fruits et  
légumes

# *Profil des participants*

Opérateurs Import/Export

Ets. Fall & Frères

Ets. Dame Ndiaye

Filières concernées

Oignons

Pomme de terre

Ail

Piments secs



# *Profil des participants*

## Opérateurs Import/Export

UNACOIS S.A.

SITA

SOTRACOM

Ets. Moustapha Diop

Ets. Tamsir Niane

Ets. Medoune Diop

Ets. Ibrahima Lô

## Filières concernées

Riz, mais, mil

Anacarde

Sésame

Piments secs

Bissap

Gomme arabique

# *Profil des participants*

Opérateurs Import/Export

SEPAM

Master Sarl.

SN Tropical Expressions

SANEPRO

Filières concernées

Mangue

Tomate

Haricot vert



# Parcours de la mission

7) Rencontres avec  
les Ministres

Investissements et  
secteur privé

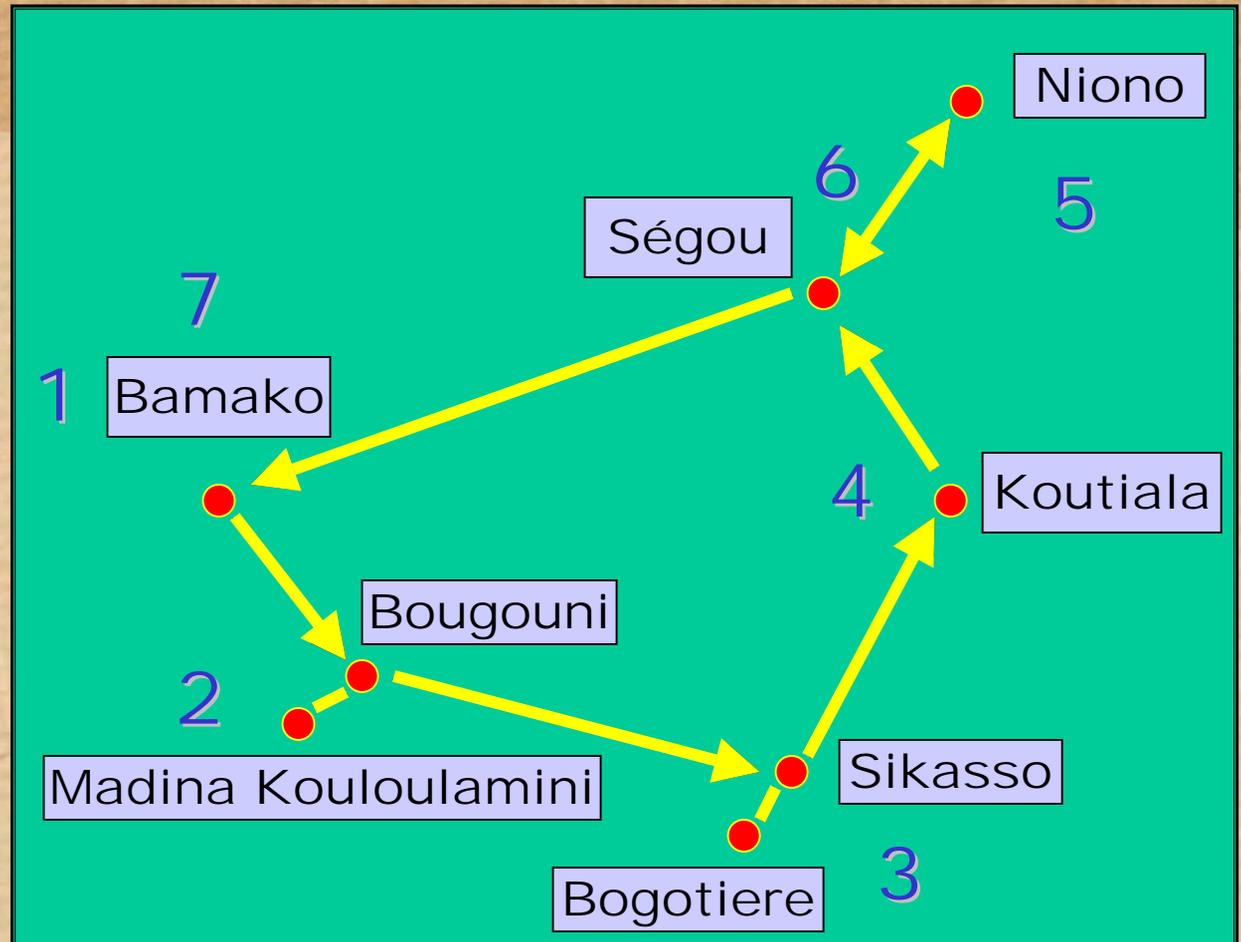
Agriculture Élevage  
et Pêche

Commerce et  
Industrie

Intégration africaine  
manga

Test d'amélioration du riz

Foabougou : coopérative  
production d'oignons



# *Opportunités*

- **Piments**

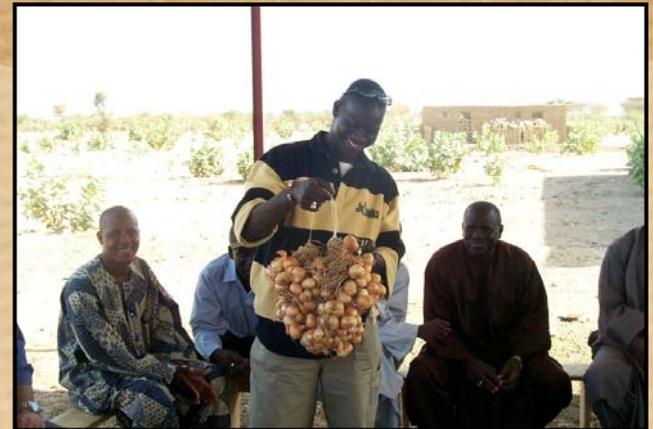
Demande sénégalaise soutenue (tentative d'acquisition)

Variété demandée non-disponible

- **Anacarde (noix de cajou)**

Marché en expansion,

Investisseur expérimenté



- **Mangues -- exportation maritime**

- **Céréales sèches (mil, maïs, riz, etc.)**

- **Pommes de terre & oignons**

# *Évaluation*

- Substitution import oignon & pomme de terre (90 000 tonnes) : s'adapter à la demande.
- Mangues par bateau :  
5000 tonnes à emballer au Mali.
- Riz : une tendance à long terme (Sénégal et Côte d'Ivoire).
- Anacarde : le défi de la transformation.
- Les céréales sèches :  
des programmes à construire.
- Investissements : s'équiper pour vendre.

# *Contraintes*

- Réseaux routiers et ferroviaire sur Dakar
- Communications difficiles
- Excédent commercialisable limité
- Réseaux d'information sur l'offre peu développés
- Pratiques de conditionnement sommaires

# *Recommandations*

- La liaison Bamako-Dakar est une priorité
- Accompagnement commercial et suivi par un organisme spécialisé (CAE & APROFA)
- Missions périodiques incluant de nouveaux pays partenaires
- Développer le post-récolte en partenariat
- Créer un excédent commercialisable dans un climat de confiance
- Développer les liaisons institutionnelles entre opérateurs privés (systèmes d'information)

# *Perspectives*

- Opportunités à court, moyen et long terme
  - Mangues, pommes de terre, piments, céréales sèches (CT)
  - Oignons, anacarde, agrumes (MT)
  - Transformation, diversification (LT)

