

AGRA Mali Operational Plan



Table of Contents



Section		Page
1	List of acronyms	2
2	Executive summary	3
3	Mali's agricultural context <ul style="list-style-type: none">• Country context• AGRA's past investment and lessons learned	5
4	AGRA's strategic choices and operational plan	14
5	Country results framework and budget	27
6	AGRA's organizational capacity to deliver	34

List of Acronyms



AfDB	African Development Bank
AGRA	Alliance for a Green Revolution in Africa
APCAM	Assemblée Permanente des Chambres d'Agriculture du Mali
ASDP	Agriculture Sector Development Plan
ASWG	Agriculture Sector Working Group
AEZ	Agro-economic zones
CAADP	Comprehensive Africa Agriculture Development Program
CPS/SDR	Cellule de Planification et de Statistiques du Secteur du Développement Rural
CSA	Commissariat a la Sécurité Alimentaire
CSCR	Cadre stratégique pour la croissance et la réduction de la pauvreté
DNA	Direction Nationale d'Agriculture (National Department for Agricultural Development)
FAO	Food and Agricultural Organization of the United Nations
FDI	Foreign Direct Investment
IFAD	International Fund for Agricultural Development
IsDB	Islamic Development Bank
NAIP	National Agriculture Investment Plan
NVA	Nouveaux Villages Agricoles
OPAM	Office des Produits Agricoles du Mali
PCDA	Programme Compétitivité et Diversification Agricole
PDA	Politique de Développement Agricole
PNISA	Programme National d'Investissement du Secteur Agricole
PTF	Partenaires Techniques et Financiers
ReSSAKS	Regional Strategic Analysis and Knowledge Support System
SDDR	Schéma Directeur du Développement Rural
UE	Union Européenne
USAID	United States Agency for International Development
WADB	West African Development Bank

Executive summary



Mali is poised for agricultural transformation. Agriculture is a key pillar of Mali's Strategic Plan for Poverty Reduction and Breadbasket regions in the Southern part of the country have a relatively stable political climate and strong presence of private sector and development partner. However, food security is a major concern for the Malian government as the country faces high incidences of malnourishment and limited production capacity in much of the country: staple yields remain low, with gaps >60%, and 90% of farmers produce for subsistence

AGRA's approach simultaneously seeks to support governments in developing and implementing robust national agricultural strategies, while catalyzing change at the system- and farmer-level in the maize, sorghum, millet and cowpea value chains. The strategy draws heavily from lessons learned from AGRA's past investments totaling ~\$20 million in Mali's agriculture in input systems development, market development and post-harvest management.

- **AGRA will partner with the Government of Mali to support its agropole strategy by driving sector coordination for better performance, co-developing a new agricultural investment plan, and addressing market access and production issues that constrain sector performance**
 - The Government requires additional capacity to implement its strategy, develop a national investment plan, and coordinate private sector partners, local government, and development partners
 - AGRA was historically involved in the breadbasket strategy, which was not implemented due to political instability; the Government has expressed a desired to reignite this strategy
 - AGRA has engaged the government to address weak market linkages by reforming the input subsidy program and provide much-needed evidence to support policy making
- **Specifically, AGRA will provide support for the following catalytic initiatives that will contribute to the agricultural transformation:**
 - Address weak market linkages that prevent farmers and commodity handlers from capitalizing on the growing feed industry in Koulikoro
 - Improve limited processing capacity constraining structured market development in Sikasso
 - Improve yield gaps in food security crops due to limited access to improved inputs in Segou

Through these initiatives, **AGRA is positioned to impact ~940K farmers with a budget of ~\$36M**

Mali's Agricultural Context

Mali's agricultural agenda is shaped by a few macroeconomic trends and contextual factors



1

- **GDP growth in Mali has slowed** from 6.0% annually in the late 90s to 4.1% annually from 2008-2015
- **Agriculture contributed ~41% to national GDP and is the largest sector**
 - Ag. value add increased from 4.3% to 11.7% from 2008-2015
 - Mali's industrial sector is very limited at just 4% of GDP
 - Comprised largely of privately owned small enterprises and a few large enterprises in cotton milling, electricity, and mining
 - Cotton and gold comprise ~80% of Mali's export earnings
- **Mali has experienced the highest agriculture growth in West Africa since 2008**
- Inflation is just 1.4%

2

- ~ 50% of the population lives below the poverty line
- **Mali ranked 179 out of 188 countries in the UN Human Development Index** in 2015
- Poverty is much lower in urban areas, with 90% of all poor living in rural areas
- Mali's political economy is stable today, although it was shaken by a military coup in 2012 and sporadic violence occurs in the North.
- **Mali is at moderate risk of debt distress**, as it is highly sensitive to a tightening of financial terms, limiting the room for non-concessional borrowing
- Vulnerable to a reduction in transfers and foreign direct investment, and an export shock stemming from the concentration of exports in gold

3

- **Agricultural production is a focus area for the government as food insecurity affect 28% of the population and high malnourishment occurs in women and children**
- Agriculture employs ~80% of the country's population
- The agricultural labor force is predominantly male (58%)
- Mali has **high yield gaps of >60% in most staples**
- Most production is for food security purposes
- **90% of farmers produce millet, sorghum, maize, and rice for subsistence**
- <1% of cereal production is exported
 - Cotton and livestock, rather than cereals, dominate agricultural export earnings and volume
- Only the southern parts of Mali are suitable for farming: **arable land** is estimated at 6.4M ha, **~5.3% of Mali's total land area**

4

- **Mali met CAADP's target from 2004-2010; however, public ag. spending has dropped to 5% in 2015** (down from 8.7% from 2008-2014), as a portion of public expenditure
- The government has stated a desire to expand funding, with 16% of the budget allocated to agriculture
- The NAIP proposes 20% of spend in agriculture
- **Several major donors support the government's commitment to agriculture:**
 - Mali is a USAID **Feed the Future** country
 - **The World Food Program has a major presence as off-taker due to food security risks**

Mali's agricultural development strategy



The agricultural development policy (PDA) and its implementation and investment plan PNISA (2015-25) strive to promote a competitive and sustainable agriculture that ensures food and nutritional security and incomes. The PDA also aspires to allocate 20% of the national budget to the agricultural sector by 2020.

Description

Core objectives

- PNISA aims to reach the agricultural growth of 8.1% (which is the required rate to halve poverty by 2020).
- PNISA's strategic orientation is built on (1) partnerships between public and private actors involved in agricultural development, (2) leveraging comparative advantage of each region by putting in place regional plan and encouraging local investments; (3) creation and operationalization of agropoles; (4) mainstreaming gender and good governance in all the interventions

Priority investment areas

PNISA is structured around 5 programs (land tenure, financing mechanisms, natural resources management, planning land use, and agricultural mechanization), 25 subprograms and 83 activities. Of the 14 selected crop value chains, the most important for food and feed production include:

- Millet in Kayes, Sikasso, Segou, Mopti and Gao regions
- Sorghum in Kayes, Koulikoro, Sikasso, Segou, Mopti and Gao regions
- Rice in Kayes, Sikasso, Segou, Mopti and Gao regions
- Maize in Kayes, Koulikoro, Sikasso regions
- Cotton in Kayes, Koulikoro and Sikasso regions

Major investments & results

114 programs and projects implemented in 2015 (78 on crop production)

- Input subsidy cost have risen from USD20M-USD166M (CFA10 billion-83 billion).
- The corridor development (agropole) strategy is expected to lead to 48% of the productivity goals (5.7million tons)
- Agropole strategy expected to support produce aggregation, marketing and processing.
- PCDA- programme de Competitivite and de diversification agricole

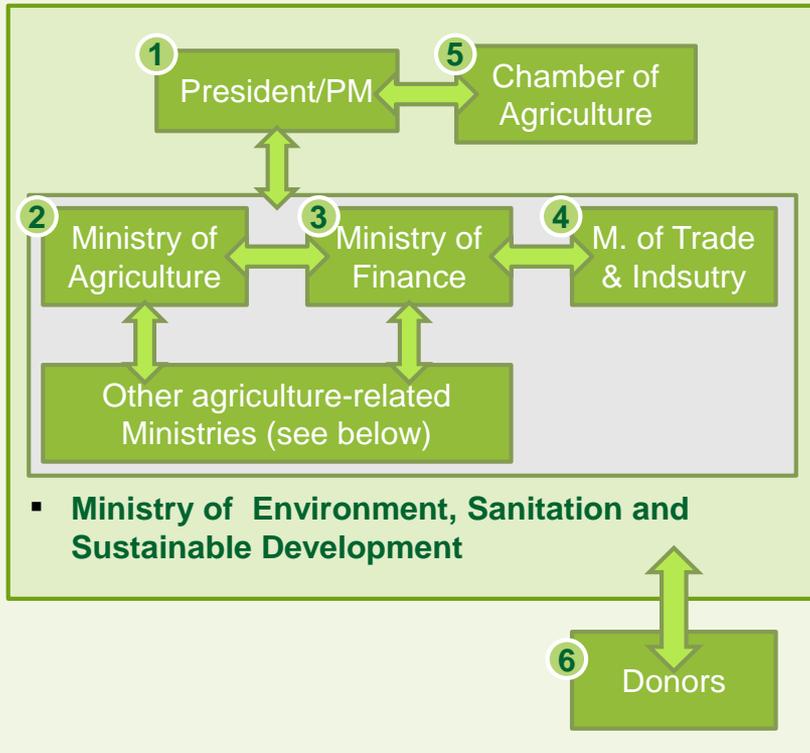
Government resourcing

- On average 13% of annual budget for ag ,meets CAADP commitment
- Recent strategy proposes growing internal resourcing 20% by 2020
- The current PNISA estimated cost is USD 6.7 Billion

AGRA will engage with pertinent government and non-government partners to influence transformation



National agriculture agenda



Institutional arrangement and responsibilities

- 1 **President**
 - Overall in charge of setting country strategic direction

- 2 **Ministry of Agriculture**
 - Responsible for transforming the country's subsistence ag. into a sustainable, diverse, modern and competitive sector
 - Sub-divisions: Food Security, Research, Crops, Livestock, Fisheries, Mechanization

- 3 **Ministry of Finance**
 - Oversees economic, financial and monetary policies
 - Authority over agriculture budgets and spending (Checks/balances with the MoA)

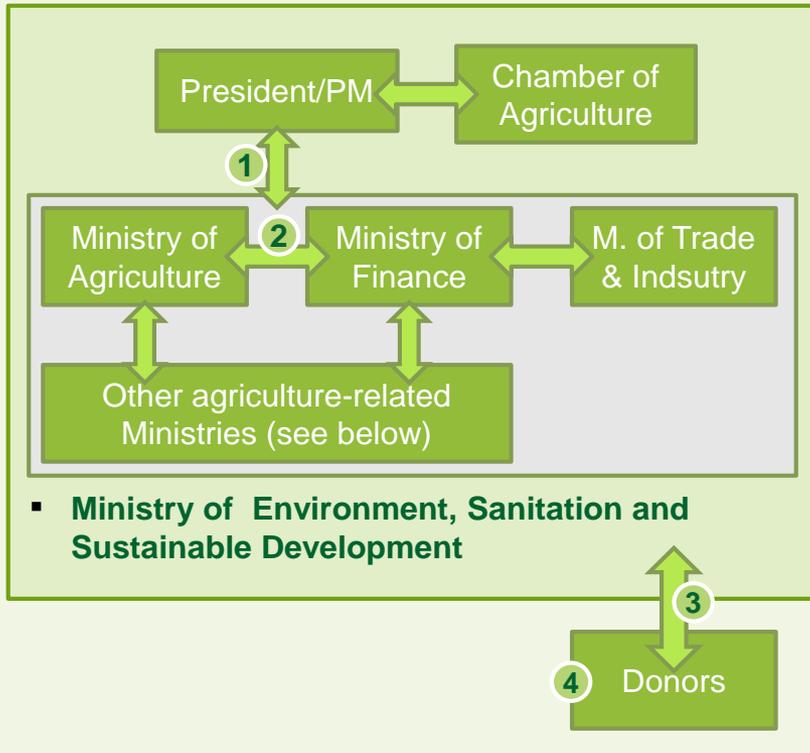
- 4 **Ministry of Trade & Industry**
 - Responsible for expansion of int'l and cross-border trade

- 5 **Chamber of Agriculture**
 - Permanent Assembly of Chambers of Agriculture - APCAM
 - Intermediary between government and rural sector; support to farmers and FOs with requisite capacity for development

- 6 **Donors (not exhaustive)**
 - Mali is a USAID Feed the Future country
 - The World Food Program has a major presence as off-taker due to food security risks
 - CIDA invests in irrigation infrastructure at Office du Niger
 - IFAD fosters agricultural productivity
 - AfDB on Resilience to Food Security

A number of mechanisms exist to ensure inter-ministerial and sector coordination

National agriculture agenda



Coordination bodies and responsibilities

- 1 Coordination with, and buy-in from national leadership**
 - The National Council on Agriculture to insure adherence to the Law on Agriculture (LOA)
 - The National Executive Council on Agriculture supervises the implementation of decisions and recommendations of the National Council on Agriculture
- 2 Support inter-ministerial coordination**
 - The CTNCS is the National Coordination Committee of the PNISA is tasked to inform decision making, resource mobilization and coordination by sector ministries
- 3 Government/donor coordination**
 - Ag. Sector Working Group (GT-EAR) is 1 of 11 thematic groups of PTF
 - Co-chaired by USAID and FAO, with 28 members
 - Financial support to rural sector ministries
- 4 Support inter-donor coordination**
 - Led by EU and a troika (EU, Canada, Netherlands)
 - Development aid based on partnership, ownership and accountability

While coordination mechanisms exist, AGRA will, through country consultation, seek to understand their effectiveness, understand gaps if any and define a support package to boost sector coordination

With ~7% growth and robust planning, Mali has an opportunity to accelerate agricultural transformation



Opportunities for agricultural transformation in Mali include prioritizing investments in high impact areas for increased income and food security, strengthening market systems, mobilizing private sector investments, improving sector coordination and implementation capabilities at national and local government levels

Macroeconomic and agriculture context

Strengths

- **6.9% sector growth** in 2015 (5.5% average over the past 4 years)
- **Significant in-country demand and market opportunities**, with production concentrated in 3 regions and major government/donor-sponsored off-taking (e.g., OPAM, WFP) and a growing feed industry

AND

Opportunities/challenges

- Limited coordination between buyers and producers and limited market information
- **High post-harvest losses** in cereals and legumes (up to 35%)
- **High yield gaps** (>60%) in most staples
- **Low use of inputs**, e.g. less than 20% farmers use improved seeds, fertilizer use at 11 kg/ha vs. the target of 50 kg/ha
- **High price volatility**
- **Limited lending** to the agriculture sector (5%)
- Effects of climate change

Sector strategy, governance and coordination

Strengths

- Agricultural leadership at the highest levels of the government
- Coordination mechanisms that involve development partners
- Clear agricultural investment plan
- The Government has consistently met its Maputo commitment of allocating >10% of its budget to agriculture

AND

Opportunities/challenges

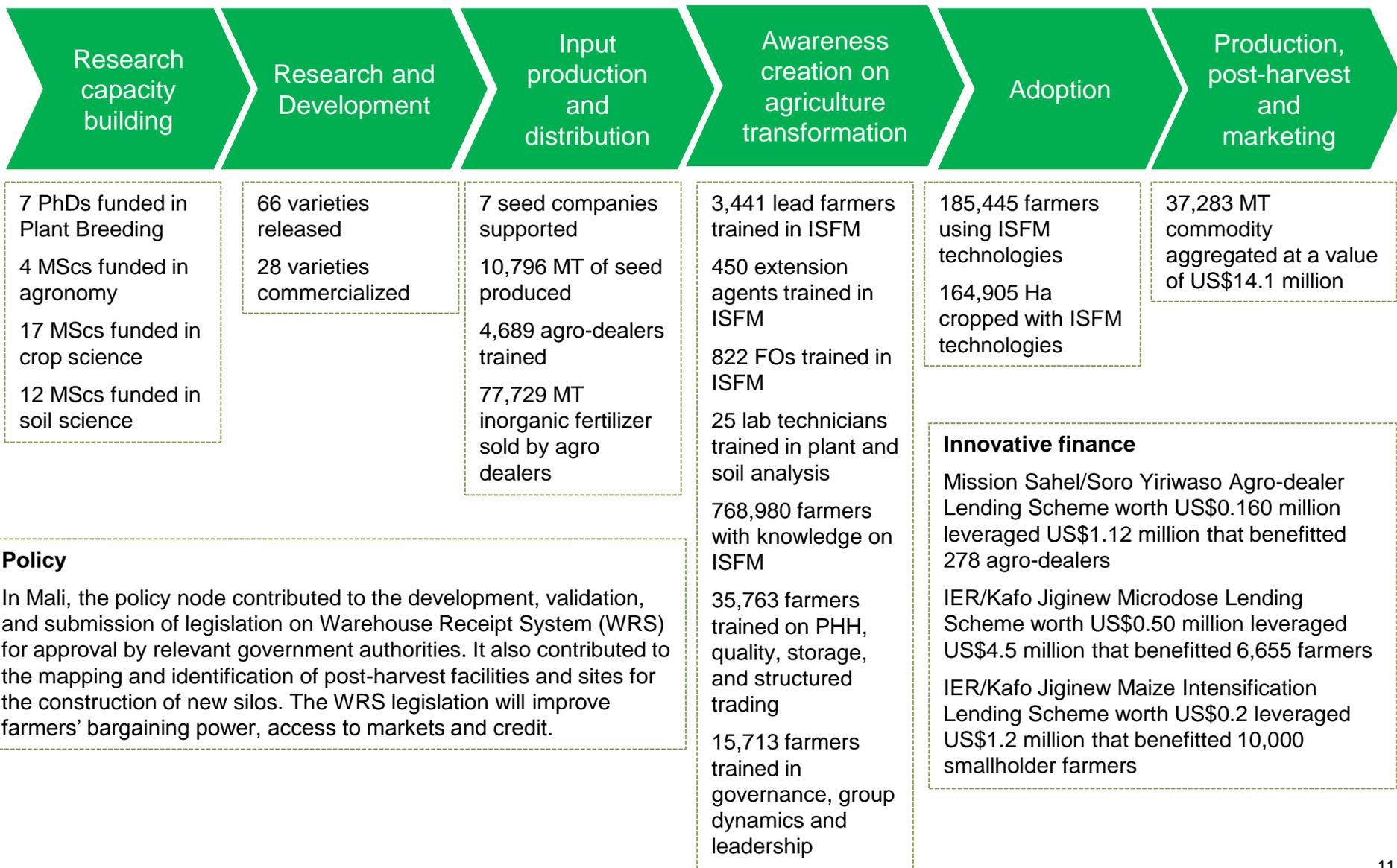
- Lack of framework for private sector investment

Lessons AGRA has learned from its investments in Mali

Over the last decade, AGRA has invested over \$20.24million in Mali and contributed to sector development...



Value of grants: US\$20.24M, Cumulative 2007 - 2015



....and learned a number of lessons on developing agricultural systems that are driving future programming and investments



Enabling environment

- Increased engagement with government and partners is needed to create and sustain incentives for private sector investments in Mali's breadbasket regions
 - Capacity development at MSc and PhD level while necessary, may not address the key capacity gaps preventing sector development such as investment planning and implementation capabilities at national and local levels as well as ability to mobilize public and private investments in strategic and high impact areas
-

Input System Development

- The role of the private sector (especially seed companies) will remain limited unless its actors are sufficiently equipped with improved business models and are part of a large network of market systems.
 - Development of technology must be accompanied by a robust commercialization plan (Out of 76 varieties created, less than one third were taken to scale in Mali)
-

Market system development

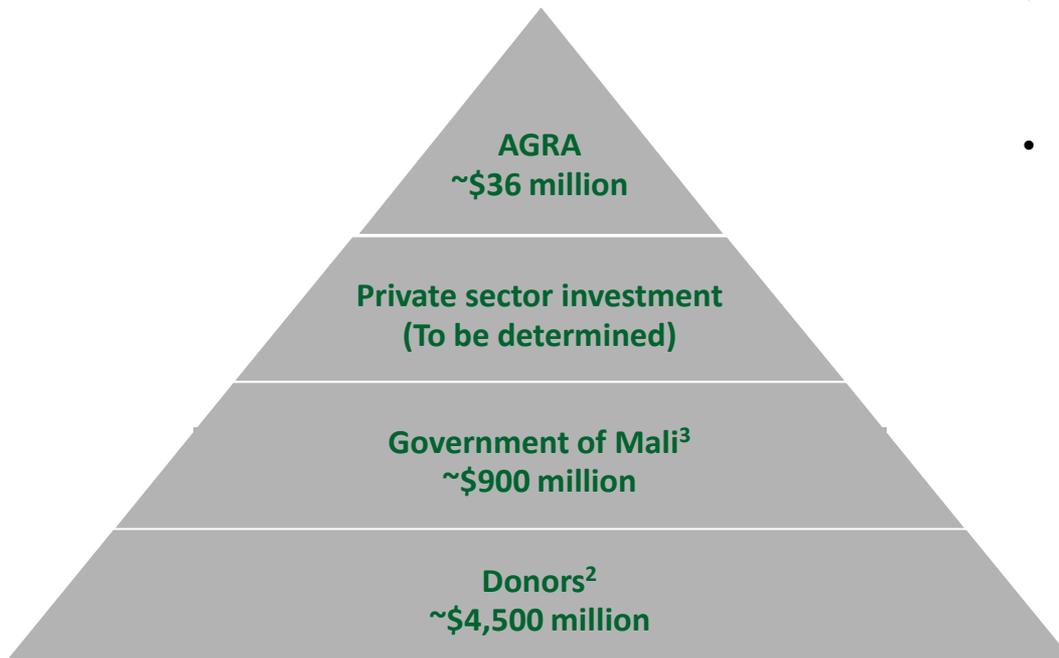
- Market access interventions are more effective when they are made at key points across the whole value chain and when they are connected to production systems and other support services such as finance, insurance, and equipment leasing
- Surplus producers need pre-planting contracts to make informed decisions on crops to grow and corresponding land allocation as well as investment in improved inputs

In its engagement, AGRA will work with public and private entities to influence funding to the most impactful projects



AGRA recognizes that with USD 36 million, its investments are < 1% of what is needed to drive an inclusive agriculture transformation in Mali. Therefore, AGRA will selectively invest where it sees opportunities to be catalytic

Projected expenditure and investments¹



- AGRA's strategic vision in Mali can only be achieved through strong partnerships with other players in Mali
- AGRA will prioritize interventions that catalyze and complement funding committed by the Government, private sector, and donors
- AGRA is committed to:
 - Alignment with Government priorities and programs
 - Boosting government capacity for strategic planning and implementation
 - Participating in and supporting government coordinating mechanisms and effort to mobilize public and private investments
 - Catalytic system investments to scale up proven models and technologies

1: Figure not drawn to scale; 2014 values extrapolated for government and donor funding

2: 2014 Official Development Assistance (ODA) flows, Other Official Flows (OOFs) and Private Grant/Flows reported by donor countries, multinational organizations and private entities to OECD DAC Directorate for all purposes related to agriculture except forestry and general environment protection extrapolated over 5 years

3: ReSAKKS, 2014 data extrapolated over 5 years

SOURCE: World Bank (accessed via ReSAKKS); UN FAOSTAT (with data originating from OECD DAC)

AGRA's Strategic Choices and Operational Plan

Mali and AGRA's Vision



Having worked in Mali over the last 10 years, AGRA and partners have build an **assets base in technologies, partnerships and models** that if scaled up can significantly contribute to the development of **competitive and inclusive** agricultural sector in Mali. AGRA's new strategy seeks to bring all of these elements together and contribute to the success of the Mali's agropole strategy.

Mali's vision for agricultural development

Mali envisions a **competitive** and sustainable agriculture that ensures **food and nutritional security** and **incomes** for farmers.

Strengthen actors' capacity and accountability

Mobilize investments to develop agricultural systems

Promote agricultural production and competitiveness

Support agricultural research and extension

Improve social protection program to meet cyclical food insecurity



AGRA's goals in Mali

To catalyze and sustain inclusive agriculture transformation in Mali by:

- 1) Supporting the Government of Mali to operationalize its agropole strategy, improve sector coordination for better performance, and develop a new agricultural investment plan (PNISA II)
- 2) Strengthening market and input systems in high production regions of Sikasso, Segou and Koulikoro

Therefore, AGRA's interventions in Mali will focus on country support and policy engagement as well as market system development to enhance the competitiveness of the sector and increase food security and incomes for farmers



AGRA believes that Mali can transform its agriculture into a competitive sector that ensures food security and incomes for farmers through (1) improved planning, coordination, and implementation of agricultural initiatives, as well as (2) partnership with the private sector to scale up and sustain investment in high impact areas

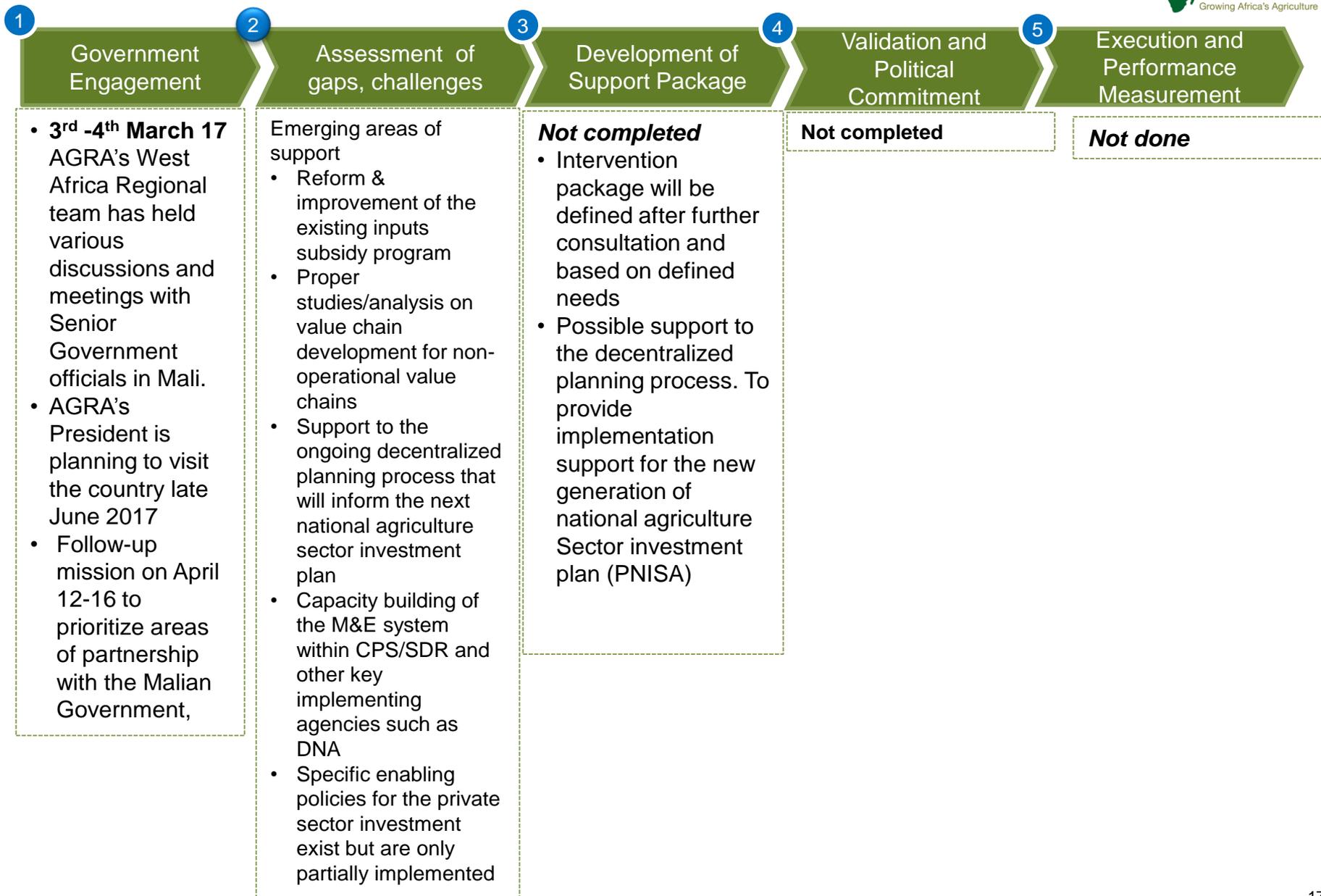
1. Country support and policy engagement

- Support Mali to strengthen the agricultural investment plan (PNISA) through evidence-based planning and analytics.
- Support the Ministry of Agriculture to develop coordination and implementation capabilities including effective accountability systems.
- Support the Government of Mali to mobilize public and private investments for the development of agropoles.

2. Market and input systems development

- Facilitate the **development of market systems** that improve linkages between producers and agro-processors, buyers as well as finance, insurance, and technology providers in high production areas of Mali.
- Support the **expansion of input systems** to ensure uninterrupted supply of improved seed, fertilizer and extension services to farmers.

AGRA's approach to defining Mali's appropriate package for Country Support and Policy Engagement has been as follows



Country support initiatives

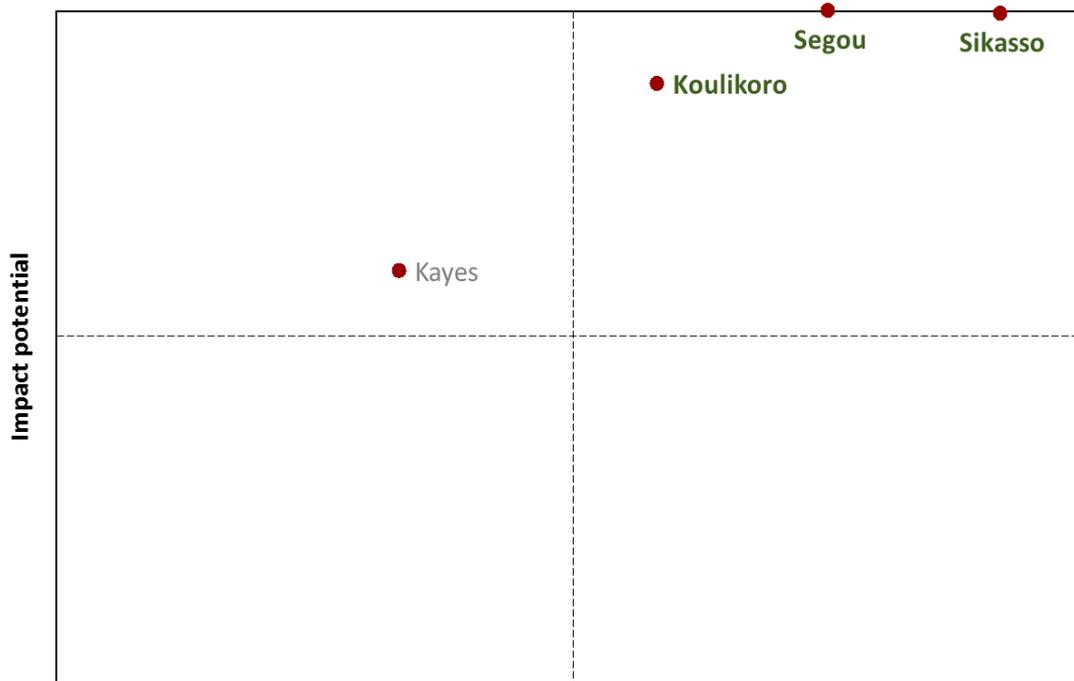


Leveraging AGRA's comparative advantage in supporting governments to achieve agricultural transformation, AGRA will support the Government of Mali to adopt evidence-based planning, enhance the coordination between the Ministry of Agriculture and stakeholders, and improve policy environment for private sector investments

Strategic engagement area	Indicative interventions	Potential partners	Link to results framework
<p>Strategy support</p>	<ul style="list-style-type: none"> Support decentralized planning process to inform the new generation of national agriculture Sector investment plan (PNISA) with evidence for impact and scale Facilitate the reform and the design of a comprehensive and improved input subsidy program for Mali 	<p>MOA/CPS</p> <p>MOA/DNA/private sector</p>	<ul style="list-style-type: none"> IO 8.1, 8.3 IO 8.1, 8.3
<p>Coordination and implementation</p>	<ul style="list-style-type: none"> Support CPS/SDR to develop improved capabilities for coordination, planning, M&E, and implementation of flagship programs <hr/> <ul style="list-style-type: none"> Facilitate the development of agropoles (“Nouveaux Village Agricoles-NVA”) for increased private sector investment and youth employment 	<p>MOA/CPS, DNA</p> <p>MOA/PERMANENT SECRETARY (PS)/BREAD BASKET, DNA</p>	<ul style="list-style-type: none"> IO 8.1, 8.3 IO 8.1, 8.3

To deliver system and farmer level interventions, AGRA will prioritize regions with high potential impact

Prioritization of regions



The selected regions:

- Cover **~80% of total smallholders**: Have better basic infrastructure, a more organized landscape of agricultural stakeholders, and highly capable partners **enabling rapid impact**

Scoring criteria (equally weighted)

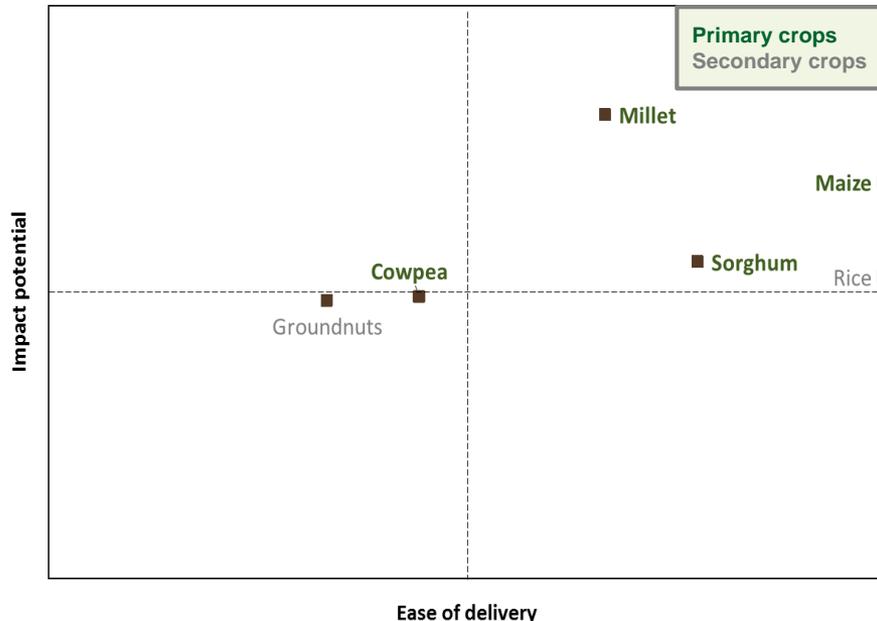
- Impact potential - Number of farmers; Expected future demand (High/ Medium/ Low)
- Ease of delivery - Focus from the government, donors and private sector (High/ Medium/ Low); AGRA capabilities and past investments (High/ Medium/ Low)

AGRA seeks to impact the lives of 938,000 smallholder farmer households

Within these regions, AGRA will focus on three primary crops and two secondary crops



Crop selection



Maize

- Impact potential: grown across main production zones, market demand is high for food and feed. Yield gap is 63%. Post harvest losses of 20%-30% and existence of technologies for reduction
- Ease of delivery: AGRA supported development of high yielding hybrids currently commercialized by Malian seed companies. One of the key crops in the national investment plan (PNISA) and major donors including USAID, Islamic Development Bank, World Bank, AfDB. Food security crop with high prospects for industrialization.

Millet

- Impact potential: the most important food security crop grown by 70% of total smallholder farmers. Yield gap of 72%
- Ease of delivery: Priority crop for government (PNISA). Focus crop for many donors, resilience and food security. AGRA has investments in millet seed systems;

Sorghum

- Impact potential: second most important food security crop Produced by more than 50% of SHF. Produced in all AGRAs target zones. Major source of caloric intake; Yield gap 67%.
- Ease of delivery: Availability of high yielding hybrids developed with AGRA support.. An integral crop in Government's PNSIA. Focus crops for donor partners. Prospects for industrialization. Food security crop.

Cowpea

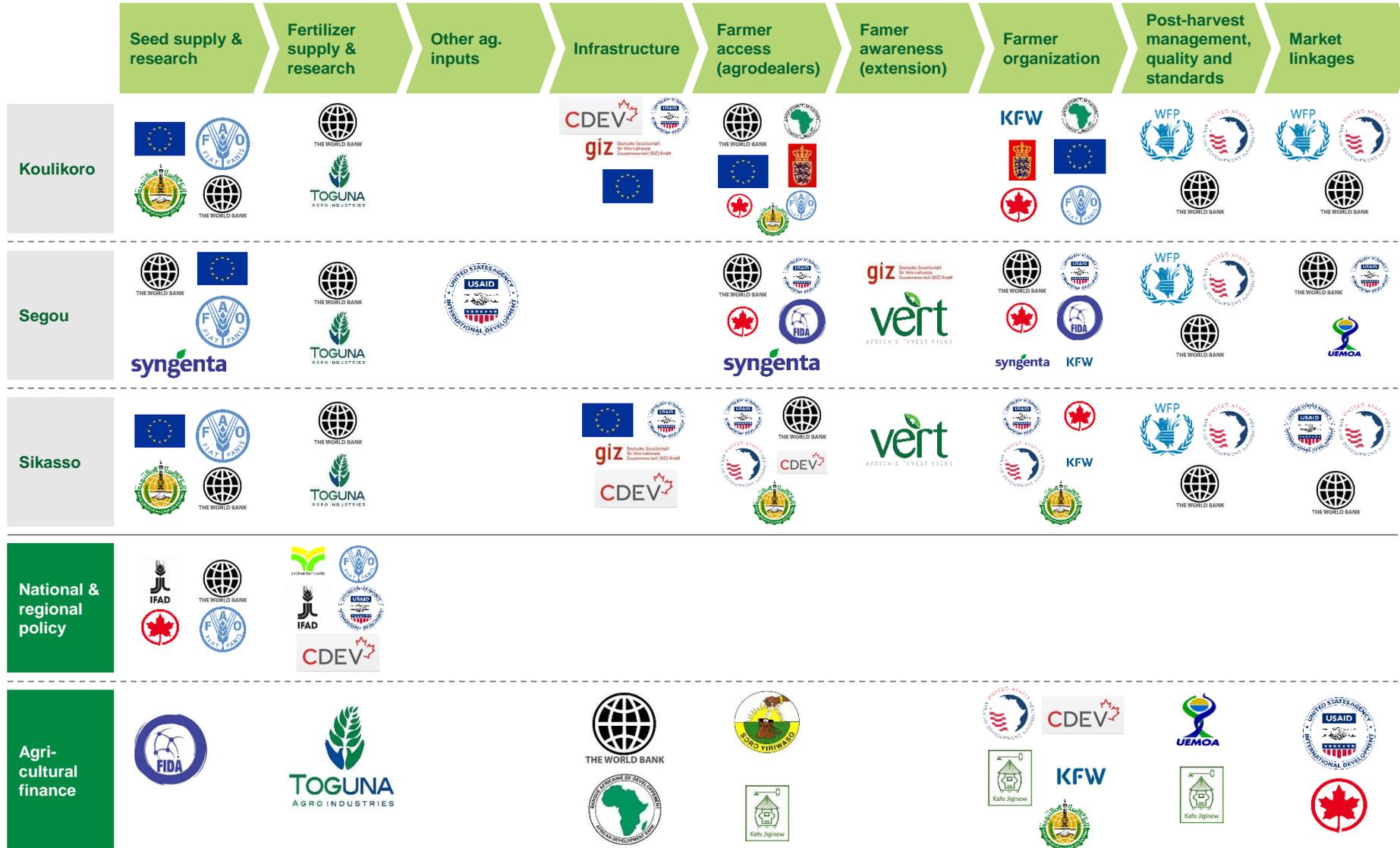
- Impact potential: Accounts for 19% of total legume market in Mali. Commonly intercropped with cereals for nitrogen fixing; Important for nutrition; High potential to reduce yield gap of 67% and high market demand. Post harvest loss of 35%;
- Ease of delivery: AGRA has investments in cowpea seed varieties; focus crop for donor partners including WFP. Important for nutrition Increasing market demand, availability of technologies for reducing post harvest losses (PICS).

Scoring criteria (equally weighted)

- Impact potential - Number of farmers; Yield gap (%); Expected future demand (High/ Medium/ Low)
- Ease of delivery - Focus from the government, donors and private sector (High/ Medium/ Low); AGRA capabilities and past investments (High/ Medium/ Low)

Donors have a notable presence as off-takers (e.g., WFP), while most private investment has been in grain marketing/processing

Not Exhaustive



Produce marketing and processing in Koulikoro and Sikasso, and access to quality inputs in Segou, are currently under-resourced



Not a challenge; or, outside AGRA's core focus areas

Challenge area; effective partners already present or intend to intervene in alignment with AGRA's Theory of Change

Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions

Challenge area; partners not present



	Seed supply & research	Fertilizer supply & research	Other ag. inputs	Infrastructure	Farmer access (agrodealers)	Farmer awareness (extension)	Farmer organization	Post-harvest management, quality and standards	Market linkages
Koulikoro	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions	Challenge area; effective partners already present or intend to intervene in alignment with AGRA's Theory of Change	Not a challenge; or, outside AGRA's core focus areas	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions	Challenge area; partners not present	Challenge area; partners not present	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions
Sikasso	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions	Challenge area; effective partners already present or intend to intervene in alignment with AGRA's Theory of Change	Not a challenge; or, outside AGRA's core focus areas	Challenge area; effective partners already present or intend to intervene in alignment with AGRA's Theory of Change	Challenge area; effective partners already present or intend to intervene in alignment with AGRA's Theory of Change	Challenge area; effective partners already present or intend to intervene in alignment with AGRA's Theory of Change	Challenge area; partners not present	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions
Segou	Challenge area; partners not present	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions	Challenge area; effective partners already present or intend to intervene in alignment with AGRA's Theory of Change	Not a challenge; or, outside AGRA's core focus areas	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions	Challenge area; partners not present	Challenge area; partners not present	Challenge area; effective partners already present or intend to intervene in alignment with AGRA's Theory of Change
National & regional policy	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions	Challenge area; effective partners already present or intend to intervene in alignment with AGRA's Theory of Change	Not a challenge; or, outside AGRA's core focus areas	Not a challenge; or, outside AGRA's core focus areas	Not a challenge; or, outside AGRA's core focus areas	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions
Agri-cultural finance	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions	Challenge area; effective partners already present or intend to intervene in alignment with AGRA's Theory of Change	n/a	Challenge area; effective partners already present or intend to intervene in alignment with AGRA's Theory of Change	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions	Challenge area; partners already present or considering entering; AGRA's expertise/influence could guide more effective or scaled interventions

Transformation at system and farmer levels will be driven by the upgrade of 4 selected value chains in 3 high-potential regions



To prioritize interventions, regions were assessed based on:

- Possible impact
- Ease of delivery

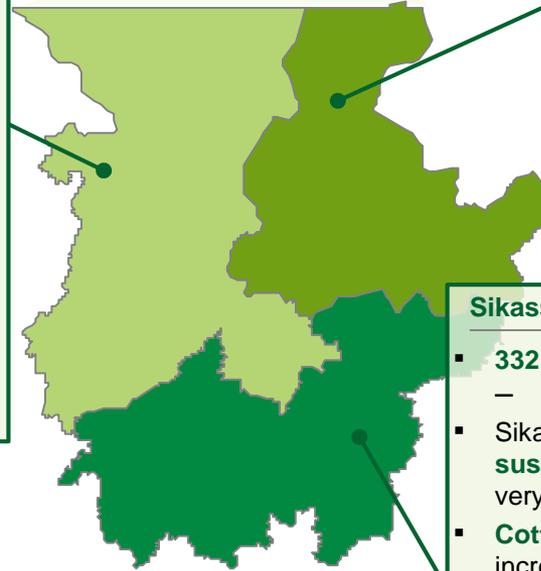
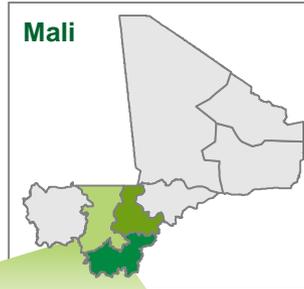
Koulikoro

- **285K farmers** focusing on maize and sorghum, with cowpea intercropped
- Six rivers feeding irrigation facilities
- Key buyers include government (through **OPAM**), **WFP**, and private grain traders/exporters for industry
 - **High potential as a supplier to feed processing industry** in nearby Bamako
 - Food processing industry also developing
 - Low quality of processed grains limits market opportunities
- Under-developed FOs, with significant technical and organizational capacity gaps
- Limited aggregation services
- **Marketable surplus:** 865K MT

Crop	Acreage, 000 ha	Farmers, 000
Maize	189	463
Sorghum	92	234
Millet	100	241
Cowpea	80	938

Rice is will be included as a market transition crop with the opportunity to improve the processing industry to meet quality requirement for domestic and export markets. Rice will be promoted in **Segou** region which has a large **irrigation scheme**

Mali



Segou

- **321K farmers** focusing on millet, sorghum and cowpea
 - Highest density of farmer household in the country (33/km²)
- Strong transport infrastructure for crop commercialization
- Largest irrigation schemes
- Fertilizer subsidy strong on rice
- High production volume despite traditional farming techniques, with a **marketable surplus** of **257K MT**
- High yield gaps and post-harvest losses create inconsistency in production and drive food security challenges
- Key markets include government (through OPAM), WFP, and private grain traders

Sikasso

- **332K farmers** focusing on maize, sorghum and cowpea
 - **Marketable surplus:** 1M MT (30% of national production)
- Sikasso Breadbasket Strategy, promoted by AGRA, was **suspended due to national security issues**, but is currently very high on government agenda
- **Cotton industry** facilitates fertilizer availability, which benefits increased maize production
- **More agrodealers than rest of country**, but small scale agro-processing
- Key markets include government (through OPAM), WFP, and private grain traders, but demand is unpredictable
 - **Close proximity to Burkina Faso and Guinea** could support exports when national surpluses are available
- Poor processing capacity and limited value addition services
- Weak farmer support and extension services leads to low agronomic knowledge and poor PHH techniques

Koulikoro Initiative



Facilitate enhanced feed industry-based partnerships to meet growing demand for maize. This will include linking feed processors to producers and enhancing farmers' capacity to meet market requirements (quality and quantity)

Strategic engagement area	Intervention description & AGRA's role	Potential partners	Approach to scaling	Results framework
<p style="text-align: center;">Market system development</p>	<p>Support the establishment of agribusiness clusters and innovation platforms to improve business relationships between producers, aggregators and in the feed industry</p>	<p>Feed processors, SMEs , and FOs</p>	<p>Private sector-anchored partnership that leverages the economic incentives for value chain actors</p>	<ul style="list-style-type: none"> ▪ IO 5.1 ▪ IO 5.2 , 5.3
	<p>Support the development of agricultural service providers who offer mechanization, inputs, post harvest, and aggregation services to smallholder farmers</p>	<p>MALIMARK, FASO DJIGUI</p>	<p>This initiative is in direct support of the government program for youth and women (including agribusiness incubation and acceleration)</p>	<ul style="list-style-type: none"> ▪ IO 5.1 ▪ IO 5.2 , 5.3
	<p>Facilitate the establishment of aggregation centers that enable farmers who engage in contract farming or out-grower schemes to meet quality and quantity requirements</p>	<p>ZAMOHO, FASO DJIGUI AND OTHERS</p>	<p>Public-private partnership focused on engaging SHFs in the commercial farming sector, integrating producers and off-takers, and coordinating with local governments</p>	<ul style="list-style-type: none"> ▪ IO 5.1 ▪ IO 5.2, 5.3

Sikasso initiative



Capitalize on growing demand for processed grains and the presence of large off-takers (e.g., OPAM) to strengthen linkages between input suppliers, aggregators, processors, off-takers, and farmer organizations through the implementation of the agropole strategy in Sikasso that is geared to increase processing and value addition capacity.

Strategic engagement area	Intervention description & AGRA's role	Potential partners	Approach to scaling	Results framework
Market systems development	Support the operationalization of the agropole strategy and facilitate stronger linkages between markets and producers	AOPP/CNOP/APCAM/FASO DJIGUI	Private sector-anchored partnership that leverages evidence-based planning efforts and uses scenario planning on profitability and scale potential	<ul style="list-style-type: none"> ▪ IO 3.1, 3.2 ▪ IO 4.1, 4.2 ▪ IO 5.1, 5.2 5.3 ▪ IO 6.1, 6.2
	Support the development of agricultural service providers who offer mechanization, inputs, post harvest, and aggregation services to smallholder farmers	MALIMARK, FASO DJIGUI	Private sector led partnerships between value chain actors, financial institutions, and smallholders	<ul style="list-style-type: none"> ▪ IO 3.1, 3.2 ▪ IO 4.1, 4.2 ▪ IO 5.1, 5.2 & 5.3 ▪ IO 6.1, 6.2
	Support selected farmer organizations to improve their capacity to meet market requirements and integrate high value supply chains	ZAMOHO, FASO DJIGUI AND OTHERS	Capacity building in collaboration with umbrella organizations with existing networks of farmers and complemented by other public-private partnerships	<ul style="list-style-type: none"> ▪ IO 3.1, 3.2 ▪ IO 4.1, 4.2 ▪ IO 5.1, 5.2 5.3 ▪ IO 6.1, 6.2

Segou Initiative



Support PNISA objectives for food and nutritional security by improving farmers' food security and income through increased productivity. Address critical yield gaps and high post-harvest losses currently limiting food flows into market

Strategic engagement area	Intervention description & AGRA's role	Potential partners	Approach to scaling	Results framework
Input systems	Support to agro-dealers / seed companies to create awareness improved inputs using demonstrations (field days), video, radio, mobile technologies and marketing events)	MALIMARK & existing seed companies	This is part of a larger market-oriented platform that is aligning private sector actors, including: input companies, agro-dealers, and off-takers	<ul style="list-style-type: none"> IO 1.1 1.2,1.3
	Support the establishment of processor-anchored out-grower/contract farming schemes that provide assured output market and access to improved input and other agricultural services	Processors, ORANGE MALI, MALIMARK, FASO DJIGUI	This will include the digitization of supply chain management and promotion of e-extension/ advisory services that reduces personnel costs and reaches additional farmers at a low incremental cost	<ul style="list-style-type: none"> IO 2.1 2.2

Country results framework and budget

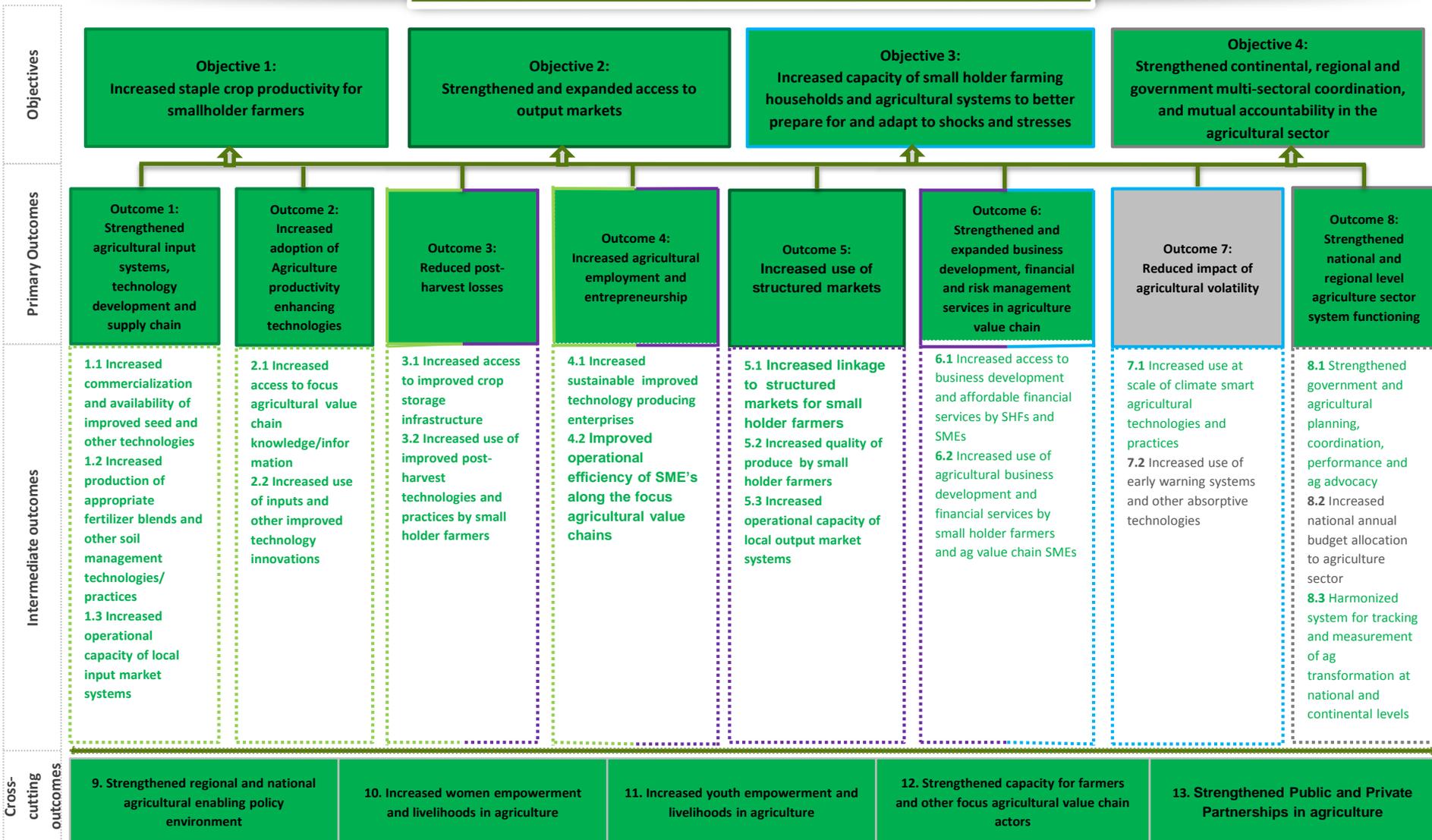
Mali Results Framework



- AGRA's overall goal in Mali is to Catalyze and Sustain an Inclusive Agricultural Transformation to increase Incomes and improve Food Security of 938,000 smallholder farming households through strategic country support and government engagement coupled with a set of targeted catalytic downstream and systemic investments made through its alliance of partners.
- Agricultural transformation is defined as a **process by which farmers shift from highly diversified, subsistence-oriented production towards more specialized production** oriented towards the market or other systems of exchange, involving a greater reliance on input and output delivery systems and increased integration of agriculture with other sectors of the domestic and international economies.
- Mali's goal and objectives are directly contributing to the SDG two of ending hunger, achieving food security and improved nutrition and promoting sustainable agriculture. AGRA is equally committed to implementing interventions that are contributing to the AU Malabo declaration, aligning the Mali Results Framework with the CAADP framework .
- To achieve its ambitious goal, AGRA seeks to contribute to four inter-related and inter-dependent objectives: 1) Increased staple crop productivity for smallholder farmers, 2) Strengthened and expanded access to output markets, 3) Increased capacity of smallholder farming households and agricultural systems to better prepare for and adapt to shocks and stresses, and 4) Strengthened continental, regional and government multi-sectoral coordination and mutual accountability in the agriculture sector. Interventions in Mali will contribute directly to 7 of the 8 overall AGRA Primary Outcomes, all the five cross-cutting outcomes and directly contribute to most of the overall AGRA's intermediate outcomes.

Mali Results Framework

Goal: Catalyze and Sustain an Inclusive Agricultural Transformation in Africa to increase incomes and improve food security



Key Country Indicators and Targets



Indicators achievement by AGRA interventions



Indicators at nations level



1 GOAL LEVEL INDICATORS I

	Baseline 2017	2018 Target	2019 Target	2020 Target	2021 Target
Average number of months of adequate household food provision	-	-	-	-	-
Improved food security: Household dietary diversity index)	-	-	-	-	-

2 OBJECTIVE LEVEL INDICATORS

	Baseline 2017	2018 Target	2019 Target	2020 Target	2021 Target
Average yield (MT/ha) of Crop1	-	-	-	-	-
Average yield (MT/ha) of Crop 2	-	-	-	-	-
Average yield (MT/ha) of Crop 3	-	-	-	-	-

3 PRIMARY LEVEL OUTCOMES INDICATORS

	Baseline 2017	2018 Target	2019 Target	2020 Target	2021 Target
Adoption rate of target improved productivity technologies or management practices at farmer level)	-	-	-	-	-
Percent of crop losses during storage)	-	-	-	-	-
Number of jobs created by SMEs receiving AGRA support along the focus value chains)	-	-	-	-	-
Percent of total household produce sold through structured market facilities/arrangements)	-	-	-	-	-
Percent of loan/risk facilities directed to agricultural activities/SMEs in target financial/risk providers	-	-	-	-	-
Percent of target households with perceived adaptive or coping strategies to shocks and stresses	-	-	-	-	-

Key Country Indicators and Targets



4 INTERMEDIATE OUTCOMES LEVEL INDICATORS

	Baseline 2017	2018 Target	2019 Target	2020 Target	2021 Target
Quantity (MT) of targeted improved seeds of focus crops produced by enterprises/entities supported by AGRA	-	-	-	-	-
Quantity (MT) of fertilizer blends produced by local fertilizer producers supported by AGRA	-	-	-	-	-
Percent of households using target certified seed of improved varieties, fertilizer blends and other improved productivity technologies or management practices	-	-	-	-	-
Cubic meter of storage space developed or refurbished /rehabilitated	-	-	-	-	-
Average fertilizer use (Kg/Ha)	-	-	-	-	-
Percent of farming households using post-harvest technologies/facilities	-	-	-	-	-
Percent of target SMEs along focus value chains operating profitably	-	-	-	-	-
Percent of farmers using structured trading facilities/arrangements	-	-	-	-	-
Quantity (MT) of target crops sold through structured markets)	-	-	-	-	-
Percent target farmers using financial/risk management services of engaged institutions	-	-	-	-	-
Percent of farmers and other stakeholders accessing early warning information to use for value chain planning	-	-	-	-	-
Number of post-harvest technologies sold/distributed to farmers	-	-	-	-	-

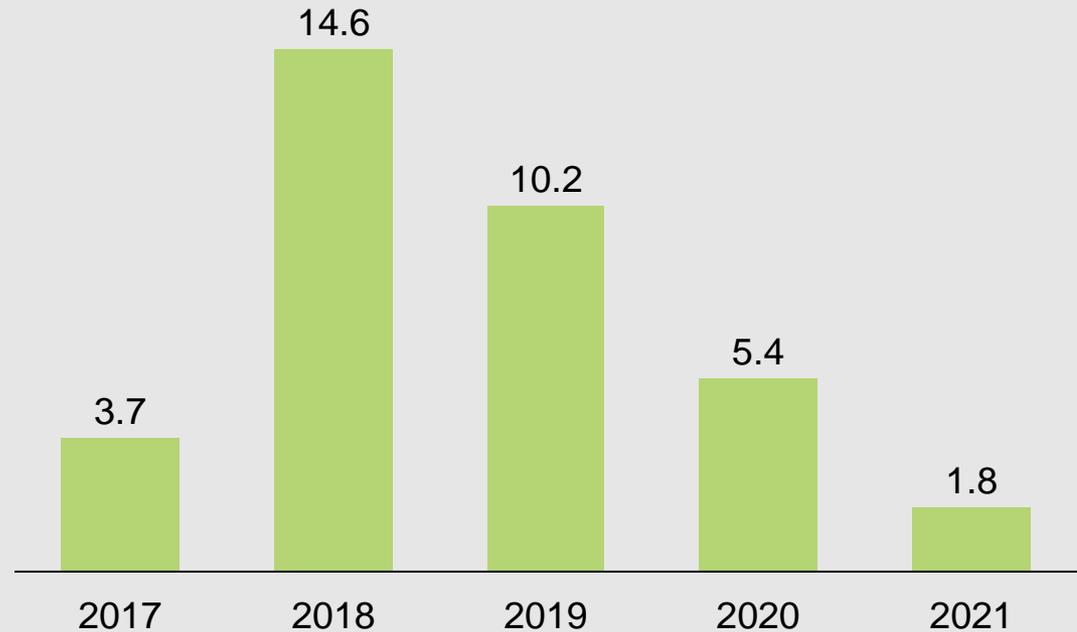
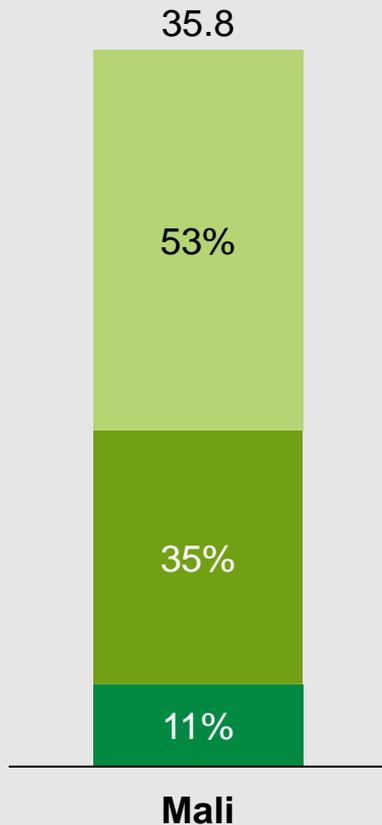
AGRA Projected program costs for MALI



\$M

Funding areas

Mali year-by-year projected investments
(excl program implementation cost)



- Input systems devt
- Market systems devt
- Country support and policy engagement

AGRA's organizational capacity to deliver

Mali's country office will be the frontline for delivering AGRA's interventions in country



VP Country Support, Policy & Delivery

Regional Manager

- **Geographic service teams (GSTs) will lead regional and country delivery**
- POs and APOs will be **responsible for managing an integrated portfolio of ongoing programs, as well as new initiatives** reflecting the new organizational strategy
- **New initiatives will be developed on the frontlines**, but draw on the expertise and existing body of knowledge within the Nairobi teams (i.e., Program Development & Innovation, Business Development and Strategic Partnerships)

Admin Assistant

Lead Region PO, Policy with significant regional experience and knowledge

Lead Country PO, Mali with significant country experience

1 APO

Lead Country PO, Burkina Faso with significant country experience

1 APO

1 APO

GST Finance Administrator

GST M&E Officer

PO – program officer
APO – Associate Program Officer