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TRADEMALI

Award Fee Report
September 2006 – August 2007

September 2007

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TRADEMALI

Award Fee Report September 2006 – August 2007

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Accelerated Economic Growth Strategic Objective Team

Submitted by: Chemonics International Inc.

September 2007

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development of the United States Government.

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ACRONYMS

AEG	Accelerated Economic Growth
CSV	<i>Crédit Stockage Vivrier</i>
FCFA	<i>Franc Communauté Financière Africaine</i> (US\$1 = 475 FCFA in Year 4)
GRM	government of the Republic of Mali
IEHA	Initiative to End Hunger in Africa
IR	intermediate result
OPIN	Online Presidential Initiatives Network
PMP	performance monitoring plan
PRODEPAM	<i>Programme de Développement de la Production Agricole au Mali</i>
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

This report discusses TradeMali achievements in the fourth year of project implementation, covering September 2006 through August 2007, for the determination of the project's award fee as defined by contract #688-C-00-03-00068-00.

The TradeMali project contributes directly to the accelerated economic growth (AEG) strategic objective of the USAID mission in Mali, which aims to increase productivity and incomes in selected agricultural subsectors. The areas of focus have been increasing marketing opportunities in domestic, regional, and international markets and developing and improving partnerships for selected agricultural products.

The success of commodity sector developments and initiatives started during the first three years of the project began providing increased results and impact during the final year of TradeMali's interventions. The project's technical assistance in the rice, potato, mango, anise and cumin, corn, and camel cheese sectors provided important opportunities for producers, traders, and exporters throughout Mali to not only augment their capacity, but more importantly, increase their revenue.

The project's successful collaborative strategies with Malian government departments, decentralized technical services agencies, financial institutions, as well as international donor-funded projects, provided an important means to maximize strengths and efforts, in addition to a key source of cost-leveraging.

Synergic efforts with the AEG projects — *Programme de Développement de la Production Agricole au Mali* (PRODEPAM) and Mali Finance — allowed for consolidation of efforts, enriching the results and experiences for our beneficiaries.

The necessary modifications and adjustments in program administration and management were addressed as opportunities to improve the implementation of activities in a cost-effective way.

WEIGHING OF PERFORMANCE AREAS

The following provides an overview of the percentage weighing of the performance areas discussed in this report. The performance areas, as well as the weighing of each area, are based on the clauses of Section G of the TradeMali contract. Each area is described in detail in three sections of this report, and an evaluation of each (sub) area is at the end of each section. Section 4 presents a summary of the overall performance evaluation of the project.

1. Technical Management	70%	
1.1 On-time achievement of the (planned vs. actual) indicators/benchmarks		40%
1.2 Quality of the results achieved (planned vs. actual)		30%
1.3 Effectiveness of relationships with partners and others whose work is critical to the achievement of overall results under the framework		30%
Total		100%
2. Business Management	20%	
2.1 Key persons deployed		45%
2.2 On-time reporting		35%
2.3 Control of USAID property		20%
Total		100%
3. Cost Considerations	10%	
3.1 Financial projections		50%
3.2 Accurate reports		50%
Total		100%

SECTION 1 TECHNICAL MANAGEMENT

1.1 On-Time Achievement of Planned vs. Actual Indicators and Benchmarks

CTO comments from Year 3 annual award fee report

Changes were made to the performance indicators and targets during the course of year-3 to reflect not only the project's focus on both domestic and international marketing, but also the consolidation of project activities as requested by the USAID/AEG team. Some activities received reduced emphasis (e.g. policy the policy work) while others were discontinued (e.g. red meat). A special focus was also on the Initiative to End Hunger in Africa (IEHA) and other Washington common indicators. The work plan and the PMP were revised accordingly over the course of the implementation during year-3. With the revision of indicators and targets to reflect the project's actual work, and the implementation of the road maps developed for the four principal targeted products, TradeMali exceeded the target for all the indicators except rice (volume marketed) and storage infrastructure (number of facilities created or rehabilitated).

Introduction

The consolidated work plan and performance monitoring plan (PMP) developed during Year 3 and approved in June 2006 provided the basis for activity implementation and performance results measurement and reporting during this reporting period. During the period of AEG project consolidation, indicators and targets for measuring achievements were adjusted. Annex 1 provides the TradeMali consolidated results framework, outlining the intermediate result (IR) and sub-IR formulation and the indicators to assess results achieved.

The performance indicators and targets in the consolidated PMP thus provided guidelines for results reporting in the fourth and final year of project implementation. Intermediate result 2, "Improved marketing of selected agricultural products" on which TradeMali reports, included three indicators measuring higher-level results relating to volumes marketed for the three main sectors targeted by the project (rice, potatoes, and mangos). However, two indicators were added to this level, to include results reporting on marketing anise and cumin, and corn. The two sub-IRs — 2.1, "Increased opportunities for selected agricultural products" and 2.2, "Improved partnerships for selected agricultural products" — have a total of six indicators that measure lower-level performance results.

In addition to results reporting and tracking of indicators in the PMP, the project reported on the Initiative to End Hunger in Africa and the Online Presidential Initiatives Network (OPIN). Details on OPIN and IEHA indicators are provided in Annex 6 of the Year 4 annual report.

Intervention Strategy

Activity implementation efforts during the fourth year of TradeMali were based on successes and experiences of the first three years of the project, combined with opportunities for consolidating efforts and cost leveraging with the PRODEPAM and Mali Finance projects, and other international and local partnerships developed during

the project. The focus for the final year of field-based activities was on the commodity sectors of rice, potatoes, mangos, anise and cumin, corn, and camel cheese.

Annual activity plans for each sector were developed in collaboration with the AEG partner projects to ensure synergistic implementation efforts were optimized. Day-to-day field-based efforts were prepared and completed in collaboration with decentralized services agencies (*Office du Niger, Office Riz Ségo, Office Riz Mopti, Services Agricoles de Cercle, Institut d’Economie Rurale*) and microfinance institutions. This approach not only increased the capacity of the field agents of these agencies and institutions, but also provided an additional layer of technical assistance that is permanently available to producer and trader organizations in rural areas.

As such, project beneficiaries not only included producer organizations, trader associations, marketing cooperatives, and exporters, but also seed importers, decentralized government services agencies, financial institutions, and international partner projects.

TradeMali was able to increase the level of effort within and the number of sectors targeted during the last year, by greatly expanding anise and cumin activities to village-based interventions, targeting Essakane-based (Tombouctou region) nomadic groups for camel cheese production activities, and starting a new corn credit storage initiative in Sikasso. As a result, TradeMali targeted communities within six¹ of Mali’s eight geographic regions, which enabled the project to greatly increase results for the majority of its indicators. Annex 4 of the Year 4 annual report provides an overview of project implementation sites during the reporting period.

Summary of Year 4 performance indicator achievements

TradeMali reported on 11 performance indicators during the reporting period. Ten indicators were achieved at 100 percent or more. The higher-level indicators used for measuring the project’s intermediate result all had record high results during the last year of the project, and a significant increase was seen from Year 3.

Below is a presentation of results achieved for the higher-level indicators. Please refer to Sections 1 and 2 of the Year 4 annual/final report for additional details and explanations.

Ind. 2a – Volume of cereals (rice) marketed (in metric tons)				
FY06 actual achieved	FY06 cum achieved	FY07 target	FY07 actual achieved	LOP cum achievement
1,403	2,109	2,000	2,221	4,330

During FY06, the project did not fully achieve its target for rice sector marketing. This year, the expansion of the *Crédit Stockage Vivrier* (CSV) and women’s rice trader programs resulted in an overachievement of 111 percent. Total beneficiaries in the two TradeMali-supported rice programs numbered 4,192, of which 1,288 were women (31 percent).

¹ Sikasso, Segou, Mopti, Tombouctou, Gao, Koulikoro/Bamako

Ind. 2b – Volume of alternative commodities (potatoes) marketed (in metric tons)				
FY06 actual achieved	FY06 cum achieved	FY07 target	FY07 actual achieved	LOP cum achievement
3,890	7,377	3,500	5,589	12,949

Even though the number of beneficiaries and associations involved in potato sector activities did not significantly increase from Year 3 to Year 4 (529 versus 575 beneficiaries), the volume of potatoes marketed in domestic and sub-regional markets saw a rise considerably during the reporting period — 5,589 tons compared to 3,890 tons in FY06 — a 144 percent increase. As a result of this growth and higher market prices, the sales value nearly doubled to 2,083 million *Francs Communauté Financière Africaine* (FCFAs) compared to sales returns of last year.

Ind. 2c – Volume of alternative commodities (mangos) marketed (in metric tons)				
FY06 actual achieved	FY06 cum achieved	FY07 target	FY07 actual achieved	LOP cum achievement
3,870	9,463	3,800	5,492	14,955

Similar to the potato sector, the number of exporters involved in marketing mangos to sub-regional and international markets did not change considerably this year; however, a greater number of exporter groups now use sea freight as opposed to air freight to export mangos to Europe. The total volume of mangos exported increased by 142 percent, from 3,870 tons in FY06 to 5,492 tons in FY07. The value of mangos sold is estimated at 3.7 billion FCFA (US\$7.88 million).

Ind. 2d – Volume of alternative commodities (anise and cumin) marketed – anise and cumin (in metric tons)				
FY06 actual achieved	FY06 cum achieved	FY07 target	FY07 actual achieved	LOP cum achievement
-	-	30	68.2	68.2

TradeMali took activities in the anise and cumin sector to a different level, aiding producers and traders in applying practices tested for two years at demonstration plot level to their own village-based fields. Nearly 1,000 producers and traders participated in this TradeMali-supported activity, which included agricultural production plus post-harvest management and trade support. As a result, TradeMali was able to track the marketing of these commodities in domestic and sub-regional markets, and Diré-based (Tombouctou region) producer and trader groups exported 68.2 tons of anise and cumin to sub-regional markets.

Ind. 2e – Volume of alternative commodities (corn) marketed (in metric tons)				
FY06 actual achieved	FY06 cum achieved	FY07 target	FY07 actual achieved	LOP cum achievement
-	-	-	43	43

The corn credit storage activity was started during the final year of the project. The idea was to replicate in the corn sector the success of the CSV program for rice. Three Sikasso-based groups participated and were able to sell a total of 43 tons of corn to a single buyer.

The only TradeMali performance indicator for which the target was not achieved (78 percent) was the “Number of infrastructures created or rehabilitated” (Ind. 2.1c). This lower-level indicator has continued to lag behind in previous years as well, which is mainly due to limitations of the budget in providing funding to respond to communities’ needs for warehouse construction and rehabilitation. The results during this reporting period, however, were up 150 percent from last year — 39 infrastructures in FY07 compared to 26 in FY06.

In addition, the project continued to track a number of indicators that were not part of the consolidated PMP, but had been reported on in the past. The number of certificated or certifications obtained by agro-entrepreneurs increased by six, due to the six additional mango exporter groups receiving EurepGAP certification in FY07. Also in the mango sector, the project ensured the broadcasting of four informational video programs on the application of norms and standards for mango production, handling, and exporting during the mango campaign. As part of the project’s final reporting, TradeMali produced commodity sector flyers for rice, potato, mango, anise and cumin, and camel cheese that provide an overview of problems in each sector, technical assistance provided, and major results achieved.

OPIN and IEHA Indicators

All results for OPIN and IHEA indicators on which the project was supposed to report as part of the consolidated work plan and PMP during the fourth and final year of the project are included in Annex 6 of the Year 4 annual/final report. Additional details on results and narrative explanations can be found in this annex.

Evaluation: 1.1 On-time achievement of the planned vs. actual indicators and benchmarks
Score: 39/40

1.2 Quality of Results Achieved (Planned vs. Actual)

CTO comments from Year 3 annual award fee report

Year-3 was a year of consolidation of previous achievements in several areas: pre-established relationships with producers and traders’ groups, partnerships with government institutions and private sector service providers (including financial institutions), and other donor-funded projects. Hence, the project was able to ensure that quality services are provided by its partners in both the public and private sectors. The significant increase in the volume of rice, mango and potato marketed in year-3 compared to year-2 is attributable to this well coordinated effort of the project with all its partners.

Implementation Strategy

The quality of results during the final year of the project improved due to more field-based support through TradeMali field staff presence, as well as continued partnerships and protocols the project developed with decentralized services agencies and microfinance institutions. More direct assistance resulted in more intense and regular monitoring and follow-up with beneficiaries throughout the country. In addition, the direct collaboration and combined field-based presence of the AEG projects intervening jointly in a large number of rural communities provided richer results and deeper impact.

Much of the groundwork for the activities was conducted during the initial three years of the project, which facilitated implementation of programs in the targeted sectors during the fourth year. Expansion of implementation zones, a focus on lessons learned, and the application of best practices and improved technologies were the main focus during this reporting period. In addition, developing capacities of decentralized services and microfinance institution field agents to carry on project activities after its withdrawal from the field was another priority for the field staff — to ensure a sustainable base was developed — which was part of the TradeMali exit strategy.

Section 1.1 presented the higher-level indicator results, providing the volumes of targeted commodities sold in domestic, sub-regional, and international markets. As discussed, all indicators saw a great increase. In this section, a brief overview is provided of lower-level indicators and impact achieved. Please refer for additional details to Sections 1 and 2 of the Year 4 annual/final report.

Summary of Year 4 performance indicator achievements

The TradeMali team continued to develop and implement activities to increase marketing opportunities (Sub-IR 2.1) and improve partnerships (Sub-IR 2.2) for selected agricultural products.

Market Opportunities

Ind. 2.1a – Number of new markets accessible to selected agricultural products				
FY06 actual achieved	FY06 cum achieved	FY07 target	FY07 actual achieved	LOP cum achievement
4	12	2	1	13

The initial years of the project provided experience on opportunities for new markets for the targeted sectors. As such, TradeMali was only able to assist in opening one new market for the mango sector by assisting a Sikasso-based exporter group to target the market in Algeria — with nearly 45 tons this year.

The focus for other commodities was not so much in targeted new markets, but mostly aiding those who needed assistance preparing for commercial activities for international and sub-regional marketing activities. Anise and cumin producers and traders received training and assistance in making possible a large export opportunity to Lomé, Togo for 18 tons of anise and cumin, as they only had experience in sending small quantities to sub-regional markets. Mango exporters were assisted in preparing air and sea freight shipments according to European import/export standards. Potato traders became more independent during the last year of the project and are well-informed about norms and standards for sub-regional trade of their commodity, as well as about market networks and linkages they have become part of during the years of project assistance.

The technical assistance provided to mango producer and exporter groups on EurepGAP standards and the application of best practices as laid out in the *cahier de charges* resulted in certification of six exporter groups in FY07. The increased number of Malian exporter groups with EurepGAP certification not only raises the bar for exports of Malian mangos, but also is likely to attract additional European importers in the years to come.

Capacity Building – Improving Quality and Increasing Quantity

Ind. 2.1b – Number of associations and agro-entrepreneurs* adopting post-harvest handling and processing technologies and methods				
FY06 actual achieved	FY06 cum achieved	FY07 target	FY07 actual achieved	LOP cum achievement
86	151	100	132	283

Ind. 2.1d – Number of beneficiaries trained in best practices				
FY06 actual achieved	FY06 cum achieved	FY07 target	FY07 actual achieved	LOP cum achievement
1,970	5,160	1,100	4,072	9,232

Ind. 2.2b – Number of producer organizations* assisted in targeted commodity sectors				
FY06 actual achieved	FY06 cum achieved	FY07 target	FY07 actual achieved	LOP cum achievement
83	123	60	143	266

The performance indicator results for the number of associations adopting post-harvesting technologies is directly linked to the number of producer organizations trained in best practices and the number of organizations assisted in the targeted commodity sectors.

All three indicators have seen a great increase from last year, which is in part due to the consolidated efforts with PRODEPAM and Mali Finance, including the related geographic expansion of our field-based activities. Increased project field staff presence provided an important opportunity to increase technical assistance, capacity building and training to beneficiaries. In addition, the inclusion and expansion of secondary commodity sectors such as anise and cumin, as well as corn credit storage and camel cheese, resulted in an additional increase in groups and individuals benefiting from TradeMali’s interventions.

An informal impact assessment through evaluative discussions with beneficiaries and field staff members showed that TradeMali’s interventions have had a direct impact on revenue generated from the sub-sector programs.

Mango exporters have better negotiating skills, not only increasing the volumes demanded by importers, but also the minimum price guaranteed by buyers. Mangos not suited for the international markets have been sold to sub-regional and domestic markets, thus still providing a considerable benefit for traders who might not be ready to adhere to the stringent European market requirements.

Rice producers involved in the *Crédit Stockage Vivrier* and women’s rice trading program have seen an average profit margin of 20 percent from these programs, thus providing an important source of revenue for 4,192 people involved in this activity throughout the country.

Potato traders have seen a steady increase in the demand by sub-regional markets, where market prices remain attractive, as they gain a 40 to 60 percent profit margin from regional trade opportunities. Sales prices at these markets reached 375 FCFA/kg during this reporting period, compared to the 225 FCFA/kg they paid locally.

Anise and cumin producers and traders have seen the importance of properly cleaning and storing their commodity, as a clean and pure product increases the value of a 200-kg bag on average by 35,000 FCFA (US\$74). In addition, selling their commodity in sub-regional markets versus domestic markets nearly doubles the price. The profit margin of a well-organized and developed activity in this sector thus leads to a great increase in revenue for producers and traders in northern Mali.

Camel cheese production activities provided a new opportunity for disadvantaged nomadic populations in the Tombouctou region. The opportunity to sell fresh camel cheese for 2,200 FCFA/kg (US\$4.63) provides female cheese producers with a new source of revenue.

Facilitating the Provision of Services and Resources

Ind. 2.2a – Number of contracts for the marketing of targeted products				
FY06 actual achieved	FY06 cum achieved	FY07 target	FY07 actual achieved	LOP cum achievement
63	113	60	84	197

The number of contracts developed for marketing activities relates to an increased professionalism of the sector. Careful planning, organization, and documentation are part of the capacity building TradeMali has conducted. Written contracts provide a formal agreement that outlines roles and responsibilities of those involved in the activity. This type of contract has become important for the domestic rice storage and trade programs, as they involve financing through MFIs. In other cases, contracts have related more directly to a deal negotiated between exporter and importer or trader and buyer.

Ind. 2.1c – Number of infrastructures created or rehabilitated				
FY06 actual achieved	FY06 cum achieved	FY07 target	FY07 actual achieved	LOP cum achievement
26	67	50	39	106

As discussed in Section 1.1 of this report, the only indicator for which the project did not achieve its target is the number of infrastructures created or rehabilitated. Unfortunately, the availability of good warehouse space continues to be one a limiting factor for many producer organizations involved in trade, and few donor-funded projects have a budget to respond to the demand for assistance at this level.

Evaluation: 1.2 Quality of results achieved (planned vs. actual)
Score: 29/30

1.3 Effectiveness of Relationships with Partners and Others Whose Work is Critical to Achievement of Overall Results under the Framework

CTO comments from Year 4 annual award fee report

As we wrote last year, the key to the results achieved has been the establishment by TradeMali of a strong collaboration with the other AEG projects (PRODEPAM and Mali Finance) and partnerships with the GRM and other donors around the targeted products. The collaboration with the other AEG and Mission projects became a routine,

while the partnership with the government institutions and other donors were getting enhanced day after day. Hence, TradeMali has fully responded to all the AEG comments and directives made in previous years.

Summary of Year 4 performance indicator achievements

Partnerships with institutions and organizations such as the *Direction Nationale du Commerce et de la Concurrence*, Integrated Framework, the Ministry of Industry and Commerce, *Office du Niger*, *Office Riz Ségou*, *Office Riz Mopti*, decentralized divisions of *Services Agricoles de Cercle* and *Institut d'Economie Rurale*, and *Observatoire du Marché Agricole* were extended in Year 4. In addition, protocols were signed with financial institutions, including Kafo Jiginew, Kondo Jigima, Nyesigiso, Wouri Ansongo, and *Fédération des Caisses Rurales Mutualistes du Delta Niono*, to provide financial assistance to commodity sector beneficiaries.

Continued exchange and sharing of information on project activities took place with national agencies relating to export and control of marketed goods (*Direction Générale des Douanes*, *Direction Générale de la Réglementation et du Contrôle*, and *Direction Nationale des Industries*, as well as divisions more directly involved in agricultural commodity sector management, research, and product treatment *Association Malienne pour la Qualité*, *Agence Nationale de la Sécurité, Sanitaire des Aliments*, *Assemblée Permanente des Chambres d'Agriculture du Mali*, *Observatoire du Marché Agricole*, *Direction Régionale de l'Agriculture*, and the *Chambre Régionale d'Agriculture*.

Local associations regrouping traders in the potato and mango sectors, such as *Union Régionale des Commerçants et Exportateurs de Pomme de Terre*, *Association Malienne des Exportateurs de Légumes et Fruits*, *Association des Jeunes Exportateurs*, and *Associations des Professionnels Exportateurs des Fruits et Légumes*, and *GIE Fruilema*, continued to be our direct partners and provide a link to producers in these sub-sectors.

Last, but not least, collaborative strategies with international donor-funded projects, including PRODEPAM, Mali Finance, *Programme Compétitivité et Diversité Agricole*, *Istituto Sindacale per la Cooperazione allo Sviluppo*, Helvetas, Center for Promotion of Imports from Developing Countries, and CropLife/Mali were developed to take advantage of and maximize our combined strengths and efforts and as a way of seeking opportunities for cost leveraging.

Additional examples of partnerships, synergies, and collaborative efforts are described in the commodity sector descriptions in Section 1, as well as Section 3.3 of the Year 4 annual/final report.

Evaluation: 1.3 Effectiveness of relationships with partners and others whose work is critical to the achievement of overall results under the framework

Score: 30/30

Evaluation of 1 – Technical management

Score: 98/100

SECTION 2 BUSINESS MANAGEMENT

2.1 Key Persons Deployed

CTO comments from Year 3 annual award fee report

Personnel issues took an important place in all the discussions between the CTO (and AEG Team) and the former project COP during the last part of Year-2 and first part of year-3. Planned reductions in the expatriate and sub-contractor staff were done. Other staff changes were dictated by the AEG budget reduction, the decision to devote resources more to the field (region) and less to Bamako, and the need to consolidate the three AEG projects. These difficult changes were smoothly conducted without any major complication in spite of the change in COP. The remaining personnel well adapted to the new tasks and new work environment created by the co-location of TradeMali and Mali Finance projects. The Junior Expert program continued to prove an excellent means of ensuring adequate staffing level and hence technical assistance.

After the management and staff changes at the end of Year 3, the focus of TradeMali in terms of personnel deployment was field-based staff, to reduce the *lourdeur* of a Bamako-based team, which results in increased budget pressure, and to increase direct assistance throughout the targeted project intervention zones.

The co-location with Mali Finance enabled the two Chemonics projects to share administrative and support staff at the Bamako office, again reducing the burden on limited budgets.

During most of the reporting period, the project employed 10 junior exports, two mango field technicians, and three regional coordinators to implement and monitor TradeMali's field-based interventions. Only one junior expert terminated his contract early, but all other staff, including Bamako employees, continued with the project until all field-based interventions were completed.

Sections 3.1 and 3.2 of the Year 4 annual/final report provide additional narrative and explanation of human resources employed during the reporting period.

Evaluation: 2.1 Key persons deployed

Score: 42/45

2.2 On-Time Reporting

CTO comments from Year 3 annual award fee report

No significant reporting delay occurred during Year-3. Over this evaluation period, the contractor duly met the contract reporting requirement. The concerns of the parties have been laid on the table and solutions found during the established AEG-COP bi-weekly meeting or whenever the CTO and the COP deemed it appropriate to meet and discuss issues related to overall project functioning including the performance and performance reporting.

The TradeMali project submitted all contractual deliverables during the reporting period complete and on time, including OPIN and IEHA results reporting and other ad-hoc reporting/documentation requests from the CTO or AEG team members.

The bi-weekly AEG team/chief of party meetings were an important and useful means to regularly share project updates and successes, discuss problems and concerns, and ask for intervention, support, and approval. If and when necessary, direct chief of party-CTO meetings were held to discuss outstanding issues.

Project closeout issues and measures were discussed well in advance to ensure a smooth ending of activities and transfer to the new USAID/AEG project and other donor-funded programs.

Evaluation: 2.2 On-time reporting
Score: 34/35

2.3 Control of USAID Property

CTO comments from Year 3 annual award fee report

Adequate inventory, including the new branding system (new logo) of USAID and control systems, has proven to be effective.

The process on disposition of unused project equipment from the Animal Productivity and Export and *Centre Agro-Entreprise* projects was finalized in Year 4, reducing the burden on the budget for warehouse and guard service payments.

During the last six months of the reporting period, TradeMali put in place measures to close out the project. This included updated inventories for the Bamako and field-based offices and gradual transfer of equipment to USAID warehouses in Mopti and Bamako.

TradeMali continued to be conscious of USAID's branding system for all property — including equipment and documentation, promotional materials, and USAID stickers at project implementation sites. The USAID logo was used in French and English as appropriate and according to guidelines in the branding manual.

Evaluation: 2.1 Control of USAID property
Score: 20/20

Evaluation of 2 – Business management
Score: 96/100

SECTION 3 COST CONSIDERATIONS

3.1 Financial Projections

CTO comments from Year 3 annual award fee report

Several measures were taken by the project to keep costs under control: Bamako-based staff reduction, sharing of some activity costs and other resources (personnel) with either PRODEPAM or Mali Finance, co-location with Mali Finance and leveraging resources from other donor agencies. Effective communications between the contractor and the Mission have allowed an effective tracking of project expenditures.

A number of cost-saving measures were applied during Year 3, to support reduced budget levels announced for the final year of the project.

However, fluctuation of the FCFA against the dollar, specifically the decline in the dollar, continued to impose a problematic increase in local expenses. Leveraging of resources and cost-effective spending patterns thus continued to be a major focus.

Collaborative efforts with other projects, such as PRODEPAM, Mali Finance, *Programme Compétitivité et Diversité Agricole*, the Dutch Embassy, Helvetas, the Integrated Framework, Center for Promotion of Imports from Developing Countries, the Pesticides Initiative Programme, and CropLife/Mali also provided an important means of leveraging

Section 3.1 of the Year 4 annual/final report provides an additional discussion on TradeMali administrative and financial management during the reporting period.

Evaluation: 3.1 Financial projections
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Score: 50/50

3.2 Accurate Financial Reports

CTO comments from Year 3 annual award fee report

Regular financial expenditure reports have been submitted on time to the Mission (OFM and CTO). Pursuant to the contract clauses, the RCO and the CTO were alerted well in advance of potential fund limitations. TradeMali has satisfactorily provided financial reports to OFM.

With direct assistance from the project management unit at Chemonics' head office in Washington, D.C., TradeMali project was able to provide accurate and timely financial reporting, as specified in the contract. Commodity reports were developed on a monthly basis to better track expenditures by sector.

Evaluation of 3.2 – Accurate financial reports: 50/50
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Score: 50/50

Evaluation of 3 – Total cost considerations
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Score: 100/100

SECTION 4 OVERALL PERFORMANCE EVALUATION

Performance Areas	Points	Weight	Weighted Average
Technical Management	98	70%	68.6
Business Management	96	20%	19.2
Cost Considerations	100	10%	10
Weighted Performance			97.8

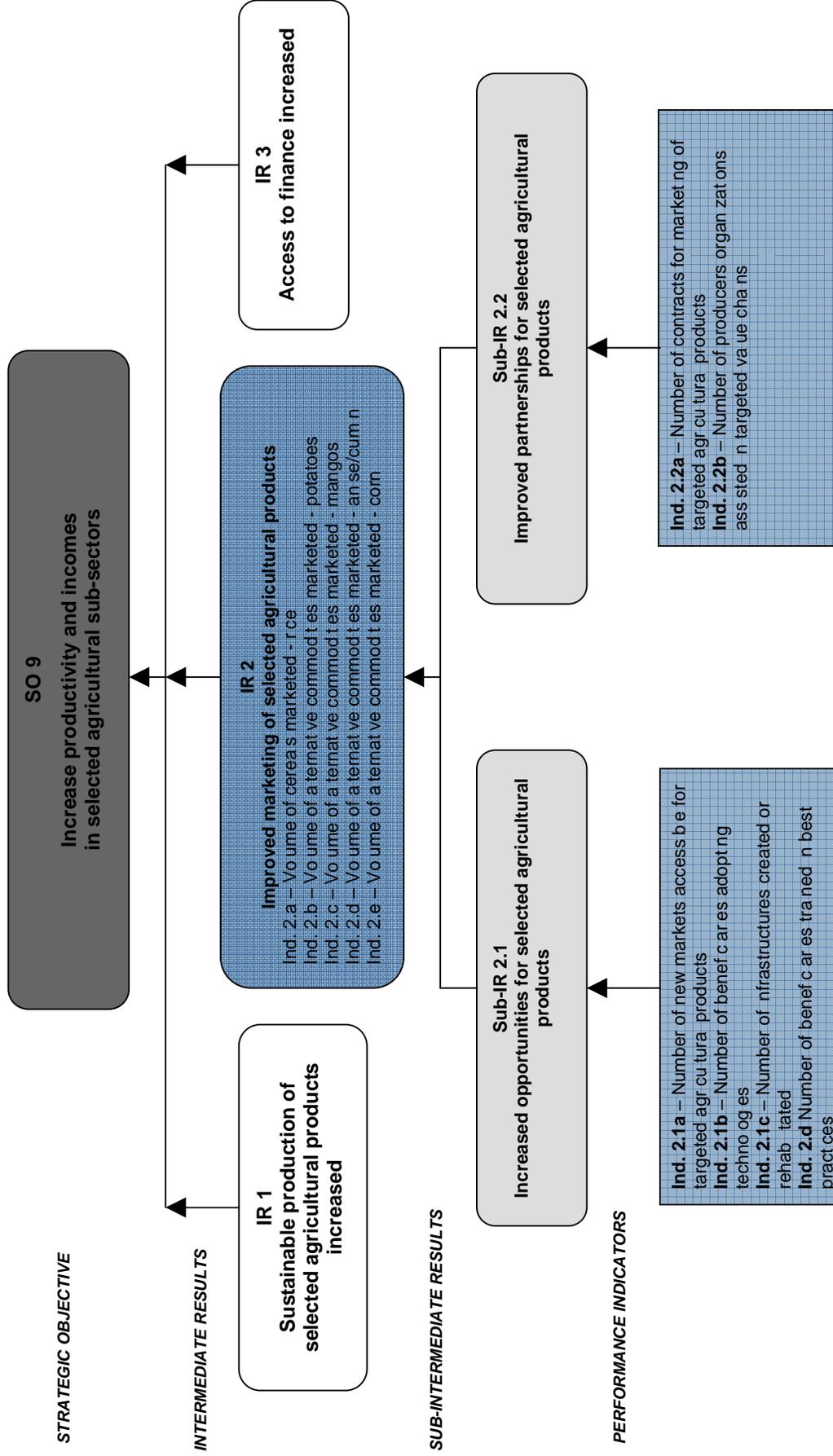
ANNEXES

Annex 1 TradeMali Consolidated Results Framework

Annex 2 Performance Results Summary Table

Annex 1

TradeMali Consolidated Results Framework



Annex 2 Performance Results Summary Table

Indicator Description	Baseline	Result 2004	Cumulative Result 2005	Cumulative Result 2006	Target 2007	Result 2007	Cumulative Result LOP	Cumulative LOP Target	% Achieved
Ind. 2.a: Amount of cerea (rice) marketed (tons)	-	75	706	2,109	2,000	2,221	4,330	3,800	114%
Ind. 2.b: Amount of a ternat ve commod tes (potato) marketed (tons)	-	10	3,477	7,367	3,500	5,589	12,956	10,500	123%
Ind. 2.c: Amount of a ternat ve commod tes (mangos) marketed (tons)	1,000	2,748	5,593	9,463	3,800	5,492	14,955	12,544	119%
Ind. 2.d: Amount of a ternat ve commod tes (an sel/cum n) marketed (tons)	-	-	-	-	30	68.2	68.2	30	227%
Ind. 2.d: Amount of a ternat ve commod tes (corn) marketed (tons)	-	-	-	-	-	43	43	-	-
Ind.: Number of trade po ces for targeted agr cu tura products recommended for adopt on	-	0	3	5	-	-	5	-	-
Ind.: Number of po ces and regulat ons obbed by professional associat ons to facilitate the trade of agr cu tura products	-	0	4	6	-	-	6	-	-
Ind.: Number of cert ficates or cert fcat ons obtained by agro-entrepreneurs	-	0	0	1	-	6	7	-	-
Ind. 2.1a: Number of new markets access be e for targeted agr cu tura products	-	1	8	12	2	1	13	12	108%
Ind. 2.1b: Number of benef car es adopt ng techno og es	-	49	65	151	100	132	283	245	116%
Ind. 2.2.4: Number of post-harvest hand ng and process ng techno og es and methods adopted	-	11	27	40	-	-	40	-	-
Ind. 2.1c: Number of nfrastructures created of rehab tated	-	20	41	67	50	39	106	131	81%
Ind. 3.a: Number of associat ons and agro-entrepreneurs supported to get access to fund ng	-	19	71	135	***	-	135	-	-
Ind. 3.1b: Loan repayment rate	-	100%	100%	100%	100%**	98.3%	99.6%	-	100%
Ind. 2.1d: Number of benef car es tra ned n best pract ces	-	1,060	3,190	5,160	1,100	4,072	9,232	5,790	159%
Ind. 2.2a: Number of contracts for market ng of targeted agr cu tura products	-	26	50	113	60	84	197	150	131%
Ind. 2.2b: Number of producer organ zat ons ass sted n targeted va ue chains	-	19	40	123	60	143	266	160	166%
Ind.: Volume of rice stocked and sold by v age associat ons (tons)	-	75	706	2,463 vs. 2,109	-	2,377 vs. 2,221	-	-	-
Ind.: Number of wr tten art ces promot ng and prov d ng advice on selected agr cu tura products	-	11	20	24	-	6 (5 subsector	30	-	-

Indicator Description	Baseline	Result 2004	Cumulative Result 2005	Cumulative Result 2006	Target 2007	Result 2007	Cumulative Result LOP	Cumulative LOP Target	% Achieved
Ind.: Number of audio-visual articles promoting and providing advice on selected agricultural products	-	4	21	31	-	flyers, 1 plaza) 4 TV programs (2 times each)	35	-	-

Color indications:

Indicators included in the Consolidated Results Framework under IR 2 (TradeMali Project).
Indicators no longer included in the Consolidated Results Framework but reported on in past years, for some data tracking was continued in FY07 as well.
Indicators included in the Consolidated Results Framework under IR 3 (Mali Finance Project) - ** - these indicators have become part of the Mali Finance project activity planning and targeting.

** Please note that the disaggregated gender information lists the women-only groups. The other beneficiary groups can consist of men-only groups or mixed groups.
 ***Please note that these indicators were no longer part of the TradeMali PMP in the last year of the project as they were transferred into Mali Finance indicators and were tracked specifically by Mali Finance.