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MALI

TradeMali

Performance Monitoring Plan



Amène le monde au Mali - Prépare le Mali pour le monde.

TradeMali

Revised PMP

August 2005

Submitted to:

USAID / Mali

BY:

CHEMONICS INTERNATIONAL

Contract N°: 688-C-00-03-00068-00

August 2005

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SECTION I

INTRODUCTION

A. Project Objective

TradeMali is a five-year project financed by USAID and implemented by Chemonics International, in collaboration with the Government of Mali and the private sector. The project began in September 2003 and falls into the framework of Strategic Objective (SO) 9: "To reduce poverty and increase economic growth in selected agricultural subsectors," in synergy with two complementary projects, Mali Production and Mali Finance.

Achievement of this strategic objective is supported by three intermediate results:

- IR 1: Sustained production of selected agricultural products (Mali Production);
- IR 2: Increased trade of selected agricultural products (TradeMali); and
- IR 3: Increased access to financing (Mali Finance).

TradeMali will contribute to increasing the trade of target agricultural products (IR 2) through implementation of an activity program designed to achieve the following sub-intermediate results:

- Sub-IR 2.1: Improved trade policy and institutional environment;
- Sub-IR 2.2: Increased competitiveness of agroentrepreneurs and professional associations.

B. Objectives of the Project Monitoring and Evaluation System

The monitoring and evaluation system of the TradeMali project, which intends to be participatory, falls into the overall USAID monitoring and evaluation approach through its performance monitoring plan (PMP). To ensure an effective and efficient performance of the project, TradeMali has integrated the Monitoring and Evaluation function as an important link in the project management process. The monitoring and evaluation unit is one of the four functional units of the project.

The objective of the project monitoring and evaluation system is to continuously assess progress achieved in project implementation against the objectives set forth and to ensure the dissemination of results through a continuous consultation approach. The activities of the monitoring-evaluation unit may be summarized into four main groups of operational activities, including the following:

1. To regularly keep data recording tools about project activity results (e.g., number of policies analyzed and recommended, number of contracts resulting in commercial transactions);
2. To organize and collect data to establish the baseline (or reference) situation and data on the actual impact of the project;
3. To centralize this data at the monitoring-evaluation unit through a procedure that integrates information aggregation and reliability control; and
4. To produce and disseminate on a semi-annual and annual basis, reports on progress achieved and the level of achievement of expected results.

C. Steps of the Monitoring-Evaluation System Development

The main steps in the development of the monitoring-evaluation system of the project include the following:

- Developing the PMP and validating it with USAID and eventually with partner institutions;
- Presenting the PMP to project partners involved in the implementation of monitoring-evaluation activities;
- Designing an information system that integrates data collection and analysis as well as result dissemination tools;
- Training partners involved in project monitoring-evaluation;
- Completing the reference data for performance indicators;
- Monitoring and periodically reporting the progress and impact achieved; and
- Assessing the relevance of indicators to allow for eventual adjustment after one year of implementation.

This document presents the main elements which constitute the PMP of the TradeMali project.

SECTION II

Performance Monitoring Plan (PMP)

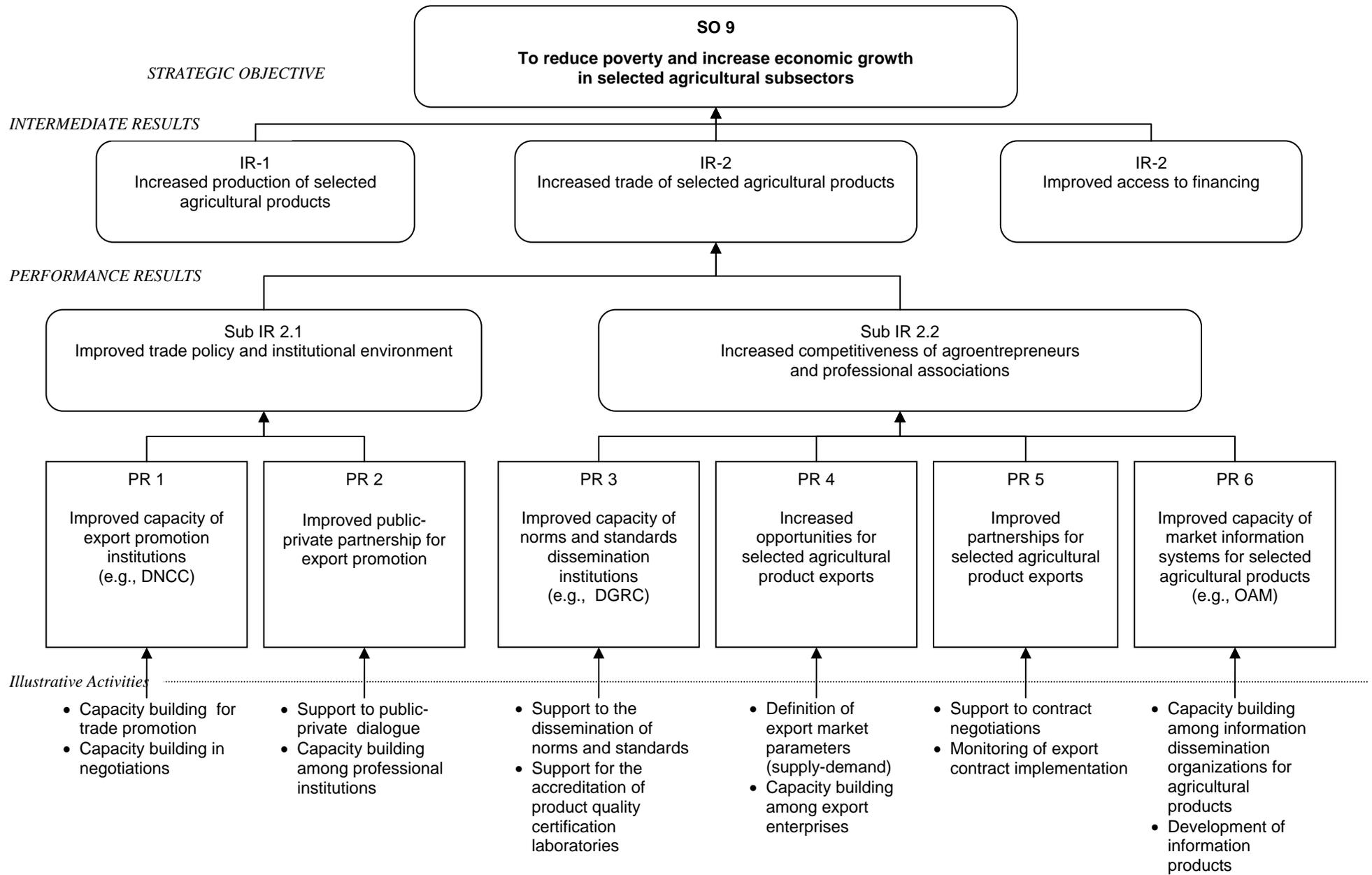
A. Results Framework

The results framework, a precious management tool, constitutes the main structure for development of the project PMP. It summarizes the objective and various levels of results to be achieved through project activities. Development of this framework at project start-up requires clarification of the objective and main results to be achieved for the entire project team. The results of the working sessions of the team were discussed during several validation sessions with the USAID AEG team.

Table 1 on the following page illustrates linkages between various levels of results to be achieved through implementation of the activity program of the TradeMali project. Thus, the strategic objective is achieved if and only if lower level results are achieved.

Table 1. TradeMali Results Framework

TradeMali Project Performance Data Tables



B. PMP Components

The project PMP has three essential elements, including the following:

- Performance indicators
- Data collection
- Performance data

B1. Performance Indicators

The objective of this section is to provide a list of practical performance indicators that have a direct linkage with the measurement of project performance. This report will present those indicators that contribute to the measurement of sub-IR and IR results (e.g., number of authorized agricultural product quality certification institutions, number of adopted post-harvest technologies). The deliverables or outputs are presented in the project's annual work plan. These deliverables are the direct results of the implementation of specific project activities (e.g., number of workshops held, number of studies conducted).

Though the selection of performance indicators is a matter of common sense, experience and knowledge of data sources, along with certain empirical rules, may be applied. Thus, in the best of cases, the indicators should be:

- *Valid* – meaning that they should effectively measure what they are supposed to measure;
- *Reliable* – meaning that they should be verifiable or objective. The conclusions to be derived should be identical when the measurement is performed by different persons;
- *Relevant* – meaning that they should be related to project objectives;
- *Sensitive* – meaning that they should be sensitive to changes occurring in the situation observed;
- *Cost-effective* – meaning that the results should be comparable with the time and money invested to achieve them; and
- *Up-to-date* – meaning that it should be possible to collect data on a timely basis.

Few indicators would meet all of these criteria. However, they may indicate the guidance to be followed when selecting indicators.

The project performance data table generally presents the following information for each indicator:

- *Definition of the indicators.* Clear and precise definition of what is measured by the indicator.
- *Measurement unit.* The measurement unit of the value of the indicator.
- *Justification.* Justification is provided to describe the usefulness of the indicator for measurement of expected results.
- *Baseline assumptions.* The prerequisites or elements that may influence the achievement of the expected results. The maneuvering margin of project managers is reduced by the extent to which they have control over these assumptions. Therefore, it is essential to consider them in the design phase of the project to minimize their impact on the proper implementation of activities.

B2. Data Acquisition

In this section of the PMP table, the data collection methodology, the data sources, and the frequency of data collection are briefly described. The measurement unit and the persons

responsible for data acquisition, analysis, and presentation of the indicator results are also mentioned.

For TradeMali, the monitoring-evaluation unit, in close collaboration with other technical units (the policy unit, TradeLink, and BDS) will coordinate data acquisition and the storage of data in the databases for all project performance indicators. The technical units will provide information about implementation indicators related to their specific fields, in collaboration with project beneficiaries and partners.

B3. Performance Data

A baseline situation prior to project intervention is presented for indicators for which data are available. For other indicators, the baseline data will be collected or completed by the monitoring-evaluation unit, in collaboration with other technical units.

For each indicator, the expected results (targets) are presented. They are generally derived from the analysis of the current situation and the impact expected from the implementation of project activities. The target values will be periodically compared with the actually achieved results by the end of each measurement period (semi-annual and annual basis). The annual statement of impact indicator value may serve as a useful information tool to take corrective measures on a timely basis during project activity implementation.

C. Data Analysis and Result Dissemination

Reports will be produced on a semi-annual and annual basis. The reports will provide information on the progress of activities including the extent to which the results are achieved. Explanatory notes will be prepared for the results obtained, as well as indications on the strengths and weaknesses of activities developed in relation with the expected results and recommendations for improved implementation of the work plan.

As part of the evaluation process, impact studies may conduct an analysis of the results and impact obtained. These studies may provide a basis for writing publications on project successes.

SECTION III

Performance Data Tables

The TradeMali PMP has five performance indicators at the IR level and 12 indicators at the sub-IR level (see Table 2 below).

Data on these indicators are summarized in the pages that begin after Table 2.

A. IR Indicators: Increased Trade of Selected Agricultural Products

A1. Volume of cereals exported

- Volume of rice exported by targeted producer organizations and merchants (IR 2.1).

A2. Volume of alternative products exported

- Volume of potato exported by targeted producer organizations and merchants (IR 2.2a).
- Volume of mango exported by targeted producer organizations and merchants (IR 2.2b).
- Volume of karité butter exported by targeted producer organizations and merchants (IR 2.2c).

A3. Volume/number of animals and animal products exported

- Volume of animal products and meat exported by targeted producer organizations and merchants (IR 2.3).

B. Sub-IR Indicators

B1. Sub-IR 2.1. Improved trade policy and institutional environment

- PR 1. Improved capacity of export promotion institutions (e.g., DNCC)
 - Number of export trade policies for selected agricultural products recommended for adoption (Sub-IR 2.1.1).
 - Number of commercial agreements successfully negotiated by Mali at the regional and/or international level (Sub-IR 2.1.2.).
- PR 2. Improved public-private partnership for export promotion
 - Number of policies or regulations influenced by professional associations to foster exports for selected agricultural products (Sub-IR 2.1.3).
 - Percentage of reduction of the number of barriers in selected corridors (Sub-IR 2.1.4.).

B2. Sub IR 2.2. Improved competitiveness of agroentrepreneurs and professional associations

- PR 3. Improved capacity of norms and standards dissemination institutions (e.g., DGRC)
 - Number of certificates obtained by firms (Sub-IR 2.2.1.).
- PR 4. Increased opportunities for selected agricultural product exports
 - Number of new markets accessible to the targeted farm products (Sub-IR 2.2.3).

- Number of agroenterprises adopting post-harvest technologies introduced for selected agricultural products (Sub-IR 2.2.4).
 - Number of post-harvest and/or processing technologies introduced and adopted by associations and agro-entrepreneurs (Sub-IR 2.2.4-1).
 - Number of storage, conservation and marketing infrastructure facilities for selected agricultural products (Sub-IR 2.2.4-2).
 - Number of associations and firms assisted to obtain funding (Sub-IR 2.2.4-9).
 - Loan repayment rate (Sub-IR 2.2.4-10).
- PR 5. Improved partnerships for selected agricultural product exports
 - Number of contracts between exporters and producers for selected agricultural products (Sub-IR 2.2.5).
 - PR 6. Improved capacity of market information systems for selected Malian agricultural products
 - Number of promotion articles for farms products including technical information (Sub-IR 2.2.7).
 - Number of audiovisual broadcasting items promoting Malian farms products, including technical information elements (Sub-IR 2.2.8).
 - **New indicators defined :**

- For capacity building:

1. Number of agro-entrepreneurs trained in the use of good agricultural practices including techniques of harvesting, post harvesting, marketing, management and financing

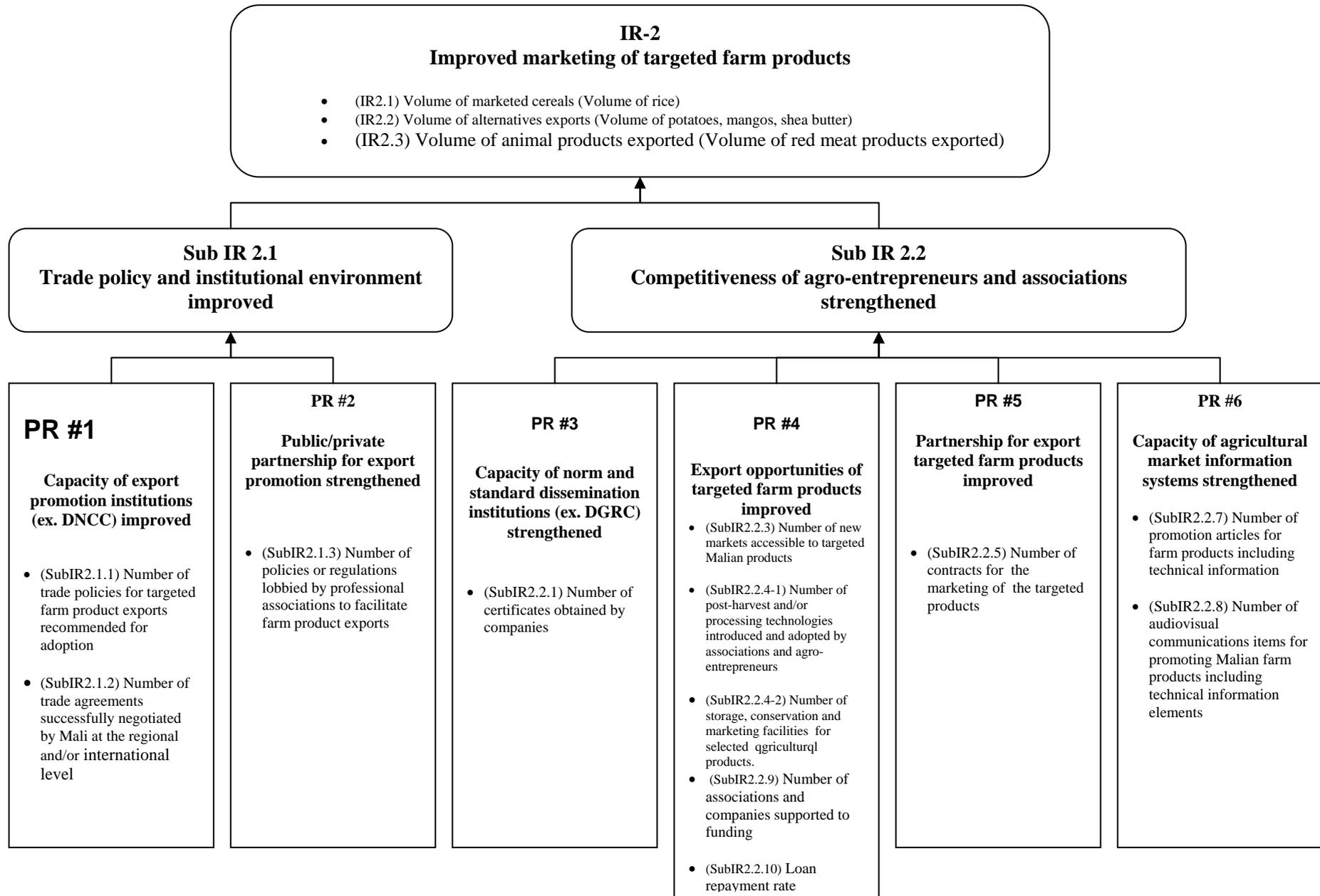
- For the “*crédit de stockage vivrier*”:

1. Number of village associations supported by the project

2. Volume of rice stored by association

3. *Repayment rate*

Table 2. TradeMali Performance Indicators



STRATEGIC OBJECTIVE (SO 9)	To reduce poverty and increase economic growth in selected agricultural subsectors		
INTERMEDIATE RESULT (IR 2)	Increased trade of selected agricultural products		
Sub-IR 2.1	Improved trade policy and institutional environment		
PERFORMANCE INDICATOR: Sub-IR 2.1.1	PERFORMANCE DATA (Cumulative)		
Number of export trade policies for targeted agricultural products recommended for adoption	Year	Achieved	Targets
DEFINITION: Number of policies or regulations developed, negotiated, and officially recommended to the Government of Mali for adoption through project support to foster the export of selected agricultural products. These recommendations may concern either the implementation of new policies or the strengthening of existing policies. MEASUREMENT UNIT: Number of policies	2003 Reference		
	2004		2
	2005		4
	2006		6
	2007		8
	2008		10
JUSTIFICATION: There are several policy and institutional constraints to the development of Malian agricultural product exports at the regional and international levels. To overcome these constraints, TradeMali will provide technical support to DNCC and other public and private agencies to review existing policies and propose new ones, based on an extended dialogue to contribute in the improvement of the policy and institutional environment of external trade for Malian agricultural products. BASELINE ASSUMPTIONS: Malian political environment is continuing to foster liberalization of agricultural trade at the national and international levels.			
DATA ACQUISITION Method: TradeMali will ensure monitoring of all policies analyzed and recommended for adoption, in collaboration with concerned private and public institutions (DNCC, DGRC, DNI). Source: TradeMali Frequency of measurement: Semi-annual (March and September) Responsibility: The Policy Unit, in collaboration with the Monitoring and Evaluation Unit.			
COMMENTS: The process that leads from the formulation to the recommendation of a new policy or advancing the implementation of an existing one is generally long, as it requires extensive consultations that result in an action plan which would help formulate the policy. Based on this, TradeMali will make efforts to complete this process for at least two policies in 2004: the first one relates to measures taken to reduce barriers and the second relates to marketing inputs for selected agricultural products. Following these two policies, TradeMali will endeavor to recommend at least two policies per year for adoption or for improvements in implementation. In its semi-annual report, TradeMali envisions describing the status of the development process of each policy analyzed (identification, analysis, formulation, recommendation, and eventually its adoption).			

STRATEGIC OBJECTIVE (SO#9)	Reduce poverty and increase economic growth in the targeted agricultural sub sectors		
INTERMEDIATE RESULT (IR-2)	Increased trade of targeted farm products		
Sub-IR_2.1	Trade policy and institutional environment strengthened		
PERFORMANCE INDICATOR: SubIR2.1.2	PERFORMANCE DATA (Cumulative)		
Number of trade agreements successfully negotiated by Mali at the regional and international levels	Year	Actual	Targets
DEFINITION: Number of agreements negotiated and signed by the Malian Government at the regional and international levels in relation with farm products trading. They are also agreements regarding norms and standards. MEASURE UNIT: Number of agreements to break up by into categories.	2003 Reference		
	2004	0	0
	2005		1
	2006		2
	2007		3
	2008		4
JUSTIFICATION: The WAEMU member States no longer negotiate trade agreements on individual basis with third parties. But, each country can give guidelines that take into account the concerns of its economic operators. Mali is increasingly behaving along those lines. As such, it is relevant to limit the agreements negotiated by Mali to the regional level where its implication stop the country can be implied. The support measures will be in this respect, implemented by the partners of the Government and the private sector. As result, the policy- related agencies, in association with the Malian private sector, must be able to review all the texts governing trade and improve them in the sense of an environment beneficial to exporters. TradeMali will assist the Government in training negotiators in the analysis, preparation and negotiation of issue so as to facilitate the promotion of exports in targeted sectors. The project can also facilitate the formulation of new agreements. The number of agreements signed represents a direct measure of its performance.			
BASIC ASSUMPTIONS: Political willingness of the Malian Government to negotiate and sign agreements at the regional et international levels.			
DATA COLLECTION: Method: TradeMali will follow all the trade negotiations in which the Government will participate and report those that will be signed. Source: TradeMali in association with the DNCC and other related institutions. Measure frequency: Biannual (in March and September) Responsibility: Policy Unit in association with the Monitoring-Evaluation Unit.			
COMMENTS. In the past, trade agreements or conventions were negotiated only by the Malian Government. Since the advent of the WAEMU, they have been almost exclusively negotiated by the WAEMU Commission on behalf of all the member countries. Given that these agreements or conventions are dealing with the economic interests of several countries, the Commission would first allow each country to discuss the agreements at its own level, dialogue is afterward organized between representatives of member countries to reach a common position before negotiating with partners. As the process is, it is possible that no agreement will be finalized during the first year of project implementation. However, it will assist the Malian Government in negotiateing at least one agreement or convention per year, so as to reach four agreements by the end of 2008.			

<p>STRATEGIC OBJECTIVE (SO#9)</p> <p>INTERMEDIATE RESULT (IR-2)</p> <p>Sub-IR 2.1</p>	<p>Reduce poverty and increase economic growth in the targeted agricultural subsectors</p> <p>Increased trade of targeted farm products</p> <p>Trade policy and institutional environment strengthened</p>																					
<p>PERFORMANCE INDICATOR : SubIR2.1.3</p> <p>Number of policies or regulations lobbied by professional associations to facilitate farm product exports</p>	<p>PERFORMANCE DATA (Cumulative)</p> <table border="1"> <thead> <tr> <th>Years</th> <th>Actual</th> <th>Targets</th> </tr> </thead> <tbody> <tr> <td>2003 Reference</td> <td></td> <td></td> </tr> <tr> <td>2004</td> <td>0</td> <td>1</td> </tr> <tr> <td>2005</td> <td></td> <td>2</td> </tr> <tr> <td>2006</td> <td></td> <td>4</td> </tr> <tr> <td>2007</td> <td></td> <td>6</td> </tr> <tr> <td>2008</td> <td></td> <td>8</td> </tr> </tbody> </table>	Years	Actual	Targets	2003 Reference			2004	0	1	2005		2	2006		4	2007		6	2008		8
Years	Actual	Targets																				
2003 Reference																						
2004	0	1																				
2005		2																				
2006		4																				
2007		6																				
2008		8																				
<p>DEFINITION: It concerns recommendations of policies or regulations coming from exporters' professional associations submitted to the Government for adoption. Recommendations may concern new policies or the enforcement of existing policies.</p> <p>UNIT OF MEASURE: Number</p>																						
<p>JUSTIFICATION. During the first year, professional associations appeared to be too weak to influence policies. This is why TradeMali has concentrated its efforts on building the capacity of these associations. This capacity building, which requires time, will continue during 2005. TradeMali is proposing to widen the public-private dialogue with the purpose of making the private sector more dynamic in the definition and formulation of new trade policies intended to increase the export of Malian farm products. I will strengthen the capacity of professional associations to enable them to be more involved in the policy and decision elaboration process that can have an impact on farm products export.</p> <p>BASIC ASSUMPTIONS:</p> <ul style="list-style-type: none"> - Government's willingness to be open to the private sector in the elaboration of trade policies. - Professional associations are well organized and capable succeeding in lobbying the development of policies in their favor. 																						
<p>DATA COLLECTION:</p> <p>Method: TradeMali will follow, with the professional associations, all the policy analyses in connection with agricultural exports. It will report the list of recommendations submitted to the Government to influence existing trade policies.</p> <p>Source: TradeMali, in association with the professional associations and the related governmental institutions.</p> <p>Measure frequency: Biannual (in March and September)</p> <p>Responsibility: Policy Unit in association with the Monitoring-Evaluation Unit.</p>																						
<p>COMMENTS: The existing professional associations are weakly structured and do not have clear strategies allowing them to exert sound influence on the development of trade policies. The process of training and structuring these associations needs time. TradeMali will work these associations to recommend 2 policies by end of year 2005. This capacity building activity will be pursued in subsequent years in order to recommend 2 policies each year in connection with export activities. As a result, the targets will be 4 for 2006, 6 in 2007 and 8 at the end the project in 2008.</p>																						

STRATEGIC OBJECTIVE (SO#9)	Reduce poverty and increase economic growth in the targeted agricultural subsectors		
INTERMEDIATE RESULT (IR-2)	Increased trade of targeted farm products		
Sub-IR_2.2	Competitiveness of agro-entrepreneurs and associations strengthened		
PERFORMANCE INDICATOR: SubIR2.2.2	PERFORMANCE DATA (Cumulative)		
Number of certificates obtained by companies	Year	Actual	Targets
DEFINITION: Number of certificates obtained by Malian companies (EuropGap, BRC, BIO, Max Haver, HACCP, ect). Certificates are delivered by subregional and international institutions. MEASURE UNIT: Number of certificates disaggregated by product.	2003 Reference		
	2004		0
	2005		1
	2006		3
	2007		5
	2008		7
JUSTIFICATION: Starting from June 2005, the hypermarkets companies will no longer buy any product that is not guaranteed by EuropGap certification institutions. Accessibility to the new markets and competitiveness of the Malian products in export markets hinge on the capacity to comply with norms and standards in place. This means exporters must inevitably be well trained and informed. They must be able to get necessary information from public agencies in charge of control and regulation. The support of the TradeMali project will consist of strengthening the capacity of institutions and associations in charge of disseminating norms and standards (DGRC, DNI, AMAQ, etc.) so that they can be useful to agro-entrepreneurs.			
BASIC ASSUMPTIONS : <ul style="list-style-type: none"> - The agencies such as the “<i>Laboratoire de Technologie Alimentaire</i>” and “<i>Laboratoire Central Vétérinaire</i>” continue to demonstrate their interests in quick conformity certification required for export subsectors. - There is a sound feedback between importers’ requirements and the availability of certification equipments and materials. 			
DATA COLLECTION: Method: TradeMali, in association with « <i>Direction Générale de la Réglementation et du Contrôle</i> » (DGRC), will periodically collect, from exporters supported by project, information about export certificates for targeted farm products. Source: TradeMali in collaboration with project partners (Certification Laboratories and DGRC). Measure frequency: Biannual (March and September) Responsability: The BDS Unit with the Monitoring-Evaluation Unit.			
COMMENTS: The existing companies are poorly structured and cannot show clear strategies allowing them to market products that meet the norm and standard requirements. As such, TradeMali will train companies so that at least one (1) of them will obtain one (1) certification by the end of year 2005. As training and structuring are a long process, TradeMali will pursue its program in subsequent years to reach two (2) certifications per annum. As such, the targets will be 3 for 2006, 5 for 2007 and 7 at the end of the project in 2008.			

STRATEGIC OBJECTIVE (SO 9)	To reduce poverty and increase economic growth in selected agricultural subsectors		
INTERMEDIATE RESULT (IR 2)	Increased trade of selected agricultural products		
Sub-IR 2.2	Increased competitiveness of agroentrepreneurs and professional associations		
PERFORMANCE INDICATOR: Sub-IR 2.2.3	PERFORMANCE DATA (Cumulative)		
Number of new markets accessible to selected Malian agricultural products	Year	Achieved	Targets
<p>DEFINITION: Number of new markets (countries) resulting in at least one export campaign of selected agricultural products. A new market is defined as a market that is accessible for the first time for a product or a new presentation of the selected product.</p> <p>MEASUREMENT UNIT: Number of markets (countries) broken up by type of market and product.</p>	2003 Reference		
	2004		4
	2005		8
	2006		10
	2007		12
	2008		14
<p>JUSTIFICATION: Traditionally, considerable volumes of horticultural products or harvested products, such as mangoes, potatoes, karité, and other products were exported from Mali to the region (Côte d'Ivoire mainly) for local consumption or to be re-exported toward European markets. Considering the persisting crisis in Côte d'Ivoire, Malian agroentrepreneurs need to urgently diversify their distribution channels and to develop new commercial alliances at the regional (WAEMU) and international (Europe) levels.</p> <p>Mali has major advantages which, if efforts for market diversification are made and the competitiveness of these products is considerably increased, may acquire market shares in the region and in Europe and consequently increase agricultural product exports.</p> <p>BASELINE ASSUMPTIONS</p> <ul style="list-style-type: none"> • There is increasing demand for the products selected by TradeMali • Malian agricultural product have increased competitiveness (quality, price) • Post-harvest technologies are mastered, particularly, the cold chain and transport logistics • The environment is conducive to international trade. <p>DATA ACQUISITION:</p> <p>Method: TradeMali will conduct periodic interviews (surveys) with export enterprises involved in the project about their activities for commercial prospects and shipment to new markets.</p> <p>Source: Exporting enterprises supported by the project.</p> <p>Frequency of measurement: Semi-annual (March and September).</p> <p>Responsibility: The TradeLinks Unit in collaboration with the Monitoring and Evaluation Unit.</p> <p>COMMENTS: The first year of the project will seek to gain a better understanding of various markets for selected products that are in the first stage of the export process:</p> <ul style="list-style-type: none"> • Mangoes by boat (mangoes are traditionally exported by plane); • Potato (exported in a professional manner to compete with Dutch potato in the Senegalese market); • Red meat (in carcasses or slices towards Ghana, Gabon and Congo); • Rice (in various markets of the region); and • Other products that seem to have market potentials to be validated: karité, sesame, anis, camel milk cheese, etc. <p>At the same time, TradeMali will define the parameters of supply:</p> <ul style="list-style-type: none"> • Malian supply (yields per hectare, surface area available for exports, quality, price, packaging); • Export logistics (multimodal transport Bamako-Dakar-Europe, Bamako-Accra, Bamako-Libreville); • Market infrastructures (screening or slaughtering, conditioning, cold chain, conservation, etc.); • Available financing; • Malian conditions for trade facilitation; and • Conditions for penetrating foreign markets. <p>These two poles of activities will be implemented both through in-depth research for information and through real-time export operations, which will help validate information previously obtained; give the most accurate idea about the competitiveness of Malian products; and identify commercial partners who will increase the volume of exports of selected Malian products.</p> <p>Therefore, there are five targets for the first year (1 for potato, 2 for mangoes, 1 for meat, and 1 for rice). The targets will increase on an annual basis – with research for new markets and the addition of new products – to reach 14 by the end of the project.</p>			

STRATEGIC OBJECTIVE SO#9)	To reduce poverty and increase economic growth in selected agricultural sub-sectors		
INTERMEDIATE RESULT (IR-2)	Increased trade of selected agricultural products		
Sub-IR_2.2	Increased competitiveness of agro-entrepreneurs and associations		
PERFORMANCE INDICATOR: Sub-IR2.2.4-1	PERFORMANCE DATA (Cumulative)		
Number of post-harvest and processing technologies introduced and adopted by associations and agro-entrepreneurs.	Year	Achieved	Targets
DEFINITION: Number of post-harvest and processing technologies adopted by project supported associations and agro-entrepreneurs. These include new technologies introduced or improvement on existing technologies, through project support. MEASUREMENT UNIT: Number broken-up by type of technology and by product	2003 Reference		
	2004		0
	2005		2
	2006		6
	2007		8
	2008		10
JUSTIFICATION: Malian agricultural products are generally not competitive due to the lack of technical skills on the part of agroentrepreneurs and their lack of access to improved technologies. Project support will consist in having agroenterprises adopt improved technologies to perform better and offer competitive products for exports.			
BASELINE ASSUMPTIONS <ul style="list-style-type: none"> - Easy access to funding sources for the adoption of new technologies, - The private sector is willing and has the capacity to invest. 			
DATA ACQUISITION: Method: TradeMali will conduct periodical interviews (surveys) with enterprises which received training and support for the introduction of new post-harvest and processing technologies for selected agricultural products. Source: TradeMali in collaboration with project partner associations and agro-enterprises. Frequency of measurement: Semi-annual (March and September every year). Responsibility: The BDS Unit in collaboration with the Monitoring-Evaluation Unit.			
COMMENTS			

STRATEGIC OBJECTIVE SO#9)	To reduce poverty and increase economic growth in selected agricultural sub-sectors		
INTERMEDIATE RESULT (IR-2)	Increased trade of selected agricultural products		
Sub-IR_2.2	Increased competitiveness of agro-entrepreneurs and associations		
PERFORMANCE INDICATOR: Sub-IR2.2.4-2	PERFORMANCE DATA (Cumulative)		
Number of storage, conservation and marketing facilities for selected agricultural products.	Year	Achieved	Targets
DEFINITION: Number of storage, conservation and marketing facilities established or improved through project support. These facilities may be storage and conservation warehouses in villages (for cereals or alternative products) or marketing facilities in urban areas (red meat for example). MEASUREMENT UNIT: Number broken-up by type of facility and by product	2003 Reference		
	2004		2
	2005		6
	2006		8
	2007		12
	2008		15
JUSTIFICATION: Malian agricultural products are generally not competitive due to the lack of technical skills on the part of agroentrepreneurs and their lack of access to improved technologies. Project support will consist in having agroenterprises adopt improved technologies to perform better and offer competitive products for exports.			
BASELINE ASSUMPTIONS: <ul style="list-style-type: none"> - Easy access to funding sources for the establishment and improvement of facilities, - The private sector is willing and has the capacity to invest. 			
DATA ACQUISITION : <p>Method: TradeMali will conduct periodical interviews (surveys) with associations and exporters trained and supported by the project for the establishment or improvement of facilities and the development of bankable project documents.</p> <p>Source: TradeMali in collaboration with project partner associations and agro-enterprises.</p> <p>Frequency of measurement: Semi-annual (Mars and September every year).</p> <p>Responsibility: The BDS Unit, TradeLinks in collaboration with the Monitoring-Evaluation Unit.</p>			
COMMENTS:			

STRATEGIC OBJECTIVE SO#9)	Reduce poverty and increase economic growth in targeted agricultural sub-sectors.		
INTERMEDIATE RESULT (IR-2)	Increased trade of targeted farm products		
Sub-IR_2.2	Competitiveness of agro-entrepreneurs and associations strengthened.		
PERFORMANCE INDICATOR : SubIR2.2.9	PERFORMANCE DATA (Cumulative)		
Number of associations and companies supported to get access to funding	Year	Actual	Target
DEFINITION: Here we are concerned with associations and agro-entrepreneurs supported by the project (identification, training, assistance during negotiations with financial institutions, and support/advice).			
MEASURE UNIT: Number of associations and agribusiness companies assisted.	2004		-
	2005		26
	2006		29
	2007		32
	2008		35
JUSTIFICATION: Associations and agro-entrepreneurs often lack financial means to perform their marketing activities including export. This situation stems from the fact that most of these actors do not have the required competence to conceive acceptable bankable projects, and often lack support during the negotiation process with financing sources. To facilitate associations' and agro-entrepreneurs' access to funding, TradeMali will train them in business project development. Once business projects are conceived, TradeMali in synergy with Mali Finance will facilitate relationships with financing sources and assure the follow-up. TradeMali will assist them in the management of their commercial activities.			
BASIC ASSUMPTION :			
<ul style="list-style-type: none"> - Funding sources exist and willing to lend, - Institutions' willingness to be supportive of private sector. 			
DATA COLLECTION:			
Method: TradeMali will periodically collect data from companies trained and assisted while funds are being mobilized for their benefit.			
Source: TradeMali in collaboration with project's associations and agribusiness partners.			
Measure frequency: biannual (in March and September of every year).			
Responsibility: BDS Unit in association with the Monitoring/ Evaluation Unit.			
COMMENTS: The zones covered by the project during this the first year of activity already have an important number of well structured associations, thanks to support by CARE through its program of "crédit stockage vivrier". In the Djenné zone, after a field diagnostic study conducted by TradeMali's representatives, 21 associations were retained by the project, with the view to strengthen their capacity to facilitate access to funding in order to secure their stock. Project also helped exporters and traders from Sikasso to create 4 cooperatives and to elaborate one business-plan bycooperative. With the existence of this experience in certain zones covered by the project, it is possible to have an important number of associations and agro-entrepreneurs able to benefit from funding through the support from the project. So, it is possible this year to have 26 associations and agribusiness companies supervised, with a possible increase of 10 % every year, ie 29 in 06, 32 in 07, and 35 in 08.			

STRATEGIC OBJECTIVE (SO#9)	Reduce poverty and increase economic growth in targeted agricultural subsectors.		
INTERMEDIATE RESULT (IR-2)	Increased trade of targeted farm products		
Sub-IR_2.2	Competitiveness of agro-entrepreneurs and associations strengthened.		
PERFORMANCE INDICATOR : SubIR2. 2.5	PERFORMANCE DATA (Cumulative)		
Number of contracts for the marketing of the targeted products	Year	Actual	Target
<p>DEFINITION: Number of contracts (agreements) among sector actors supported by the project in the marketing of targeted farm products. The number concerns all the contracts between partners of the same value chain. More specifically between producers and exporters; between exporters and importers; between cattle fatteners and slaughterhouses; between exporters and slaughterhouses; between producers and mango collectors; between mango collectors and exporters.</p> <p>MEASURE UNIT: Number broken up by targeted agricultural product and category of actors.</p>	2003 Reference		
	2004	0	3
	2005		25
	2006		29
	2007		33
	2008		37
	<p>JUSTIFICATION: Presently, many transactions are made without firm contracts between exporters and importers. Most of the time, payments to the exporters are made on the basis of a commission on sales. It happens that some exporters have difficulties to get paid after orders are delivered. Relationships between producers and exporters are affected by numerous refusals to comply with verbal commitments taken on both sides. It is frequent to notice one-sided modifications in the price or volume negotiated before marketing, or even some no-payments, which means damage to one of the two parties and aggravation of the lack of professionalism among operators. Besides, the competitiveness of Malian agro-businesses supposes that importers' <i>cahier de charges</i> (specifications) be respected. Formalizing business relationships between the foreign importers and the Malian exporters in order to bring parties to be respectful of their commitments (<i>cahiers de charges</i>, date of delivery, price, terms of payment, etc.) will contribute to improve export partnership and thus create motivation among partners to increase the number and volume of exports. The aim is to establish formalized relationships among the main actors in the targeted sector in order to eliminate current constraints linked to the non-compliance with mutual commitments. The increase in number of trade contracts or agreements between the actors of the value chain will certainly have a positive impact on the improvement of relationships between different categories of actors in the sector on the one hand and on the volume marketed on the other hand.</p> <p>BASIC ASSUMPTIONS:</p> <ul style="list-style-type: none"> - increasing demand for targeted products, - Willingness for establishing professional trade exchanges, - Efficiency of the Malian legal framework for the resolution of commercial disputes and for strengthening contractual system. 		
DATA COLLECTION:			
<p>Method: TradeMali will periodically collect information (survey) on all formalized trade deals/conventions between producers or village associations and the exporters and professional associations supported by the project.</p> <p>Source: TradeMali in collaboration with project's exporter and professional association.</p> <p>Measure frequency: Biannual (in March and September)</p> <p>Responsibility: TradeLinks Unit in association with Monitoring-Evaluation Unit</p>			
<p>COMMENTS: Formalizing agreements is not very common in Mali. Steady efforts will be required to bring different parties to accept to put down in writing the conditions of their agreement. The illiteracy of producers and other actors of the sector (exporters, collectors, cattle fatteners...) is also a major handicap. Commercial transactions took place in 2004 on the basis of verbal agreements and long date relationships despite TradeMali's implication. Measures taken to formalize these relationships were unanimously greeted to by the different actors of targeted sectors. Indeed, EUROGAP traceability requires that more formal measures be taken in the mango sector. The potato exporters have set up their own cooperatives so that they can be more influential. Rice producers involved in the program of "crédit de stockage vivrier" must continue to maintain correct and verifiable relationships. Potential red meat exporters as well as cattle producers are trying to conclude long-term contractual agreements. TradeMali, in its trade promotion mission, envisions bringing technical support to partners so that at least 25 contracts will be formalized in 2005. Following 2005, the number of contracts will increase by 4 each year. So, targets for 2006, 2007 and 2008 will be 29 contracts, 33 contracts and 37 contracts, respectively.</p>			

STRATEGIC OBJECTIVE SO#9)	Reduce poverty and increase economic growth in targeted agricultural subsectors.		
INTERMEDIATE RESULT (IR-2)	Increased trade of targeted farm products		
Sub-IR_2.2	Competitiveness of agro-entrepreneurs and associations strengthened.		
PERFORMANCE INDICATOR : SubIR2.2.7	PERFORMANCE DATA (Cumulative)		
Number of promotion articles on farm products including technical information	Years	Actual	Target
DEFINITION: Number of articles on promotion and technical information (good agricultural practices, harvest and post harvest techniques, marketing techniques, management and financing techniques) about farm products in general and about targeted products in particular, intended for local, regional, and international markets.	2003 Reference: Number of press release		
MEASURE UNIT: Number of articles to be broken up by type of information	2004	11	
	2005		26
	2006		41
	2007		56
	2008		61
<p>JUSTIFICATION: With globalization, business in general and export in particular are more and more competitive and faster, with buyers being more demanding. Quality requirements concern products as well as services. To better meet markets requirements, TradeMali supports farm product exporters' efforts by collecting and disseminating information about business opportunities, price fluctuations, quality norms and standards. This information must be useful, punctual and of large-scale. For this reason, TradeMali is using different communication channels including print media that is a dynamic means of mass communication. In addition, TradeMali aims to enhance the value of the targeted farm products by elaborating and broadcasting promotion articles about these products in magazines and other national or international newspapers. Moreover, TradeMali in synergy with Mali-Finance and PRODEPAM is elaborating and publishing a quarterly news bulletin. This bulletin which treats the same types of information (business opportunities, price fluctuations, quality norms and standards) is also spread on-line and on hard copies free of charge to agribusiness entrepreneurs.</p> <p>BASIC ASSUMPTIONS: Agribusiness entrepreneurs' willingness to go to information and use them.</p>			
<p>DATA COLLECTION:</p> <p>Method: TradeMali, in collaboration with Mali Finance and PRODEPAM, will collect data from newspapers working the three projects.</p> <p>Source: TradeMali in association with Mali Finance, PRODEPAM and newspapers.</p> <p>Measure frequency: Biannual (in March and September).</p> <p>Responsibility: BDS Unit in association with the Monitoring - Evaluation Unit.</p>			
<p>COMMENTS: In 2004, TradeMali developed 11 press articles. With all the efforts displayed in the elaboration and the diffusion of quarterly reports, it is possible for the project to realize 15 articles every year. So, in 2005, the number will be 26, 41 in 2006, 56 in 2007 and 67 at the end of project.</p>			

STRATEGIC OBJECTIVE (SO#9)	Reduce poverty and increase economic growth in targeted agricultural subsectors.		
INTERMEDIATE RESULT (IR-2)	Increased trade of targeted farm products		
Sub-IR_2.2	Competitiveness of agro-entrepreneurs and associations strengthened.		
PERFORMANCE INDICATOR : SubIR2.2.8	PERFORMANCE DATA (Cumulative)		
Number of promoting audiovisual communication elements about Malian farm products, including technical information elements	Year	Actual	Targets
<p>DEFINITION: Number of audiovisual communication elements regarding promotion and technical information (good agricultural practices, harvest and post harvest techniques, marketing, management and financing techniques) of farm products in general and targeted products in particular, intended for local, regional and international markets.</p> <p>MEASURE UNIT: Number of audiovisual communication elements to be broken up by type of element.</p>	2003 Reference : Number of audiovisual communication elements		
	2004	4	
	2005		8
	2006		12
	2007		16
	2008		20
<p>JUSTIFICATION: With globalization, business in general and export in particular are more and more competitive and faster, with buyers being more demanding. Quality requirements concern products as well as services. To better meet market requirements, TradeMali supports farm product exporters' efforts by collecting and disseminating information about business opportunities, price fluctuations, quality norms and standards. Information must be useful, punctual and of large-scale. For this reason, TradeMali is using different communication channels including television. In addition, TradeMali aim to enhance the value of the targeted farm products by elaborating and broadcasting promotion articles about these products on the national television. Moreover, TradeMali is elaborating thematic video messages that are widely broadcasted by television or, at proximity level, played through didactic video in the packing stations.</p> <p>BASIC ASSUMPTIONS: Agro-entrepreneurs' willingness to go to information and use them.</p>			
<p>DATA COLLECTION:</p> <p>Method: Data will be periodically collected from television and packing stations. Source: TradeMali in association with the national television and the audiovisual communication presenters. Measure frequency: Biannual (in March and September). Responsibility: BDS Unit in association with the Monitoring-Evaluation Unit.</p>			
<p>COMMENTS: During Year I, TradeMali elaborated and broadcasted 10 audio-visual elements. By maintaining this rhythm, it is possible to reach 50 audio-visual products by project end. A target of 10 products a year is reasonable considering the time needed to elaborate and broadcast audio-visual messages. So, in 2005, 2006, 2007 and 2008, there will be 20 products, 30 products, 40 products and 50 products, respectively.</p>			

STRATEGIC OBJECTIVE SO#9)	Reduce poverty and increase economic growth in targeted agricultural sub-sectors.		
INTERMEDIATE RESULT (IR-2)	Increased trade of targeted farm products		
Sub-IR_2.2	Competitiveness of agro-entrepreneurs and associations strengthened.		
PERFORMANCE INDICATOR : SubIR2.2.9	PERFORMANCE DATA (Cumulative)		
Number of agro-entrepreneurs trained in the use of good agricultural techniques including harvest and post harvest techniques, of trade, management and financing techniques.	Year	Actual	Targets
DEFINITION: Number of agro-entrepreneurs trained in the use of good agricultural techniques including the BAP, harvest, post harvest, marketing, management and financing techniques. MEASURE UNIT: Number of agro-entrepreneurs trained compared to the reference year.	2003 Reference : Number of agro-entrepreneurs trained		
	2004	1060	
	2005		2120
	2006		2680
	2007		3240
	2008		3800
JUSTIFICATION: Within the framework of its support activities to agricultural exports in general and to targeted sectors in particular, TradeMali assists exporters in meeting markets requirements. With globalization, trade has become faster and more competitive, and buyers are more demanding. Quality requirements concern products as well as services. To meet these requirements, TradeMali has been implementing a capacity building program for agro-entrepreneurs in the use, among other things, of good agricultural techniques including the BAP, harvest and post harvest techniques, marketing techniques, management and financing techniques. The topics selected according to agro-entrepreneurs' needs and targeted export market requirements will be taught by field specialists (service providers) and will be broadcast during workshops and conferences for agro-entrepreneurs or sometimes during practical demonstration sessions. BASIC ASSUMPTIONS: Agro-entrepreneurs' willingness to participate actively in capacity building activities.			
DATA COLLECTION: Method: The number of technical subjects treated and of agro-entrepreneurs trained is determined in association with service providers Source: TradeMali in collaboration with service providers. Measure frequency: Biannual (in March and September). Responsibility: BDS Unit in association with the Monitoring Evaluation Unit.			
COMMENTS: During the first year TradeMali trained 1060 agro-entrepreneurs. The same rhythm can be maintained for the year 2005. But these figures will be reviewed and divided by half during the following years because rather than undertake new training sessions, the project will emphasize the follow-up of the already realized training programs. As such and by the end of the project, the number of agro-entrepreneurs trained in the use of the good agricultural techniques including the BAP, harvest and post harvest techniques, marketing techniques, management and financing techniques will have reached 3800.			

STRATEGIC OBJECTIVE SO#9)	Reduce poverty and increase economic growth in targeted agricultural subsectors.		
INTERMEDIATE RESULT (IR-2)	Increased trade of targeted farm products		
Sub-IR_2.2	Competitiveness of agro-entrepreneurs and associations strengthened.		
PERFORMANCE INDICATOR: SubIR - Number of village associations assisted	PERFORMANCE DATA (Cumulative)		
	Year	Actual	Targets
DEFINITION: Number of associations supported by project and involved in « <i>crédit de stockage vivrier</i> » using either own funds or funding acquired thanks to project support.	2003 Reference: Number of press articles		
MEASURE UNIT: Number of associations benefiting from loan, to be broken up by village.	2004	19	
	2005		20
	2006		30
	2007		40
	2008		50
<p>JUSTIFICATION: I In TradeMali's intervention zones, several villages are rice producers and they often sell their stocks because of immediate money needs. For that purpose, The CSV program initiated by TradeMali would be a good opportunity to enable these producers to store their products and sell them at a time when prices are higher. TradeMali's assistance consists of informing and sensitizing rice producing villages about adhering to CSV. TradeMali also intends to train associations in the management of their business and designing business plan to facilitate access to funding.</p> <p>BASIC ASSUMPTIONS :</p> <ul style="list-style-type: none"> - Good rainy season - Availability of financial resources for commercial activities during storage 			
DATA COLLECTION:			
<p>Method: Data will be collected by TradeMali from village associations in each village</p> <p>Source: TradeMali in collaboration with village associations</p> <p>Measure frequency: Biannual (March and September).</p> <p>Responsibility: BDS Unit with Monitoring/Evaluation Unit.</p>			
<p>COMMENTS: Within the framework of "<i>crédit de stockage vivrier</i>", During the last agricultural season, TradeMali assisted 19 associations in its "<i>crédit de stockage vivrier</i>" program. Those beneficiaries, who were supposed to continue their activity, cannot unfortunately do so this year because of two reasons: On one hand, a poor rainy season which seriously compromised the campaign; on the other hand, the locust invasion which completely damaged the already thin productions in fields. As a result, the project identified more prosperous zones in the regions of Ségou, Mopti and Timbuktu where about twenty village associations are already able to meet CSV criteria. By providing a sustained support to these identified groupings, TradeMali plans to increase the number of associations by 10 every year, which means 30 associations in 2006, 40 associations in 2007 and 50 associations at the end of the project in 2008.</p>			

STRATEGIC OBJECTIVE SO#9)	Reduce poverty and increase economic growth in targeted agricultural subsectors.		
INTERMEDIATE RESULT (IR-2)	Increased trade of targeted farm products		
Sub-IR_2.2	Competitiveness of agro-entrepreneurs and associations strengthened.		
PERFORMANCE INDICATOR: SubIR			
Rice volume stocked by village associations			
		PERFORMANCE DATA (Cumulative)	
		Year	Actual
			Targets
DEFINITION: Rice volume stocked by village associations.		2003 Reference : Number of press articles	
MEASURE UNIT: volume (metric tons) to be broken up by beneficiary village and association.		2004	75
		2005	-
		2006	300
		2007	450
		2008	600
			750
JUSTIFICATION: In a period of good rainy season, some villages in the Ségou and Mopti regions are excellent zones of rice production. Unfortunately, these villages cannot manage to sell their products for a profitable producer's price because of both organizational and financial problems. TradeMali's ambition through the CSV program is to bring the identified associations that can meet the selection criteria, to store a sufficient quantity of rice to be resold for a good price at the right time. TradeMali's intervention also consists of sensitizing them in order to store a sufficient rice quantity and training them in the management of their stock.			
BASIC ASSUMPTIONS :			
<ul style="list-style-type: none"> - Good rainy season - Producers' willingness to be involved in the CSV 			
DATA COLLECTION:			
Method: TradeMali will collect data from village associations in each village			
Source: TradeMali in collaboration village associations.			
Measure frequency: Biannual (March and September)			
Responsibility: BDS Unit in collaboration with the Monitoring- Evaluation Unit.			
COMMENTS:			

STRATEGIC OBJECTIVE SO#9)	Reduce poverty and increase economic growth in targeted agricultural subsectors.		
INTERMEDIATE RESULT (IR-2)	Increased trade of targeted farm products		
Sub-IR_2.2	Competitiveness of agro-entrepreneurs and associations strengthened.		
PERFORMANCE INDICATOR : SubIR	PERFORMANCE DATA (Cumulative)		
- Loan repayment rate	Year	Actual	targets
<p>DEFINITION: The repayment rate is the ratio between the amounts of loan granted against amount repaid. This indicator is the direct measure of the efficiency of the “<i>crédit of stockage vivrier</i>”. This is about associations that acquired funding due to project support.</p> <p>MEASURE UNIT: Percentage of repayment of amount granted to be broken up by village and by association.</p>	2003 Reference : Number of press articles		
	2004	100	-
	2005		95
	2006		95
	2007		95
	2008		95
<p>JUSTIFICATION: Loan granted by financial institutions is reimbursable according to fixed installments to which an interest rate is added. The delay fixed for repayment is linked to the evolution of the market price. Once market price is favorable, then stock must be sold so as to reimburse loan to the financial institution. TradeMali's support will consist of training them in the management of the stock and activities initiated with loan. TradeMali will also undertake sensitizing actions to induce the loan beneficiaries to repay their loan. TradeMali will provide the same support to all the associations, cooperatives and export companies always with the aim of paying their loans.</p> <p>BASIC ASSUMPTIONS :</p> <ul style="list-style-type: none"> - Financial availability - Associations' willingness to pay back loan on time. 			
DATA COLLECTION :			
<p>Method: TradeMali will collect data from village associations in each village</p> <p>Source: TradeMali in collaboration with village associations</p> <p>Measure frequency: Biannual (March and September).</p> <p>Responsibility: BDS Unit in collaboration with the Monitoring- Evaluation Unit.</p>			
<p>COMMENTS: Using the stock as security is the only guarantee needed to get the loan. Repayment begins at the marketing period onward and finishes before the end of same period. This approach is also valid for other loan beneficiaries whose repayments take place during the export campaigns. So, with the support of TradeMali to beneficiaries, it is possible to reach a repayment rate of 95 % every year. This rate is in accordance with the regulation in force concerning the repayment of the loans granted by micro-finance institutions.</p>			

STRATEGIC OBJECTIVE : <i>Productivity and Incomes Increased in Selected Agricultural Sub-sectors</i>
INTERMEDIATE RESULT: <i>Trade of selected agricultural products increased</i>
Indicator: IR2.1 Volume of rice Cereals traded
DESCRIPTION
<p><i>Precise Definition(s): This indicator allows to evaluate the quantity of rice commercialized in domestic market by associations and agro entrepreneurs assisted by TradeMali.</i></p> <p><i>Unit of Measure: Metric tons (MT) exported and traded nationally</i> <i>Disaggregated by: Volume of rice traded in national markets.</i></p> <p><i>Justification/Management Utility: Production of paddy rice increased from about 460,000 MT to 840,000 MT between 1995 and 2002, and continued and substantial expansion is both expected and possible. Increased production and marketing of rice indicates increased opportunities for farmers, processors and traders to invest in irrigation, value adding processing and marketing improvements for regional exportation. Mali has the potential to become the breadbasket of West Africa if production and marketing costs can be reduced. This is necessary because Mali-produced and internally sold rice is expensive, often exceeding world market prices even before export. Prices reflect high costs of production, high transport costs and low processing yields.</i></p>
PLAN FOR DATA ACQUISITION BY USAID
<p><i>Data Collection Method: Data will be obtained from OMA and from project beneficiaries.</i> <i>Method of Acquisition by USAID: Periodic reports and records from TradeMali and OMA</i> <i>Data Source(s): TradeMali and OMA</i> FREQUENCY/TIMING OF DATA ACQUISITION: SEMI-ANNUAL AND ANNUAL REPORTS (OCT. 1–MARCH 31; APRIL 1–SEPTEMBER 30) <i>Estimated Cost of Data Acquisition: Limited</i> <i>Responsible Individual(s) at USAID: Amadou Camara and Trade Sub-Team, AEG Team, USAID/Mali</i></p>
DATA QUALITY ISSUES
<p><i>Date of Initial Data Quality Assessment: During the 90-day mobilization phase of the contractor</i> <i>Known Data Limitations and Significance (if any): Expect partner collected data of high quality; national level data accuracy variable.</i> <i>Actions Taken or Planned to Address Data Limitations: TradeMali results will focus on accuracy of data from trade partners.</i> <i>Date of Future Data Quality Assessments: Once a year</i> <i>Procedures for Future Data Quality Assessments: Field visits to value-chain groups directly assisted by TradeMali in assembling, storage, transport, and delivery of target commodities to identified consumer markets. Independent consultancy.</i></p>
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
<p><i>Data Analysis: Data from private sector groups directly linked with targeted commodity will be obtained by the Trade Link Unit of TradeMali, analyzed and synthesized by them, and reported upon.</i> <i>Presentation of Data: Table format and/or Graphic format</i> <i>Review of Data: Semi-annual review by the USAID Trade sub-team/Amadou Camara, and annual review by the SO Team.</i> <i>Reporting of Data: Data will be used for the Portfolio Implementation Reviews of the Mission and Annual Reporting to AID/W</i></p>

YEAR/National Exports (MT). Source: OMA						TARGET/PLANNED	ACTUAL	COMMENTS
1998	1999	2000	2001	2002	2003	TradeMali Baseline: 75TM		From project assisted exporters
						Target: Yr1, 2004 : 75TM Y2, 2005 : 300TM Y3, 2006 : 450TM Y4, 2007 : 600TM Y5, 2008 : 750TM		
<p><i>Notes on Targets .Paddy production increased from 460 000 tons in 1995 to 840 000 tons in 2002. This increase in production which helped Mali to achieve food self-sufficiency provided an opportunity for exports. However, the increased production has not kept pace with consumption in recent years, making it difficult for increased exports. The investigations undertaken since the beginning of TradeMali has revealed that rice exports are marginal, owing partly to the non price competitiveness of locally produced rice. It is within this context that TradeMali and USAID have decided to switch from "volumes of rice exported by targeted producers' organizations and traders" to "volumes of rice traded by targeted producers' organizations and traders". In this regard, TradeMali's assistance will consist of assisting village producer groups in storage, training and resource mobilization for income-generating activities. However, TradeMali will continue to explore regional export markets and facilitate trade alliance between exporters and importers. TradeMali will assist other .structured groups involved in rice marketing. They include woman rice traders in beneficiary villages of CSV and in urban centers. The activities of these woman groups will also be improved through strengthening programs. Given the current non price competitiveness of local rice for sub regional markets, marketed rice volumes amounting to 75 tons in 2004 by village associations through the credit program by means of storage will be used as reference. TradeMali anticipates increasing the marketed rice volumes by 225 tons in 2005 thanks to its training program, thus reaching 300 tons. Assuming an increase of 150 tons in subsequent years, the marketed rice volumes will total 450 tons in 2006, 600 tons in 2007 and 750 tons in 2008, assuming a steady increase in the number of village groups assisted annually by the project in its intervention zones</i></p>								

STRATEGIC OBJECTIVE: Productivity and Incomes Increased in Selected Agricultural Sub-sectors

INTERMEDIATE RESULT: Trade of selected agricultural products increased

Indicator: IR2.2.b Volume of Alternative Products Exported (Mangoes)

DESCRIPTION

Precise Definition(s): Volume of fresh mangoes exported to European and regional markets.

Unit of Measure: Metric tons (MT) exported and expressed in value

Disaggregated by: export volume and value by regional or international market.

Justification/Management Utility: Malian mangoes are known regionally and internationally. Annual production is estimated by GOM at about 200,000 metric tons/year, though recent World Bank studies suggest actual production is closer to 50,000 MT/year. Of this only a fraction is currently exported. Providing increasing export volumes of Malian fresh mangoes to regional and European markets responds directly to Mali's strategy in agricultural diversification and poverty reduction. High costs of air shipments, product transit damage, lengthy shipping times, and transaction costs, stricter European regulations, and political instability in Ivory Coast seriously threatens even these modest exported amounts, which would be a serious economic blow to producers. Identifying and strengthening new and less costly outlets, understanding and adhering to market requirements, more timely means of evacuation, with careful attention to maintaining the cold chain from packing house in Mali to final destination, will not only help reduce the threat to current markets, but significantly increase Mali's options and ability to capture added value. New shipping corridors will create market opportunities both in Northern Europe (UK, Netherlands, and Scandinavia) and in coastal West African countries such as Senegal and Mauritania where Malian production complements the local production season. Finally, the development of an efficient sea linkage to Europe will open the way for other fruit and vegetable exports.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Data will be collected directly from exporters, and also obtained using both reports issued by DGRC through their technical departments and the database of TradeMali.

Method of Acquisition by USAID: Periodic reports and records from TradeMali

Data Source(s): TradeMali, targeted exporters, DGRC importers and secondary sources (e.g, Eurostat)

Frequency/timing of Data Acquisition: Semi-annual and annual reports (October 1–March 31; April 1–September 30)

Estimated Cost of Data Acquisition: Limited

Responsible Individual(s) at USAID: CTO and SO Team.

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: During the 90-day mobilization phase of the contractor

Known Data Limitations and Significance (if any): National level data (DNSI), DRRC: Phytosanitary services, and Air France Cargo accuracy variable. Expect data from targeted exporters to be of a higher quality but dependent on openness of partners data to also be dependent on openness. Data on European markets fairly accurate (Eurostat).

Actions Taken or Planned to Address Data Limitations: TradeMali will collect data and cross-check from the sources listed above; confidence and openness will increase as relations mature between the project and exporters.

Date of Future Data Quality Assessments: Once a year.

Procedures for Future Data Quality Assessments: Field visits to targeted and non-targeted exporters; cross-checking statistics with local sources (e.g. Exporters, DGRC, OMA).

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Data from private sector groups directly linked in export of targeted commodity will be obtained by TradeMali, analyzed, and reported upon.

Presentation of Data: Table format and/or Graphic format.

Review of Data: Semi-annual and annual review by the CTO and SO Team.

Reporting of Data: Data will be used for the Portfolio Implementation Reviews of the Mission and Annual Reporting to AID/W

YEAR: National Exports (MT). Source DNSI –CAE - Export Partners, Phytosanitary Services, Air France Cargo.					TARGET/PLANNED	ACTUAL	COMMENTS
	2000	2001	2002	2003			
DNSI	1,148	883	708	700	TradeMali Baseline: 1151 MT		
CAE		622	636	784			
Exporters		1064,53	1311	1076,43	Target: Yr 1, 2004: 2609 MT Yr 2, 2005: 3392 MT Yr 3, 2006: 4410 MT Yr 4, 2007: 5733 MT Yr 5, 2008: 7453 MT		
Phytosanitary ¹ Services of DGRC		ND	ND	917			

Notes: The reference exports were updated by adding volumes exported by TEM. In doing so, the reference volume becomes 1151 tons instead of the 805 tons reported initially. The updating of the 2004 export volumes of exporters assisted by TradeMali generates a total volume of 2609 tons. This new volume is considered as the target for 2004 and as the basis for computing the targets for the following years. TradeMali anticipates increasing the 2004 export volumes by 30% following the good results displayed during the 2004 campaign. Consequently, the targets for 2005, 2006, 2007 and 2008 can be estimated at 3392 tons, 4410 tons, 5733 tons and 7453 tons, respectively. The construction or the rehabilitation of cooling facilities in Bamako is a prerequisite for achieving these targets. During the present campaign, TradeMali will improve the capacity of certain exporting firms which have ascribed to the quality program of the Project.

¹ Export volumes for 2003 (917 ton) are those for air shipment by exporters identified by the Phytosanitary Services of DGRC in the Bamako District..

STRATEGIC OBJECTIVE: Productivity and Incomes Increased in Selected Agricultural Sub-sectors

INTERMEDIATE RESULT: Trade of selected Agricultural Products Increased

Indicator: IR2.2 a Volume of Alternative Products Exported (Potatoes)

DESCRIPTION

Precise Definition(s): Volume of Mali grown potatoes exported to sub-regional markets.

Unit of Measure: Metric tons (MT) exported and expressed in value

Disaggregated by: export volume and value by regional market

Justification/Management Utility: Unknown to regional importers until fairly recently, Malian farmers, produced approximately 30,000 MT of potatoes in 2002 as a cash crop (based on extrapolations from seed import data). Significant expansion of this commodity is possible, and with improved post-harvest handling, storage, and transportation transactions, farmers will continue to see increasing farm-level incomes. With the right pricing, Malian exports can compete for the approximately 70,000 MT currently imported from the EU by West African countries, of which 27,381 MT are destined for Senegal and 12,898 MT for Mauritania (Eurostat 2002 data). Furthermore, much of the current potato exports to the Ivory Coast are threatened by the political situation there, because of major disruptions in shipment routes through that country. Therefore it is important to support and find other export markets

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: At least two data collection methods will be used by TradeMali. Exporters will be interviewed to find out about their exports. Reports issued by OMA, ACOD and DNSI will be exploited.

Method of Acquisition by USAID: Periodic reports and records from TradeMali and DNSI.

Data Source(s): TradeMali and DNSI, exporters, OMA, ACOD (through a subcontract with TradeMali) and other secondary sources.

Frequency/timing of Data Acquisition: Semi-annual and annual reports (October 1–March 31; April 1–September 30)

Estimated Cost of Data Acquisition: limited

Responsible Individual(s) at USAID: CTO and SO Team.

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: During the 90-day mobilization phase of the contractor

Known Data Limitations and Significance (if any): National level data (DNSI), DGRC (Phytosanitary Services) accuracy variable. Expected data from targeted exporters to be of a higher quality but dependent on openness of partners; expect OMA data to also be dependent on openness.

Actions Taken or Planned to Address Data Limitations: TradeMali will collect data and cross-check from the sources listed above; confidence and openness will increase as relations mature between the project and exporters.

Date of Future Data Quality Assessments: Once a year

Procedures for Future Data Quality Assessments: Field visits to targeted and non-targeted exporters; cross-checking statistics with local sources (e.g. exporters, DGRC)

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Data from private sector groups directly linked to export of targeted commodity will be obtained by TradeMali, analyzed, and reported upon.

Presentation of Data: Table format and/or graphic format.

Review of Data: Semi-annual review by the CTO and annual review by the SOTeam.

Reporting of Data: Data will be used for the Portfolio Implementation Reviews of the Mission and Annual Reporting to AID/W

YEAR/ National Exports (MT). Source : DNSI, exporters, APROFA. AMATEVI/TradeMali							TARGET/PLANNED	ACTUAL	COMMENTS
Exporters 2	1999	2000	2001	2002	2003	2004	TradeMali Baseline: 6,087MT Target: Yr 1, 2004: 6,087 MT Yr 2, 2005: 7,913 MT Yr 3, 2006: 10,287 MT Yr 4, 2007: 13,373 MT Yr 5, 2008: 17,385 MT		
	-	-	-	-	-	6,087			
<p>COMMENTS : The reference year is based on the export data of 2004. The projections for the targets for the following years are drawn mathematically from the reference. In an attempt to plan better the export campaign for 2005, the Project interviewed exporters who are members of cooperatives to determine targets more realistically. These members operate on the Sikasso-Cote d'Ivoire and Sikasso-Burkina corridors. For the 2004 campaign, all cooperative claimed to have members exported a total volume of 6087 tons*. An analysis of both past campaigns and the capacity of newly created cooperatives reveals that future targets need to be revised. It is possible to increase the export volumes of 2004 by 30% in light of the capacity strengthening program of cooperative members. As a result, the target for 2005, 2006, 2007 and 2008 will reach 7913 tons, 10287 tons, 13373 tons and 17385 tons, respectively. In addition to exports, TradeMali will assist potato traders on the Sikasso-Bamako route in organizing themselves in a cooperative. These traders will benefit from all the training activities of TradeMali.</p>									

* The 6087 tons do not include the volumes exported by the 16 members of the Noupansigi Cooperative who are among the 42 members who will export potatoes for the first time during this campaign.

STRATEGIC OBJECTIVE: Productivity and Incomes Increased in Selected Agricultural Sub-sectors

INTERMEDIATE RESULT: Trade of selected Agricultural Products Increased

Indicator: Volume of Meat Products Exported by Selected Producer Organizations and Firms (IR2. Red Meat)

DESCRIPTION

Precise Definition(s): Red Meat: Volume of the products from the slaughtering of cattle, small ruminants (sheep/goats) considered edible, exported by selected producer organizations and firms. This product includes carcasses, red meat with and without bone, and some internal organs exported by air, rail, or road (in refrigerated trucks)

Unit of Measure: Metric tons (MT) exported and expressed in value

Disaggregated by: type of animal from which meat comes, and destination

Justification/Management Utility: Recent studies (i.e. EAGER, 1999) demonstrated that Mali has a comparative advantage in livestock production in West Africa with a national herd estimated at more than 5,000,000 cattle and 10,000,000 small ruminants. This sector has received international donor support for decades, most oriented towards improving animal health services and promoting the marketing and sales of live animals for domestic and export markets, notably the Ivory Coast. Recent problems in Ivory Coast clearly demonstrated the need to diversify export markets. There appears to be new market opportunities for red meat, particularly in Ivory Coast, Guinea, Ghana, Gabon and Senegal. Therefore, actions geared towards the promotion of red meat exports will be undertaken. According to the EAGER study, *“adding value within Mali by slaughtering livestock, processing byproducts locally, and exporting chilled or frozen meat offers Mali’s economy additional benefits...”*. It creates more jobs, along with businesses in the area of meat processing, conditioning & packaging, conservation, transportation and distribution. A red meat export activity will have significant impacts on the incomes of many people along the value chain. Northern Mali cattle herders, and traders, who already provide special feeding to market destined cattle would certainly channel increasing heads of cattle to in-country slaughterhouses for a red meat market (rather than selling on-the-hoof across borders) should this prove economically advantageous to them. However, to succeed, a number of measures need to be initiated by GOM, specifically the regulation and monitoring of livestock movements and the existing disease situation according to IOE requirements – at least in a defined region around the three identified export-orientated slaughterhouses; the implementation of procedures to ensure conformity with animal and public health norms and standards related to export and trade and the promotion of investments for commercial infrastructures related to the processing, conservation, transport and distribution of red meat products. In terms of penetrating and increasing market share in regional markets over the medium and long term, this is basically a new activity, though periodic, “informal” exports have been undertaken in the past (see note below). Project targets will initially be somewhat conservative until Mali’s competitiveness in specific red meat export markets can be better determined.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Primary data will be obtained from Mali DNSI and exporters.

Method of Acquisition by USAID: Periodic reports and records from TradeMali and DNSI

Data Source(s): TradeMali and DNSI

FREQUENCY/TIMING OF DATA ACQUISITION: SEMI-ANNUAL AND ANNUAL REPORTS (OCT. 1–MARCH 31; APRIL 1–SEPTEMBER 30)

Estimated Cost of Data Acquisition: limited

Responsible Individual(s) at USAID: Amadou Camara/CTO and Trade sub-team, AEG Team

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: During the 90-day mobilization phase of the contractor

Known Data Limitations and Significance (if any): Expect exporter and red meat value chain partner collected data to be of high quality; national level data accuracy variable.

Actions Taken or Planned to Address Data Limitations: TradeMali results will focus on accuracy of data from export trade partners in the commodity value chains targeted.

Date of Future Data Quality Assessments: Once a year

Procedures for Future Data Quality Assessments: Field visits to value-chain groups directly assisted by Trade Mali in assembling, storage, transport, and delivery of fresh meat to identified consumer markets. Independent consultancy.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Data from DNSI will be obtained and reported upon.

Presentation of Data: Table format and/or Graphic format

Review of Data: Semi-annual review by the USAID Trade sub-team/Amadou Camara, and annual review by the SO Team.

Reporting of Data: Data will be used for the Portfolio Implementation Reviews of the Mission and Annual Reporting to AID/W

Year/National Exports (MT) Source: DNSI for 2001 & 2002 & exporters for 2003.						TARGET/PLANNED	ACTUAL	COMMENTS
1998	1999	2000	2001	2002	2003	<i>TradeMali Baseline: 68 Target: Yr. 1, 2004: 75 MT Yr 2, 2005: 93 MT Yr3, 2006: 116 MT Yr 2, 2007: 146 MT Yr 2, 2008: 182 MT</i>		
	NA	NA	7	62	134			
<p>OTHER NOTES : <i>The baseline of 68 MT is obtained by computing the average of the three years because there exists a wide variation over those years. The 134 MT indicated in 2003 represents the quantity reported by an exporter who was not paid for the whole shipment. The 75 MT for 2004 is derived by applying a 10% increase on the baseline. Targets for the following years are obtained by applying an annual 25% growth rate. Mali, a predominantly livestock country, has a lot of experience in exporting live animals in the region. However, exports of red meat have been marginal owing to the following reasons: (i) The existing infrastructure does not meet international norms; (ii) cold containers are not always available; and (iii) production costs are relatively high. In addition, potential exporters identified do not have the incentives to export because they are not convinced about the profitability of the operation. Owing to these reasons, TradeMali will focus its efforts on creating the following conditions required for successful exports: market prospection, training in quality and assistance to public institutions such as DNI to update the norms and standards for red meat."</i></p>								

ANNEX A: DESCRIPTION OF THE MONITORING-EVALUATION SYSTEM

A. Introduction

TradeMali is one of the three (3) projects initiated by USAID, each contributing to the achievement of the Strategic Objective of the institution in Mali, that is, “increased productivity and incomes in selected agricultural subsectors.”

The TradeMali project, which effectively started in September 2003 for a period of five (5) years, is pursuing the objective, which also represents USAID’s Intermediate Result 2 (IR 2), of “increasing the trade of selected agricultural products.”

To ensure effective and efficient performance of the project, the “monitoring-evaluation” function is considered as an important link of the chain, which is entirely integrated into the project management process.

This process concretely resulted in the definition of a consistent monitoring-evaluation system composed of the following three (3) parts:

1. Description of the system
2. Monitoring-implementation
3. Monitoring-impact

Development of the TradeMali project monitoring-evaluation system led to the implementation of several activities, which mainly included the following:

- Clarification of objectives and indicators: this necessitated several meetings between usaid and the project team for proper definition of these key-elements;
- Development and validation of the performance monitoring plan (pmp) with usaid and other partner institutions.

B. Characteristics of the System

The increasingly participatory nature of most development projects is the rule today, following repeated failures of top-down (ready-made) projects for over three (3) decades.

Being an integral part of the management of any development project that wishes to succeed, monitoring-evaluation cannot escape this rule.

The monitoring-evaluation system of trademali is in direct line with this trend. Therefore, it is part of a participatory, creative and synergetic approach.

Its creative and synergetic character allowed for constant improvement without jeopardizing neither the objectives nor the approach of the project. Although a quite rigid system due to its requirements for information production and availability for decision-making purposes, it is also flexible due to its iterative characteristic, which allows for review whenever necessary.

C. Objectives

C1. Overall Objective

The goal of TradeMali’s monitoring-evaluation system is to permanently assess progress achieved in project implementation, compared with the objectives, and to ensure the dissemination of results within a continuous consultation approach.

Box 1

The designing of any development project in a professional manner does not guarantee the achievement of its objectives.

Resulting from the cooperation between several actors affected by the hazards of existing conditions and the prerequisites, which provokes direct effects that are often unforeseeable, the management of a project cannot be efficient without an adequate monitoring and evaluation process.

A development project, as some would state, would have chances to succeed only if it is correctly implemented while having an effective built-in monitoring and evaluation device.

C2. Operational Objectives

To reach this goal, the project has assigned itself four (4) operational objectives, including the following:

1. To regularly maintain data recording tools designed for various stages of project implementation (number of policies analyzed and recommended, number of training sessions held, number of contracts resulting in a commercial transaction, etc.);
2. To organize and collect data for definition of the baseline situation and data on the impact produced by the project;
3. To centralize this data at the monitoring-evaluation unit following a procedure that integrates information aggregation and reliability control; and
4. To produce and disseminate, semi-annually and annually, reports on progress achieved and the level of achievement of expected results.

Note: Designing a computer database for the monitoring and evaluation system may be explored by the second year of project implementation, if necessary.

D. Approach

As stated under the characteristics of the system, the participatory approach will be the rule for its implementation. It involves various actors at all stages of project implementation.

In this respect, the levels of responsibility in data collection, aggregation, and analysis and the dispatching of information to all actors will be explicit.

To ensure efficient management of the system, it will be designed by a variety of participants (beneficiaries, subcontractors, technical unit managers, appropriate data collection tools). These tools will be validated with project stakeholders.

The monitoring-evaluation specialist at the central level will aggregate, analyze, and summarize collected data and record them in the database.

The monitoring-evaluation field agents will be required to make an initial summary of the data collected in their respective areas.

Feedback information will be conducted at the central level targeting various categories of actors according to their interest centers through project productions (periodic reports, information bulletins, etc.).

The technical units will provide information about indicators related to their specific fields. Beneficiaries should also provide information about data related to their commercial transactions.

E. Components of the system

The TradeMali project monitoring-evaluation system has two (2) components: monitoring-implementation and monitoring-impact/effects.

E1. Monitoring-implementation

Monitoring-implementation of the project will concern the assessment of the value of project implementation indicators. Otherwise, this will consist in monitoring the implementation of project activities within the time frame and resources (human, financial, and material) allocated to this effort (ie. PMP). This follow-up should be permanent and regular and should be conducted at all phases of project life. It starts at project launch after initial activities are implemented.

E2. Monitoring-impact

Monitoring-impact of the project involves monitoring of the value of indicators of project impact and direct effects received by beneficiaries. This component will also concern the assessment of indirect effects of the project on its direct and indirect environment. Unlike monitoring-implementation, it is conducted periodically and on a one-time basis. It includes two (2) steps:

Step 1: Definition of the baseline situation

The baseline situation is defined only once for each indicator, on the basis of an evaluative or “ex ante” diagnosis that is conducted prior to activity implementation. The reference elements will help obtain a benchmark for later objective assessment of the evolution of the value of impact indicators defined.

Step 2: Preparation of periodic reports

Periodic reports will be prepared to follow-up the evolution of the value of impact indicators on a case-by-case basis. The frequency of report preparation will depend on the nature of the indicators and the rhythm defined for measurement of the value.

As project impact is not perceptible in the short-term, it is important that project managers observe a minimum of time to measure the value of impact indicators. However, this does not exclude periodic recording of data, which will be completed by a summary report describing the nature of the products and the level of achievement of the objective.

This exercise may lead to the evaluation of the situation on an annual basis. A mid-term report may be conducted in the third year for higher-level indicators, while another assessment would be conducted in the last year to serve as final report. This last report, which serves as an impact study, may be conducted prior to the final evaluation of the project.

As the indirect effects induced by the project are generally unforeseeable, except for rare cases, data collection and analysis will be conducted on a timely basis. This exercise may follow the same rhythm as the impact studies (Years 3 and 5) of the project.

The project monitoring-evaluation system also envisions, in addition to the impact studies, studies on successful cases. This activity will involve information collection about project success stories. Such studies may be permanent by the first year of project implementation. At this level, it will be necessary to take advantage of all project successes identified by various units and to analyze them. Periodical flexible stakeholder (producers, associations, agroentrepreneurs, and exporters) surveys may help better assess successful cases recorded by the project.

F. Production and feedback

Within the system, various tools and resources are used to ensure effective management of the project.

F1. At the Central Level

The monitoring and evaluation unit will endeavor for various productions that will provide an overall or specific vision of the progress achieved and changes introduced by project activities on the beneficiaries.

For this, quarterly, semi-annual, and annual monitoring-evaluation reports will be produced regularly.

Impact study reports, which could be produced twice (2), in Years 3 and 5, are specific tools that will help determine the level of achievement of project objectives.

To keep all actors at the same level of information, periodical productions will be disseminated among all actors and project partners.

Box 2

It should be noted that in the hierarchy of objectives, there are two (2) or more levels of objectives such as, short-term, medium-term and long-term objectives. Thus, the achievement of short-term objectives would lead to the achievement of higher level objectives, those for more or less long-term. In this case, lower level short-term objectives constitute inputs for higher level objectives. The same way as an activity may have an intermediate product, meaning that its product may serve as input for another activity. This logic is also valid for the TradeMali project, which has a hierarchy of objectives illustrating from the base to the top, the hierarchical linkages between various levels of objectives. *Thus, the higher level objectives are achieved if and only if those at lower levels are achieved.*

Therefore, based on the nature of activities, indicators, and the hierarchical level, the frequency of data collection will be defined and appropriate tools for collection and aggregation will be designed by category of actors.

F2. CARE's Support to the M&E Unit

The monitoring-evaluation agents will produce a brief report at a reasonable rhythm for the central unit via the monitoring-evaluation unit of care in Bamako. This report will describe the information collected at the grass-roots level in their respective areas. Given that the project will cover the entire country, CARE's monitoring-evaluation agents, in addition to data collection in their respective areas, may be asked by the project to collect data in areas not covered by them.

F3. At the Level of Beneficiaries

Periodical data collection may be conducted with the beneficiaries to allow for permanent monitoring of progress achieved and to avoid information loss. Therefore, flexible and appropriate tools will be designed for the latter to ensure monitoring of their commercial transactions.

G. Storage of information

Initially, data will be stored in tools designed for this purpose, which assess the evolution of the value of indicators during the first year of implementation. During Year 2, when the system becomes functional, a computerized monitoring-evaluation system that integrates the two components of the system is planned.

H. Actors in the system

Considering the complexity of the project, rigor in the production of results, its requirement for result collection, analysis and presentation, it would be better to establish a consistent device for the operation of the system. To achieve this, the device may include the following:

- The monitoring-evaluation specialist at the central monitoring-evaluation unit;
- Project technical units;
- CARE's four (4) monitoring-evaluation agents, of whom three (3) are based in the regions and one at the central level at CARE's office in Bamako;
- The beneficiaries (associations, agroentrepreneurs, exporters, etc.); and
- Service providers on an as-needed basis.

ANNEX B

Methodological Guide for Data Collection

Results	Indicators	Data to be collected	Information sources	Tools/Materials	Methods	Collection Period	Responsible For collection
Intermediate Result 2 (IR 2) Increased trade of selected agricultural products	Volume of rice exported has increased	Volume of rice exported	Rice exporters OMA	Data collection sheets; export companies' schedules of conditions; contracts signed	Interview, Review of literature	After each campaign	Trade-Link in collaboration with M&E
	Volume of meat products exported has increased	Volume of meat exported	Meat exporters, TradeMali	Data collection sheets; export companies' schedules of conditions; contracts signed	Interview, Review of literature	After each campaign	Trade-Link in collaboration with M&E
	Volume of fresh mangoes exported has increased	Volume of mangoes exported	Mango exporters, DNSI, TradeMali	Data collection sheets; export companies' schedules of conditions; contracts signed	Interview, Review of literature	After each campaign	Trade-Link in collaboration with M&E
	Volume of potatoes exported has increased	Volume of potatoes exported	Potato exporters, DNSI and TradeaMali	Data collection sheets; export companies' schedules of conditions; contracts signed	Interview, Review of literature	After each campaign	Trade-Link in collaboration with M&E

Performance Result 1	Number of trade policies for targeted farm products exports recommended for adoption	Number of policies or regulations analyzed and submitted for adoption	TradeMali	Copies of policy or regulatory documents	Review of literature (Unit's data collection sheet, project reports)	Once semi-annually	TPS in collaboration with M&E
Improved capacity of export promotion institutions (e.g., DNCC)	Number of agreements successfully negotiated by Mali at the regional and/or international level	Number of agreements	TradeMali	Copies of signed agreements	Literature review (Unit's data collection sheet, project reports)	Once semi-annually	TPS in collaboration with M&E
Performance Result 2	Number of policies or regulations lobbied by professional associations to facilitate farm product exports	Number of policy or regulations lobbied by professional associations for adoption	TradeMali, professional associations and institutions concerned	Project reports and signed copies of policies or regulations influenced by professional associations	Review of literature	Once semi-annually	TPS in collaboration with M&E
Performance Result 3	Number of certificates obtained by companies	Number of institutions authorized by regional or international organizations	TradeMali and authorized institutions	Project reports and certificates	Review of literature	Once semi-annually	Trade-Link in collaboration with M&E

<p>Performance Result 4</p> <p>Increased opportunities for selected agricultural product exports</p>	Number of new markets accessible to selected Malian agricultural products	Number of new markets resulting in at least one export transaction for selected agricultural products	Export enterprises supported by the project	Data collection sheets, reports from TradeMali and agro-enterprises	Review of literature	Once semi-annually	Trade-Link in collaboration with M&E
	Number of post-harvest and processing technologies introduced and adopted by associations and agro-entrepreneurs	Number of agro-enterprises or associations that have adopted the technologies	TradeMali and agro-enterprises	Data collection sheets, reports from TradeMali and agro-enterprises	Review of literature Survey	Once per quarter	BDS in collaboration with M&E
	Numbers of storage, conservation and marketing facilities for selected agricultural products	Numbers of storage, conservation and marketing	TradeMali and agro-enterprises supported	Data collection sheets, reports from TradeMali and agro-enterprises	Review of literature Survey	Once per quarter	Trade-Links, Regionals Coordinators in collaboration with M&E
	Number of associations and companies supported to get funding	Number of associations and companies supported	TradeMali and agro-enterprises supported	Data collection sheets, reports from TradeMali and agro-enterprises	Review of literature Survey	Once per quarter	Trade-Links, Regionals Coordinators in collaboration with M&E
	Loan repayment rate	- Amount due - Amount reimbursed	TradeMali and agro-enterprises supported	Data collection sheets, reports from TradeMali and agro-enterprises	Review of literature Survey	Once per quarter	Trade-Links, Regionals Coordinators in collaboration with M&E

Performance Result 5 Improved partnerships for selected agricultural product exports	Number of contracts between exporters and producers of selected agricultural products	Number of contracts between exporters and producers	TradeMali, producers and exporters	TradeMali reports and contracts signed	Review of literature Survey	Once semi-annually	Trade-Links in collaboration with M&E
	Number of contracts for marketing of the targeted products	Number of contracts between actors	TradeMali	TradeMali reports and contracts signed	Review of literature Survey	Once semi-annually	Trade-Links in collaboration with M&E
Performance Result 6 Improved capacity of market information systems for selected agricultural products	Number of promotion articles on farm products including technical information	Number of promotion articles on farm products	TradeMali	TradeMali reports	Review of literature	Once semi-annually	BDS in collaboration with M&E
	Numbers of promoting audiovisual communication elements about Malian farm products, including technical information elements	Numbers of promoting audiovisual communication elements about Malian farm products	TradeMali	TradeMali reports	Review of literature	Once semi-annually	BDS in collaboration with M&E