



Mali Finance

Work Plan Year 2

October 2004 – September 2005



« Better results and sustainable impact in the agri-business and financial sectors through dynamic partnerships » --- Cheick Drame, CTO



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LIST OF ACRONYMS

ADIN	Autorité pour le développement intégré du Nord (Primature) (Authority for Integrated Development in the North, Primature)
APDF	African Project Development Facility
APCAM	Assemblée Permanente de la chambre d'agriculture du Mali (Permanent Assembly of Mali's Agriculture Chamber)
APIM / Mali	Association professionnelle des institutions de microfinance du Mali (Professional Association of Microfinance Institutions in Mali)
BAD	Banque Africaine de développement (African Development Bank)
BCEAO	Banque centrale des états de l'Afrique de l'ouest (Central Bank of West African States)
BDM	Banque de Développement du Mali (Development Bank of Mali)
BICIM	Banque internationale pour le commerce et l'industrie au Mali (International Bank for Trade and Industry in Mali)
BNDA	Banque Nationale de Développement Agricole (National Bank for Agricultural Development)
CAS/SFD	Cellule d'appui et de suivi des systèmes financiers décentralisés (Support and Follow-up Unit for Decentralized Financial Systems)
CLIC	Centres locaux d'information et de communication (Local Information and Communication Centers)
CNPI	Centre national de promotions des investissements (National Center for Investment Promotion)
DFS	Decentralized Financial Structure
DOT	Association Dourey Tombouctou
FCRMD	Fédération des caisses rurales et mutuelles du Delta (Federation of Rural and Mutual Funds in the Delta)
FMIN	Association professionnelle de la microfinance de l'Afrique (Africa's Professional Microfinance Association)
IFC	International Finance Corporation
MDRM	Ministère du développement rural du Mali (Ministry of Rural Development in Mali)
MFI	Microfinance Institution
MIGA	Multilateral Investment Guarantee Agency
NGO	Non-Governmental Organization
PDSF	Projet d'appui du secteur financier (projet Banque Mondiale) (Financial Sector Support Project, a World Bank project)
PMP	Performance Monitoring Plan
PRODEPAM	Agricultural Development Project in Mali
PTF	Partenaires techniques et financiers (Groupe des bailleurs en microfinance au Mali) (Technical and Financial Partners, the group of microfinance donors in Mali)
REAO	Réseau des entrepreneurs de l'Afrique de l'Ouest (West African Enterprise Network)
SME	Small and Medium-sized Enterprise
SO	Strategic Objective of USAID / Mali
TRADE	Trade Mali project
UÉMOA	Union économique et monétaire de l'Afrique de l'Ouest (WAEMU)
USAID	United States Agency for International Development
WAEMU	West African Economic and Monetary Union (UEMOA)

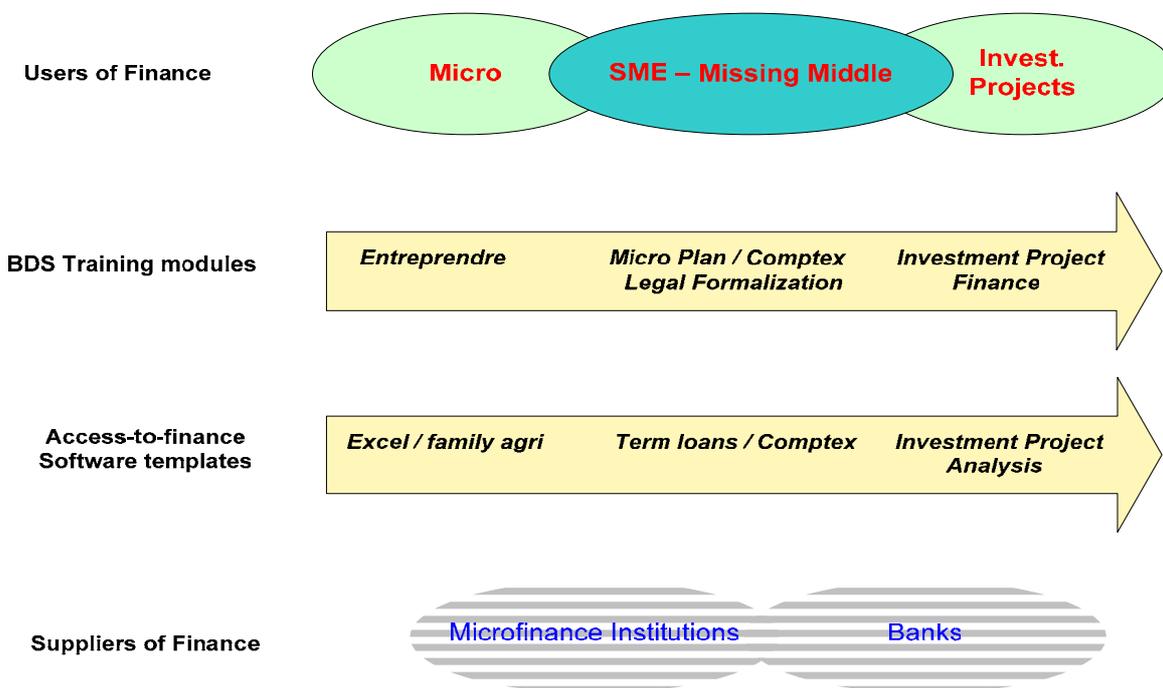
EXECUTIVE SUMMARY

After a year of activities with its partners in target areas, the Mali Finance project now has a better understanding of realities in the field. In 2005, the project will build on its strengths and draw from the lessons learned in order to improve results in each of its components as we deliver assistance to a more complete range of clients, with especial focus on development of SMEs, or the “missing middle.” Priorities proposed in this work plan include integration of gender in all project components and continuing consideration of the needs of populations in the North. Better organized cooperation on the ground between Prodepam, Trade Mali and Mali Finance will provide reinforcement for the three projects under USAID's S0-9 strategy, and synergies with other USAID projects (health, education, democracy and governance, CLICs) will add to the impact of programs on beneficiaries.

The Continuum

Following is a graphic that depicts the continuum of our clients, from small to large, and the services and products we propose to offer to them. In the second year we will evolve and broaden the range of clients served, in particular in deepening assistance for SMEs or the “missing middle.”

Mali Finance Continuum of Project Clients and Services



At the beginning of this continuum, in year 2 “Entreprendre,” a training module developed by our sub-contractor Making Cents, will be implemented in local languages especially in the North for micro to small clients, who may be illiterate and lacking prior business experience. Banks and micro finance networks as well as small family farmers will benefit from an innovative accounting template developed to assist analysis of risk based upon crop type. As we move along the continuum, the reach of Micro Plan, which teaches basic elements of business management and finance, will continue to be

broadened for a range of small and medium clients throughout Mali. New accounting modules (Comptex and a term loan analysis template) will be offered to financial institutions and service providers, as well as to SMEs, to assist with formalization of books and records and ability to access term finance. Micro-finance institutions will be trained in SME risk analysis as part of the development of our building blocks in this area. And at the high end of the continuum, a new investment project analysis course will be taught by our sub-contractor Bankworld to banks and service providers, using a new software tool developed by us. We will also implement a public-private partnership with the country's largest bank to showcase select investment cases.

Our Project Components

In 2005 our ***BDS Component*** will add support for agro-entrepreneurs identified during the first year and continue its outreach to more beneficiaries with emphasis on SMEs. It will also continue to support the development of the service provider sector to assure the project's durable impact. New capacity-strengthening modules for consulting firms and financial institutions will be developed and implemented for partners. The Mali Finance team, together with Prodepam and TradeMali, will foster opportunities for encounters among partners (consulting firms, financial institutions) and beneficiaries (agro-entrepreneurs), thereby encouraging communication between them and facilitating access to finance. We will adjust our BDS effort to service the needs of Prodepam and TradeMali clients. The network of BDS providers organized and admitted as partners in 2004 will have improved operability during Year 2 so that it may better manage requests for technical assistance from target beneficiary groups and conduct capacity-strengthening activities for partner financial institutions. In total we expect to train 580 agro-entrepreneurs, representatives of financial institutions, and BDS service providers in the second year in Bamako, Sikasso, Segou, Mopti, Timbuktu, Gao, and Kidal (see Annex B tables 1 and 2 attached hereto for a detailed forecast).

The core strategy of the ***Financial Institutions – Micro-finance Component***, which is interlinked with both our BDS and Investment Promotion Components, is to support better access to funding for agro-entrepreneurs and/or SMEs through capacity-strengthening of financial institutions, also to undertake activities in micro-finance to assure outreach of financial services to underserved areas. Several of the women agro-entrepreneurs who took part in training sessions in 2004 intend to develop business plans and submit them to financial institutions. *Mali Finance will accompany them through the entire process.* Tailor-made training modules will be offered to our partner banks developed on the basis of their genuine needs, which will make it possible for them to increase their managerial capacity and proficiency in the analysis of risks associated with investment projects and agribusiness loans. With a view to perpetuating microfinance and project activities, a strategy aimed at strengthening partner microfinance institutions will be implemented through a series of training sessions in accounting and in the financial analysis of agricultural risks. In addition, as a result of support available from CGAP (World Bank), Mali Finance will assign ratings to microfinance networks to enhance their access to refinancing lines of credit from commercial banks, thus increasing their resources available to support economic growth. Mali Finance will also support the diversification of products and markets by financial partners

In the ***Investment Promotion Component*** Mali Finance has earned a good reputation in the business world (banks, investors), and as a result, several new larger investment projects are now under development because of the project's technical and financial support. After some delay, we will implement a key Public-Private Partnership with the country's largest bank in the investment area (the BDM) to showcase the "right way" to finance investment projects, as this has been a key problem area in Mali. With the approval of World Bank's SOURCES program for Mali, we will also participate in technical work relating to the creation of a new investment promotion agency in partnership with MIGA and as a function of the Bank's new program. (We did the critical design work in 2004 for the new agency in partnership with MIGA.) Mali Finance will also attempt to influence the business environment in Mali: our strategy in this respect is to aim our efforts at specific, limited reforms that can add real value during the lifetime of the project.

The North

Several Mali Finance team members and three of our four sub-contractors visited Northern Mali during the first year in order better to understand the nature of income-generating activities, microfinance, investment projects, and opportunities to assist agro-entrepreneurs. For 2005 and thereafter, the North will be an important priority to be approached in accordance with evaluations conducted during the first year and a strategy carefully developed and reviewed with USAID. A network of financial institution partners has been built in Mopti, Douenza, Timbuktu, Gao, and Kidal¹, and effective trainings for trainers and agro-entrepreneurs have been conducted in Mopti and Timbuktu and will be expanded in 2005 to Gao and Kidal. We will exercise flexibility in the North (think “out of the box”) in order to assure impact. Whenever possible, Mali Finance will conduct its activities in areas covered by the Prodepam and TradeMali projects: indeed, specific activities with our sister projects are currently proposed in this work plan for Mopti, Timbuktu, and Kidal while joint activities in Gao are to be defined in 2005².

Cross-cutting segments

Synergy with the other USAID projects and other donors

Year 1 of the project laid the foundations of a genuine synergy between the other USAID projects, mainly the health project. Activities will also be planned with education and democracy and governance this year. Information-sharing meetings will continue to take place with the other donors, notably with the World Bank for its new program for Mali, to ensure that our activities will not be duplicated and to reinforce our efforts, and the resources of our partner MIGA will be used to add technical value to our work in strengthening the capacities of Mali’s prospective investment promotion agency.

Project Management and Communication

In 2004 (Year 1 of the project) our performance monitoring follow-up focused on mechanisms to collect, analyze and summarize data. In the next period, results achieved will be analyzed together with the USAID and against benchmark data as well as revised targets, if necessary. Thought will be given to revision of our indicators, so that they better cover our activities and are within our “manageable interest.” Particular emphasis will be placed assurance of data quality due to frequent checks jointly carried out with our partners Thanks to lessons learned during the first year in of the area communication and information, Mali Finance's actions will aim to inform beneficiaries of the effects from the activities of its various components, and we will broaden our outreach through synergy with the CLICs, where we will not only disseminate project information but also provide technical content.

¹ We have identified a splinter MFI in Kidal with which we plan to help, mainly by research of financial partners. In such a case, Mali Finance would be able to play his technical role.

² We are moving forward with our program for Gao. We await word from our partners to coordinate our efforts with theirs.

GEOGRAPHIC MAP OF MALI FINANCE'S AREAS OF ACTIVITY



SECTION I

INTRODUCTION

The purpose of USAID's mission program for 2003 – 2012 is to "Reduce Poverty and Accelerate Economic Growth through Partnerships". The *accelerated economic growth* strategic objective in support of this purpose is to "increase productivity as well as income in selected agricultural sectors". The aim is to increase agricultural productivity and income on the basis of the three interim results:

- Increasing sustainable production of agricultural products in target areas (the Prodepam project);
- Increasing trade of selected agricultural products (the TradeMali project) ;
- Improve access to finance (the Mali Finance project).

Encouraged by the results of 2004, and guided by our vision, « *Better results and sustainable impact in the agri-business and financial sectors through dynamic partnerships,* » Mali Finance's activities for 2005 will follow these guidelines:

- Building the range of our technical support along a continuum of clients and services;
- Increasing penetration and delivery of content and services to SMEs;
- Building a stronger presence in the North;
- Continuing emphasis on gender mainstreaming, especially in our BDS Component,
- Strengthening S09 synergies;
- Ensuring better visibility for our results.

These guidelines are based on the analysis of strengths, weaknesses, opportunities and threats which was carried out as part of a strategic planning retreat held by the project team with the participation of USAID's CTO at the end of October 2004 to inaugurate our work planning process. The purpose of this work plan is to serve as a working tool for both Mali Finance and USAID's S0-9 Strategy teams to maximize the impact of efforts made by the various partners and thereby increase access to finance for agro-entrepreneurs. To achieve this, the work plan is structured around several strategies that lead to major activities documented in the tables in Annex A attached hereto.

The work plan for 2004-2005 is organized in technical components, as follows:

1. Business Development Services (BDS)
2. Financial Institutions
3. Investment Promotion.
4. Development of the North
5. Synergy with USAID projects and donors
6. Project management

SECTION II WORK PLAN

1. BUSINESS DEVELOPMENT SERVICES (BDS)

Activities of the Business Development Services {BDS} component for 2005 will consolidate accomplishments of 2004 and improve approaches based upon lessons learned. As a result, Year 2 will benefit from our accredited consultants available who are familiar with our procedures. The three-year training plan developed during Year 1 of the project by our partner Making Cents will continue to serve as the point of reference to implement training activities during Year 2. For a presentation of specific activities see the tables contained in Annex A attached hereto.

Beneficiaries of the project (agricultural SMEs, AOs and FOs) identified during the first year of the project will be trained in our support services. In Year 1 Mali Finance supported each target group in isolation, i.e., agro-entrepreneurs, consulting firms, and financial institutions. During Year 2 we will innovate and bring the target groups together in discussion groups and / or workshops around unifying issues such as " BDS Best Practices". During Year 2 the situation will be more conducive to collaborative activities with the other USAID projects, which are gradually reaching their "cruising speed." Also in Year 2, Mali Finance will increase activities in Northern Mali (see Northern BDS below). In total we expect to train 580 agro-entrepreneurs, representatives of financial institutions, and BDS service providers in the second year in Bamako, Sikasso, Segou, Mopti, Timbuktu, Gao, and Kidal (see Annex B tables 1 and 2 attached hereto for a breakdown).

In short, our BDS strategy is structured around the following points:

1. Finalizing business plans started in Year 1 of the project and submitting them to financial institutions;

2. Capacity-strengthening for agro-entrepreneurs in Timbuktu, Mopti, Gao, Kidal, Segou and Sikasso;

3. Introducing and / or designing new training modules for agro-entrepreneurs;

4. Developing new capacity-strengthening modules for consulting firms and financial institutions;

5. Wider dissemination of our BDS services;

6. Fostering encounters for partners (consulting firms, financial institutions) and beneficiaries (agro-entrepreneurs), thereby encouraging communication between them and facilitating access to capital;

7. Strengthening involvement of the BDS component in joint activities with the other components of the Mali Finance project;

8. Appropriate cost-share for services provided, in accordance with BDS best practices;

9. Strengthening the involvement of the BDS component in joint activities with the other USAID projects, in particular with Trade Mali and PRODEPAM;

10. Enhancing support to initiatives involving women entrepreneurs, to wit:

- Training in entrepreneurship, management, finance, corporate law;
- Setting up businesses;

- Extending and modernizing businesses;
- Advice for business.

We have initiated and experimented with a new approach in the world of BDS services for the “missing middle.” In order better to understand our new approach, the cycle of BDS activities is presented in the following pages. We will set forth some main principles on which our approach is based before detailing the main steps we follow.

Principles

- **Training needs assessment:** This was a precursor to the start-up of our activities. The advantage is that needs that we seek to fulfill are real needs as expressed by the clients. We do not dictate nor do we impose our ideas, rather we have involved beneficiaries who have expressed themselves freely about all aspect of training: length, cost, how organized, period during the year when to train, etc.
- **Gender mainstreaming:** Equality of opportunity between men and women is integrated and is one of the principles that we respect in the implementation of our program. Our sub-contractor Making Cents brings its expertise to bear in this area.
- **Demand-driven approach:** In order to benefit from a service assisted by Mali Finance, the promoter must ask for this by filling out a support request form. Then the project recruits a service provider to offer the service requested. In other words, the demand creates supply. The goal in doing this is not to let our service providers propose their services for business plans and the like to agro-entrepreneurs, rather the opposite --- that they respond to requests.
- **Complement of services offered to agro-entrepreneurs:** by analogy, a client who enters a restaurant is served several courses ... a cocktail, an appetizer, a main course, a desert, and a tea or coffee, etc. These are complementary services that provide satisfaction to the client. We have developed a similar system for our BDS services. In our case, the main course, if you will, is the financing. And we find BDS services both before and after financing as complements.

Services before financing: training is a service before financing, as is development of business plans, evaluation of businesses, etc. Note that training can be found at all steps in the process of financing (before, during, and after).

Services during financing: services during financing concern negotiation with a financial institution, legal and financial services, etc.

Services after financing: these services basically concern follow-up on investments realized, follow-up on repayment of loans, and follow-up on the operation of the business financed.

Steps

First Step: Training sessions for groups of businesses in Micro Plan of Making Cents.

Training sessions in Micro Plan of Making Cents are the point of departure for the continuum of BDS services that we offer to agro-entrepreneurs.

- **Why Micro Plan of Making Cents?** We chose Micro Plan for both tactical and pedagogical reasons:

Tactics: Training sessions for groups in Micro Plan are a way of getting business women and men together who in turn receive the same information from one group to another. It's a matter of putting agro-entrepreneurs and BDS providers in direct contact. In concert with the trainers we have developed an original approach in the way that we assemble agro-entrepreneurs as follows: 1) the trainers go to the agro-entrepreneur to fill out a registration form and training contract; 2) they collect a registration fee from agro-entrepreneurs and pay it to the project; 3) they inform where the training will take place; 4) and they provide information about Mali Finance, its training program and training plan. From a tactical point of view this method of mobilizing trainees as a number of advantages: 1) service providers take up the habit of going to the business persons (which has not been the case heretofore); 2) trainers register prospective trainees taking into account the type of business activity, sex, education level, role in the business, etc.; 3) information may be collected on the organizations, businesses, and individuals (which are very useful for follow-up after training and impact assessments); 4) and we can disseminate information on Mali Finance and our training program directly to our target groups by going to them. This PR / promotional aspect in favor of the project is less costly and quite beneficial.

Pedagogy: Micro Plan of Making Cents offers a content that allows the agro-entrepreneur to acquire knowledge in entrepreneurship, management, finance, and summary ideas about business planning. At the end of a training session in Micro Plan, the agro-entrepreneur can decipher for herself, or himself, the faults or failings of her or his business. For example, she or he will be able to review and test a marketing strategy or tell if he does not have good control of production costs or know that the business may lack an accounting system. At the end of each training session, each participant must develop an action plan, which is a commitment to apply what was learned in the classroom. This action plan is the tool for post-training follow-up and evaluation of impact, which is the next step in our process (below).

Second Step: Follow-up after training

We will present two approaches, to wit: the classic approach of follow-up after training and our more innovative approach.

Classic approach: this aims to check on whether what was learned was used by the beneficiaries, identify difficulties in the application of what was learned, and verify the implementation of the action plan drafted and committed during the training. This post training follow-up is systematic, i.e., is applied to all training participants. It can take place in a training facility or on location at the businesses attending the training, and it normally takes place about three months after training is delivered. This sort of follow-up is very costly and hard to organize.

Innovative approach of Mali Finance: this aims to use the training as an entrée to other BDS services like business plan development, implantation of accounting systems, business advice, and post-financing support. It also permits us to select those promoters who are the most interested and motivated, in order to support them technically and financially in their actions to create, organize, or expand their businesses. This new method is based upon the request of the client and is oriented toward the nugget of business people who are most motivated. Cost-share is required of clients for services rendered, and Mali Finance plays a role as facilitator, intermediary, and mentor. Relevant points are that this method is less costly and responds to promoters' needs and it involves the promoters both financially and technically. It also respects the continuum of services, which is the basis for our approach, and favor selection by the "funnel method."

And just what is the "funnel method?" As the image of a funnel might suggest, we have developed an approach to training *en masse* that is like entering the wide end of a funnel. For example, of 100 agro-entrepreneurs who are trained, perhaps 50 will ask for other BDS services (of which 25 business

plans, 10 accounting services, and 15 other). 25 business plans will be submitted to banks for consideration, of which (theoretically) 10 are financed. So, to go back to the funnel, the numbers of clients who are active with us narrows as we proceed along our continuum.

Third Step: Follow-up after financing

Follow-up after financing completes the complement of our BDS activities. Its implementation will take place jointly with PRODEPAM in many cases in the context of synergy with our SO-9 partners. Post-financing follow-up has been requested by our financial institution partners, which lack the human capital to do this properly. We will develop tools for post-financing follow-up that are sorely missing on the Malian financial scene.

Conclusion

The system in its entirety as described above constitutes reassurance for financial institutions in their decisions about whether or not to grant credit. In effect, the elements of reassurance are: the borrower is trained in entrepreneurship, is involved in the development of the business plan, and may benefit from post-financing services co-funded by Mali Finance.

1.1 Basic BDS activities:

The *first aspect* of our BDS approach involves activities aimed at strengthening technical partners (consulting firms and consultants). As a result, we will continue to update the files of consultants and consulting firms, which we consider a permanent activity spanning the project's duration. Technical partners will be trained on how to use business plan templates that integrate financial analysis Excel files, which we will develop. Using these templates will help remedy their deficiencies in the financial analysis of agricultural cases. There are also plans to provide training for trainers as part of Making Cents' module "Entreprendre." This module has been determined with the Prodepam team in order better to train Prodepam's partner NGO's in accordance with real needs regarding finance and management of loans at banks and financial institutions. With respect to the strengthening of organizational and management capacities of consulting firms, our goal is to provide expertise and support to consulting firms so that they can develop strategies to position themselves in a sustainable market. During Year 2 workshops and / or discussion groups between partners and BDS beneficiaries will be initiated, in order to foster communication between the various players involved in business development. The information / training mechanism for BDS support will be strengthened. Information leaflets will be designed and circulated to partners and beneficiaries of the project.

The *second aspect* of our BDS approach involves strengthening agro-entrepreneurs through services provided to them by our technical partners. For this pre-designed forms have been prepared where agro-entrepreneurs specify the type of support needed and their history. Work on business plans that started in Year 1 of the project will continue and be intensified during Year 2. New training modules such as legal aspects in setting up a business will be introduced in Year 2 to assist the formalization of SMEs, and *in situ* training sessions in entrepreneurship, management, finance, accounting, and corporate law will be organized for SMEs, AOs, and FOs. After finalizing their business plans, promoters will start seeking financing for them. At this stage, Mali Finance is committed to taking care of investment realization and post-funding follow-up for those who previously benefited from our technical assistance. Post-funding support by us is viewed as important by financial institutions, as it is designed to protect the money they lend by assuring surer repayment of it.

1.2 BDS with the TradeMali / Prodepam projects

Among the joint activities to be carried out with Prodepam is the training of trainers of Prodepam's partner NGOs to accounting / management, finance and entrepreneurship modules. Trainers will then in turn train village associations located in the areas covered by both projects. In Sikasso Mali Finance

and TradeMali will jointly organize training for exporters in the mango industry (specific modules for entrepreneurship, accounting and management) as well as training for brokers on Making Cents' Micro Plan. Also in Sakasso the services of consultants accredited by Mali Finance will provide agro-entrepreneurs in the potato industry with and training and support in completing business plans, seeking funding, and post-financing follow-up. In Koulikoro, Segou, Bamako, and Koutiala, we will use the services of our pool of trainer-consultants in Making Cents' Micro Plan to provide training in the area of entrepreneurship and business management to producers of livestock feed supported by the Prodepam project as part of its collaborative approach with our sister production project. Additional BDS activities for the North as set forth below in Section 4.

2. FINANCIAL INSTITUTIONS

Year 1 of the project was a year of introduction of Mali Finance to financial institutions: our partners began to understand our approach and the services we offer and also to benefit from some of them. In order to get our activities with the banks off to a good start it was important to have a network of trainers, consultants and consulting firms associated with Mali Finance, which the BDS component of the project developed during Year 1. Our network will be given greater operability in Year 2. The Prodepam project has now started its activities in the field, while TradeMali has identified its crops and partners following the first year of testing. Mali Finance will have a chance to play its part and mitigate some of the financing constraints of their target customers, especially agricultural organizations and agro-entrepreneurs. Over the past few years financial institutions have had rather poor experience in SME finance and investment project loans. As a result, they became reticent, sometimes adopting a “wait-and-see” attitude. We dealt with some of this during Year 1, which limited attainment of some of our performance targets. However, tripartite cooperation with Prodepam and TradeMali will make it possible to revitalize partnerships with banks and mitigate this problem, thereby strengthening our performance results in Year 2 and beyond. In particular, we expect that tripartite MOU’s to be executed by us with Prodepam and BNDA and BMS will boost our results over time. For a presentation of specific activities see the tables contained in Annex A attached hereto.

Our selection of partner commercial banks was made based on the agriculturally oriented activities of the project, of nature of banks' businesses, and banks' soundness (compliance with BCEAO ratios, availability of money to lend) as well as their interest in doing business with us. To ensure transparency in the selection of bank partners, Mali Finance did a study on the selection criteria of Mali Finance's partner banks, which will be made available to USAID in the first part of 2005. As a function of this study, our selection of partners may change.

Currently, two large banks, BNDA and BICIM, have been providing most of the investment project loans in Mali for some years. BDM is a partner of Mali Finance for select large investment projects. BICIM is our partner by dint of its qualification as a “participating financial institution” for USAID’s DCA program, which we will modify and activate in 2005. BMS is a newcomer basically involved in the informal sector, in refinancing micro-finance institutions and in SMEs not funded by the traditional banking sector. This would make BMS partner of choice for these reasons. Prodepam has teamed up with us to establish tripartite memoranda of understanding with BMS and BNDA. However, it should be noted that whether we enter into formalized MOU’s with bank partners or not, all banks will be invited to benefit from the project’s training offerings, except for the two banks with Libyan ownership, which are currently “off limits” in accordance with the U.S. Foreign Assistance Act³.

2.1. Strategies and activities for financial institutions

The principal strategy of the financial institution component is to support funding for agro-entrepreneurs and SMEs from the financial institution angle as a reinforcing complement to our BDS efforts. To achieve this, partnerships to strengthen credit submissions were initiated during Year 1 and will be strengthened and broadened in Year 2.

This strategy contributes to the mitigation of risk in the eyes of financial partners for cases submitted to them by us and others: delays in considering credit submissions of some borrowers (due to procedural defect, lack of managerial capacity, inadequate financial structure, market problems, corruption, etc.) may find remedy as a result of more thorough analysis carried out by Mali Finance's partner consultants and consulting firms and better presentations to the banks, as well as our training for bank officers. Generally speaking, women receive less financing than men: with our technical

³ If this situation changes and prohibitions are lifted, these two banks will be considered for partnership and be included in offerings of training.

support favoring women and as a result of tools at their disposal, we hope that women can increase the likelihood of getting their projects implemented.

Following an amendment to the agreement for the DCA guarantee program approved by USAID in November 2004, Mali Finance will renew and strengthen its partnership with the BICIM and its client agro-entrepreneurs (BICIM is the only bank partner qualified for the program by USAID as a “participating financial institution”). Increased use by the bank of DCA will be encouraged, and training in its modus operandi will be offered by us both to the BICIM and service providers and clients.

An additional strategy of the financial institution component pertains to trainings to strengthen partner banks and MFIs. The project will focus on strengthening analytical capacity for credit risk as a result of training to be provided at various levels: 1) agricultural risks; and 2) SME-related risks.

2.2 Financial Institution activities with TradeMali / Prodepam projects / technical support for financing mechanisms

Among joint activities to be carried out with Prodepam is the training of trainers of Prodepam’s partner NGO’s in accounting / management, finance and entrepreneurship modules. Trainers will then in turn train village associations located in the areas covered by both projects.

For the mango sector in Sikasso and Koulikoro in partnership with TradeMali and Prodepam we will support the development of financing mechanisms for a few larger exporters, certain grower associations, and some broker / intermediaries. Continuing the thread of activities started in the first year of the project, for the rice sector in the Segou and Mopti regions we will develop a medium credit product and train MFI’s in it, as there exists a real lack of expertise and methodologies in equipment financing. We will provide technical support to TradeMali to extend a pilot inventory finance scheme in the Office de Niger and the Office of Segou and Mopti. Moreover, in close partnership with Prodepam, Mali Finance will support the NGO AVD-Delta in order to evaluate the financial feasibility of creating a GEI of moto-pump maintenance, including the delivery of inputs and gasoil in exchange for an all-in hourly tariff rate.

For the potato sector in Sikasso and Koulikoro in collaboration with Prodepam we will provide technical support with respect to the elaboration of business plans or requests for credit from producers and exporters for the growing season (seed and inputs). With TradeMali, technical support will be provided with respect to the elaboration of business plans or credit requests from associations of traders/exporters for commercialization (bags and labeling). Our investment component (see below in Section 3) will continue to support two important investment projects for the creation of a cold storage facility and to increase means to transport product. For the livestock sector mainly in Segou and in Koulikoro in partnership with TradeMali and Prodepam, we will elaborate business plans for processing units and in Bamako will continue our support for an investment project for the refrigerated slaughterhouse in order to assure that it meets acceptable standards of hygiene.

Additional activities for North Mali with the TradeMali and Prodepam projects are set forth in Section 4 below.

2.3 Strengthening the capacities of micro-finance networks

The microfinance segment of the strategy aimed at developing partner MFIs is based on the following considerations:

- Microfinance concerns most of Mali's rural population, where banks are little represented;

- The income-generating activities of customers in microfinance institutions are mainly agricultural activities;
- Support to microfinance institutions falls within the project mission's SO-9 objective, i.e., increasing revenues of smaller agricultural producers in target areas. Clients of the Prodepam and TradeMali projects can also become clients of microfinance institutions.

⁴**Our selection of partner microfinance networks for the first year** was made partly in order to jump-start our PMP results and project performance. As a result in Year 1 we selected the two major networks as partners because they cover 75% of the market and most of the country: the Kafo Jiginew network, located at the heart of the cotton zone, and the Nyèsigiso network, active in the areas of Segou, Koulikoro, Timbuktu and Kayes. Given the size of these networks, they are sound enough (in terms of capacity to make new loans) to support beneficiaries of both Prodepam and TradeMali projects and also our target beneficiary SME's. They also cover the main agricultural sectors (mango, potato and rice) of our two SO-9 sister projects. Moreover, women are members of these networks.

In the last part of 2004 and 2005, three new microfinance partners have been added in the North (see section 4 below on the North), as we expand our outreach to assist smaller MFI's that can benefit from our technical assistance to achieve sustainability. In 2005, we will also add FCRMD as a partner at USAID's specific request, for which we did a diagnostic evaluation in 2004. A program for FCRMD will be developed with USAID, to be defined. Other partner microfinance institution partners of Prodepam and TradeMali who will not benefit from specific support as formalized partners, will nonetheless enjoy our trainings in informal accounting, analysis of agricultural credits and analysis of SME credits.

The basic strategy of the microfinance segment is to strengthen partner microfinance networks in three ways:

1. Strengthen credit operations, the *raison d'être* of any financial institution. In this respect, the project focuses on strengthening the capacity to analyze credit risk, with training at various levels, which progresses and builds to assistance in evaluating SMEs:
 - Improving basic accounting skills (which started in Year 1 of the project) for the informal sector, in order to provide tools to credit officers. This has a two-tier purpose: to improve the analysis of more significant requests, and to be able to recommend that borrowers in the informal sector acquire a simple accounting system. Training in this area started in Year 1, and will be continued in Year 2;
 - Improving skills in agricultural finance. During Year 1 of the project, a study pertaining to the principal crops in Mali was carried out to better understand the economics of each. Training content was also developed to perform risk assessment integrating all production and income from agricultural operations. The profitability shown for fresh fruits and vegetables may provide women easier access to financing in this area. In Year 2, Mali Finance will continue disseminating these analysis tools to producers, who also have equipment financing requirements. Training will also be provided in Mopti and Timbuktu.
 - Improving skills in SME finance. These skills are critical if microfinance networks have an interest in financing agricultural equipment, small processing units, etc., which require the assessment of medium-term credit. This third training segment

⁴ However, to put matters in perspective, it is useful to note that the BDM, Mali's largest bank and a partner of Mali Finance, dwarfs the entire micro-finance industry in Mali. It alone is nearly 10 times the size of the entire MF industry,

is the logical continuation of the first two training levels and will allow the development of skills to mentor entrepreneurs.

2. Develop new products. To reduce risks microfinance networks should diversify. Mali Finance supports such diversification of both service products and markets. Product diversification makes it possible to limit swings due to excessive concentrations in the agricultural sector, while geographical diversification alleviates economic shocks and leads to complementarities. During Year 2, Mali Finance will focus on the development of products connected to agricultural activities. For example, the development of a medium-term credit product will be tested in the three microfinance networks in the area covered by the *Office de Niger*, for which feasibility was identified in Year 1.
3. Boost funding. In order for MFI's to increase funding for agro-entrepreneurs, access to bank refinancing is important. With a view to professionalizing the sector, Planet Finance's 'GIRAFE' training will be provided to large networks and to CAS/SFD investment clearance officers. This training will help better understand how a financial institution is assessed (a process called 'rating'). Mali Finance will try to assign such ratings to microfinance networks to enhance their access to refinancing lines of credit from commercial banks, thus increasing their resources available to support economic growth. These actions should make it possible to reach a better match between demand and supply of financial resources, an important element in self- sustainability.

2.4 Strengthening institutions supporting the microfinance sector

An additional strategy of the microfinance segment is to strengthen entities and associations that support the microfinance sector. APIM / Mali, the professional microfinance association, and CAS/SFD, the unit supporting the microfinance sector in the Ministry of Investment Promotion, are our two main partners here. For APIM, Mali Finance will focus on continuation of support initiated during Year 1 for the CODAN system, which would assist implementation of a borrower information center for which we did the design work. In Year 2, we also provided support to the annual general assemblies of APIM and AFMIN with the aim of encouraging best practices and ensuring sustainable development of the sector. For CAS/SFD Mali Finance will also continue activities of Year 1, in particular the mapping of microfinance institutions. This requires locating GPS⁵ coordinates of institutions accredited by CAS/SFD throughout Mali, as well as financial information for each outlet or branch --- and not just for the networks. Though this effort requires considerable investment of project resources, such a map of MFIs will be a valuable tool for all participants in the industry.

Regarding the request for a study on a borrower information center submitted to USAID by the Microfinance National Advisory Group chaired by the Ministry of Finance, a workshop to review this was conducted in July 2004. Since then, Mali Finance has provided additional support to APIM in order to move this important issue forward. The BCEAO and World Bank will take this matter up in 2005 for implementation, as our role in the process will have been completed.

A training center bringing together members of APIM / Mali and Mali's Bankers' Association and financial institutions will be set up later in 2005. Together with other donors' projects we will see to it that all training content is submitted to the center in order to ensure avoidance of duplication. Indeed, as a first "pilot" for the center, training for bankers conducted under the auspices of the GTZ was hosted by Mali Finance at our offices in September 2004.

⁵ GPS is Global Positioning System, which allows for pinpointing geographic location by use of satellite network.

3. INVESTMENT PROMOTION

Our investment promotion strategy for Mali is two-fold: supporting State entities that promote investments (in close partnership with MIGA and the World Bank), and assisting private investors and key projects. For a presentation of specific activities see the tables contained in Annex A attached hereto.

3.1 Strengthening the capacity of state entities

During Year 1 Mali Finance was supposed to strengthen the National Investment Promotion Center's (CNPI) capacities and indeed, we began this work, but *in medias res* the various partners involved (World Bank, Government of Mali) decided to liquidate CNPI and fold it into a new, putatively more effective investment promotion entity. We therefore halted our work for CNPI and undertook a study in partnership with MIGA to design this new entity, to include the Agency for the Development of Industrial Zones (AZI S.A) and a new "one-stop shop" window for investors in addition to the functions of the CNPI. The study was completed and submitted by us in 2004. It was well received and has become part of the World Bank's new SOURCES program in this area for Mali. With the approval of the Banks's SOURCES program, we would participate in technical work to be defined in partnership with the Bank and MIGA and as a function of it.

The investment component also had plans to organize a workshop in 2004 pursuant to our strategy aimed at promoting investments in Mali in partnership with the CNPI. However, this activity will not be carried out by Mali Finance, since the Ministry of Investment Promotion decided this will be done with the World Bank and AFD. We therefore plan to provide limited but important technical assistance for the forum, to be held in Mali in March – June 2005, to consist of contributions of participants identified in our study of investors in Mali and creation of a Web site.

3.2 Specific support for TradeMali / Prodepam projects

In Sikasso and Bamako, in synergy with Trade and Prodepam, we are assisting or will assist the development of business plans / feasibility studies for the benefit or promoters of the following investment projects: renovation of a refrigerated slaughterhouse (in Bamako), a cold storage facility for potato conservation and transport for haulage of agricultural products (both in Sikasso). We will also assist in seeking financing at the banks and provide assistance for the first few months after financing has occurred

3.3 Developing investment opportunities

In the past several studies were done that concentrated on identifying policies and strategies to strengthen agro industries. The last study (February 2001) on the promotion of agro industries was sponsored by the Ministry of Industry and Commerce and was carried out by USAID's CAE project. This study produced content cards showing opportunities for each sector arranged by geographical area, but it did not identify promoters in those sectors. We have therefore initiated an additional study that will identify promoters / investors. The study will cover all of Mali's regions, including the North. A coordinator from the North has been recruited and 11 local consultants have been hired as well. A kickoff workshop was organized in Bamako in November, 2004, and workshops to review the various phases of the study will be held. At the end of the study a workshop will be held with the promoters identified, who will be invited to Mali's first investor forum to be organized in 2005 by the Ministry of Investment Promotion (see above).

With regard to demand for our financial advisory services, a portfolio of key projects was put together during the first year of the project. A list of consultants eligible to develop investment projects was prepared, procedures for consultant recruitment were drafted, and the terms and conditions for cost-share were finalized. Mali Finance enjoys a good reputation in the business world (banks, investors),

and some projects were developed as a result of our technical and financial support. One investment was closed and funded ---- the first DCA-guaranteed loan in Mali and a partner bank's first agro-industry investment credit. We anticipate that others will be closed financed in 2005, though we do not control timing in this matter.

Because of the fairly good results of the first year, we will continue developing business plans through our group of consultants and will strengthen the capacity of this group through training on the analysis of investment projects. We will also continue to work in close cooperation with TradeMali and Prodepam where applicable. Recognizing a need for improvement in the diversity of our beneficiaries, priority in Year 2 will be accorded to assist projects promoted by women and investors in the North, as the pool of projects is further updated. The Mali Finance team will coach these investors in seeking funds and implement an adequate follow-up mechanism after a project's funding.

With regard to the supply of investment finance, we approached Banque de Developpement du Mali (BDM) during Year 1 of the project (BDM is Mali's largest bank) The aim was to discuss the terms and conditions for possible cooperation with a view to increasing the bank's involvement in funding investment projects supported by Mali Finance and to showcase the "right way" to finance investment projects, as this has been a key problem area in Mali. A Memorandum of Understanding (MOU) was signed for a Public-Private Partnership between the bank and the project to set up a distinct loan unit dedicated investment project finance. A Gantt chart developed by Mali Finance was submitted to the bank to plan implementation of the joint enterprise. We will continue collaboration with the bank's officials to ensure that the unit can start operating on or about June 2005. Together with BDM we will choose the future site of the agency. BDM will provide personnel and all operating expenses, while the project will provide computer equipment, software, and necessary technical assistance for preparation of investment projects. We will train the unit's personnel individually on risk analysis and also implement a follow-up technical assistance for projects financed with our support.

3.4 Improving the business environment in Mali

In order to influence the business environment in a positive way, we will continue efforts in the areas of legal and regulatory reform. Our strategy in this respect in 2005 will be to aim our efforts at specific limited reforms that can add real value during the lifetime of the project, to wit:

1. The Mali Finance team will continue to contribute positively to discussion groups about setting up investment or similar funds. It will also share its expertise in this area with partners.
2. In response to a request from the CNPI, we undertook a study about an independent authority responsible for the development and financing of infrastructure. A mission was carried out in Côte d'Ivoire and Senegal to find out more about experiences there. We have received an interim report from consultants, and early in 2005 we will put it into final form and submit it to both USAID and the Ministry of Investment Promotion.
3. We will update a source document for available sources of finance and credit programs for potential investors, which was put together under USAID's former CAE project. It will be disseminated to target groups, like investors that we identify in Mali, chambers of commerce, so that potential investors may better understand available sources of capital.

4. DEVELOPING THE NORTH

The northern regions of Mali remain isolated, lacking services more broadly available elsewhere in the country. There are therefore opportunities for Mali Finance, as we seek to ensure penetration of finance to underserved populations. Team members paid several visits to the North during the first year in order to better understand income-generating activities, microfinance, investment projects, and the development potential of agro-entrepreneurs. Our activities during Year 2 will continue to build upon the knowledge gained and activities successfully begun. For a presentation of specific activities see the tables contained in Annex A attached hereto.

Specifically, the diagnosis carried out for DOT (in the Timbuktu area) confirmed the need to merge it with a more solid microfinance institution in order to sustain the activities ably begun by Africare over the past several years. For our BDS component, consultants and members of NGOs have been trained in that region, and action taken by the TradeMali project allowed us to establish close relationships with a few agro-entrepreneurs. In the regions of Mopti, Gao and Kidal, Douentza, Lere, and Timbuktu, missions carried out by us in partnership with our subcontractors Weideman and Enterprising Solutions helped us better to understand the overall microfinance scene throughout the North. In addition, an in-depth study about the detail of all credit activities in the Gao region was done and will be provided to ADIN, *l'Agence de Développement Intégré du Nord* (Mali Finance took part in the various deliberative sessions at ADIN).

Because of the difficult environment in the North, Mali Finance will coordinate the activities of its components to ensure impact: business development services, financial institutions, investment project assistance. In all of these efforts a gender-based approach has been and will be emphasized, either by the choice of partner institutions (some of which are exclusively composed of women), or by outreach to ensure inclusion of an appreciable number of women agro-entrepreneurs. Possible investment project opportunities in the North are also being identified as part of the extensive study underway as of December 2004 throughout Mali with 11 consultants retained. A select number of projects considered potentially viable will be chosen for assistance, even if the chances of getting them financed are less than in parts of Mali.

4.1 Business development services --- North

With regard to business development services in the North, Mali Finance will continue the work started in Year 1. An experienced BDS professional based in our Sevare office will continue to provide assistance to beneficiary agro-entrepreneurs that show potential by advising on business plans and accounting procedures. Consulting firms will be further reinforced by added training sessions or workshops. For Year 2 the BDS component will provide training activities on business management for women's groups. As with consulting firms in Bamako, those located in northern Mali will benefit from training to sharpen their skills in developing business plans and providing technical support. We also plan to strengthen the organizational and management capacities of our partner consulting firms so they can position themselves in a sustainable business service market.

During Year 2 the emphasis will be on business plans with reasonable chance of being funded by financial institutions with our support. In addition to Making Cents' *Micro Plan*, another Making Cents module, *Entreprendre*, will be developed in local languages for the North. Training sessions *in situ* focusing primarily on accounting / management tools will be initiated for agro-entrepreneurs.

Female agro-entrepreneurs in the North will be assisted in the following ways:

- Advice and follow-up for implementing action plans developed by women agro-entrepreneurs in training sessions on Making Cents' *Micro Plan* and *Entreprendre* to be developed in local languages;

- Supporting members of the Nafaa organization in Gao to strengthen its organizational capacities, develop business plans, implement accounting / management tools, and seek funding.

4.2 BDS devoted to the TradeMali / Prodepam projects --- North

Several activities are planned to support actors in industries covered by the Trade and Prodepam projects. First, Mali Finance will coordinate with Prodepam and Trade as part of a tripartite activity in Gao. This will be defined following implementation of Prodepam's activities in Gao. Mali Finance will aim for sites in villages that have women's groups belonging to the Nafaa system, an organization already assisted by us. Micro Plan training sessions will be provided to the technical committees of the various groups. And thirdly, NGO trainers coached by Prodepam and assisted by us will provide good geographical coverage. To access funding in the Timbuktu area, We will assist will a merger between DOT and Nyèsigiso, which would provide access to the resources of the Nyèsigiso network to expand outreach of financial services in the Timbuktu region.

4.3 Strengthening micro-finance or like institutions -- North

The strengthening of microfinance institutions is centered on a few of them identified in an assessment conducted in the first year throughout the North selected in accordance with transparent criteria employed.

For Timbuktu, we have supported bridge-building between the DOT in Timbuktu and the Nyèsigiso network, which has a credit union in Diré and an outlet in Goundam. For the DOT, these closer ties can ensure its professional development, following the change from its status as an NGO to that of a licensed microfinance institution. A workshop involving both DOT and Nyèsigiso took place in Timbuktu late November 2004, and in February 2005 a term sheet was signed by the parties setting forth terms for a merger. Mali Finance will play a principal role in facilitating this transaction, which we estimate will close in late calendar 2005 or early 2006. Its consummation will create a larger, sustainable institution capable of reaching underserved populations in the Timbuktu Region and indirectly contribute toward an environment conducive to the work of our sister SO – 9 projects TradeMali and Prodepam.

In the regions of Mopti and Gao, our goal is to support the Nyarel Nef microfinance institution in Douenza and the Nafaa system in the Gao region. These two organizations are exclusively devoted to women in villages. Their associated female groups accumulate savings, enabling women to improve their families' economic status. Lastly, even though Wouri Kidal ⁶ is not now viable and requires subsidy to function, efforts will be made to foster the development of microfinance in Kidal ----- even to try to make Wouri Kidal viable following a preliminary assessment and audit. Following the audit, we will do an analysis of the level of loan assets needs to support minimum required staffing. A strategy will be then developed. We will think "out of the box" as necessary for this partner.

4.4 Strengthening the microfinance sector - North

In addition to specific support for partner institutions and organizations in accordance with plans agreed with each, Mali Finance will provide training for a number of microfinance institutions in the major centers in Mopti and Timbuktu. We will be as inclusive as possible. Mali Finance will build on the trainings deployed during Year 1 of the project, i.e., basic accounting and agricultural funding. The financing of SMEs could be added as soon as the content is finalized. For all these technical activities, coordination with ADIN's governmental project for the North and the new 2005-2008 National Action Plan for micro-finance will be maintained in order to enhance sustainability of our efforts generally.

⁶ (Wouri Kidal is a small "splinter" credit union that has been part of a larger group in Asongo that has had scandal and difficulty. The Kidal operation wants to gain independence.)

5. SYNERGY WITH OTHER USAID PROJECTS AND DONORS

Year 1 of the project laid the foundations of a genuine synergy with the other USAID projects, mainly the health-related project. Information-sharing meetings took place with the other donors to ensure activities would not be duplicated and to achieve coordination whenever possible. In the second year we will build and expand on these efforts, especially in our partnership with MIGA and increased synergies with USAID Education and Democracy and Governance projects. For a presentation of specific activities see the tables contained in Annex A attached hereto.

- With USAID Health, we will distribute material pertaining to HIV/AIDS: Mali Finance will work with its financial partners in this vein once recipients have been selected with the CARE and PSI projects;
- With USAID Education, we will adapt and transfer training content to the field agents of World Education of USAID, specifically for the Gao region as part of our work with women's associations that are part of the Nafaa system there.
- With USAID Democracy and Governance, we will provide support by including women and women's associations from the WING program in target communes for training in our BDS modules Entrepreneur and Micro Plan.
- With respect to microfinance and banks, two other donors are currently involved: GTZ and the World Bank's project, PDSF. Mali Finance will continue coordinating training activities with these donors so as to avoid duplication. A project involving training the entire sector (the APIM / Mali Training Center and the Bankers' Association) may enable USAID to ensure the sustainability of training implemented by Mali Finance.
- With MIGA we will partner our efforts at reinforcing the capacities of MALI INVEST, a new investment promotion agency to be created, in view of MIGA's expertise in this area and its ability to recommend qualified advisers.
- Since its inception the project has consulted with the World Bank. With the approval of the Bank's new SOURCES program in February 2005, which relates to our three technical components, we will continue to meet with the Bank both in Bamako and Washington to ensure that our program is complementary with the its. In the case of the investment promotion area, these meetings will be in partnership with MIGA. A number of meetings took place in Year 1, and these will continue in Year 2 to ensure synergies as the Bank proceeds to implement its program.

6. PROJECT MANAGEMENT

During the first year of the project, performance monitoring focused on implementing mechanisms to collect, analyze and synthesize data. In 2005, special emphasis will be placed on improving those mechanisms and seeking greater assurance of data quality. The monitoring plan is structured around three strategies. For a presentation of specific activities see the tables contained in Annex A attached hereto.

- We will review the Performance Monitoring Plan (PMP), to ensure that indicators remain relevant and that expected results are both realistic and ambitious.
- We will review our upper-level indicator definitions to ensure that they are compatible with our program generally and are within our “manageable interest.”
- We will work on readjusting certain benchmark data and targets as suggested in the 2004 annual report.
- We will assess and improve data collection and analysis tools in order to meet the requirements of performance results reporting. In 2004 we noted that a certain number of elements might adversely affect the accuracy of data.
- We will attempt to implement corrective measures in this respect, to be discussed with our various partners. The geographical data on the sites of our activities will be integrated into the mission's Geographic Information System (GIS). IHEA indicators for OPIN will be highlighted, while TraiNet data will be compiled and transferred to the mission.
- We will check the quality of each indicator. During 2004 the Mali Finance team made a field visit on behalf of our partners Kafo Jiginiew and Nyesigiso, accompanied by Augustin Dembélé of USAID, in order to evaluate the quality of data against observations in the field. The relevance of this visit prompted us to organize other such visits in the upcoming period, not only with the expert in monitoring and evaluation, but also with other members of the mission.
- An annual report will be produced and delivered by September 30 2005.

Strengthened by lessons learned in the first year, in the area of communication and information, we will aim to make the effects of activities on beneficiaries of the various components known, especially women and the North. In order to attain greater exposure, Mali Finance will use not only classic communications channels (TV, radio, print media), but strengthen its collaboration with USAID's CLIC project whose outlets are present and visible at the commune level. Technical content will be disseminated through the CLICs, as we use them as a primary communication medium for our work.

Annex A

Work Plan Tables

Mali Finance Project

Year 2

2004 – 2005

ANNEX B

FORECAST OF TRAINING ACTIVITIES --- BDS AND FI (OCTOBER 04–SEPTEMBER 05)

TABLE 1 TRAINING FOR AGRO ENTREPRENEURS AND FINANCIAL INSTITUTIONS

CITIES	NAME OF ACTIVITY / MODULE	NUMBER OF TRAINING SESSIONS	NUMBER OF GROUPS PER TRAINING SESSION	NUMBER OF PARTICIPANTS PER GROUP	NUMBER OF GROUPS TRAINED	TOTAL NUMBER OF PARTICIPANTS TO BE TRAINED
BAMA KO	DCA	1	1	10	1	10
	Investment	2	1	10 - 15	2	25
	Micro plan	2	1	15	2	30
	ComptEX	1	1	15	1	15
	Legal Aspects for Business	2	1	15	2	30
	Agriculture and Financial Analysis	2	1	15	2	30
	GIRAFE training	1	1	25	1	25
SIKASSO	Accounting for credit agent of MFI	2	1	15 - 20	2	35
	Micro Plan	1	2	15	2	30
	Ag. Financial Analysis	1	1	15	1	15
SEGOU	Micro plan	1	2	15	2	30
	Agriculture and Financial Analysis	1	1	15	1	15
	Mid term credit	3	1	5 - 15	3	35
MOPTI	Micro Plan	1	2	15	2	30
	Agriculture and Financial Analysis	1	1	15	1	15
TOMBOUC TOU	Micro Plan	1	1	15	1	15
GAO	Micro Plan	1	2	15	2	30
KIDAL	Micro Plan	1	1	15	2	15
TOTAL		25	-		27	445

**FORECAST OF TRAINING ACTIVITIES --- BDS (OCTOBER 04 – SEPTEMBER 05)
TABLE 2 TRAINING FOR SERVICE PROVIDERS**

CITIES	NAME OF ACTIVITY / MODULE	NUMBER OF TRAINING SESSIONS	NUMBER OF GROUPS PER TRAINING SESSION	NUMBER OF PARTICIPANTS PER GROUP	NUMBER OF GROUPS TRAINED	TOTAL NUMBER OF PARTICIPANTS TO BE TRAINED
BAMA KO	Grow your consulting business and increase its profitability	1	1	15	1	15
	Financial analysis tools on Excel for medium and long-term funding	2	2	15	2	30
	Tools for follow-up after financing	2	2	15	2	30 **
MOPTI	Training of trainers in the module « Entreprendre » of Making Cents	1	1	15	1	15
	Grow your consulting business and increase its profitability	1	1	15	1	15
	Financial analysis tools on Excel	1	1	15	1	15
	Tools for follow-up after financing	1	1	15	1	15 **
TOTAL		9	-	-	9	135
GRAND TOTAL						580

**

NB : The process of implementing tools for follow-up after financing involves the following factors : 1) Consensus between Mali Finance, Prodepam, and partner banks about the methodology to adopt; 2) timing of Prodepam selection and contracting with its NOG partners; 3) training of consultants coming from providers and NGO's; and 3) implementation of tools in SMEs and agricultural organizations financed by the banks. In other words, for the 45 participants noted, there could be delay, depending upon the factors above.