



USAID/MALI

ACDI/VOCA

**Market Systems: Improved Delivery of
Quality Products and Services**

NOFO Number: 72068819RFA000005

Phase II Oral Presentation

Submitted May 11, 2020

Presenters



COP - Charles May



Cheryl Turner



Yacouba Coulibaly



“[ACDI/VOCA] made significant contributions to the body of knowledge on market systems development, while being a good value for USAID... Not only did they push at the boundaries of identified frontier issues, they challenged critical assumptions about USAID approaches that could influence billions of dollars of programming...This greatly enriched USAID’s learning throughout the life of the project.”

- LEO, COR Kristin O’Planick, Contract Performance Report

56 YEARS

of experience
in supporting
cooperative &
agricultural
development

DESIGNER

of the Inclusive
Market Systems
Framework under
USAID LEO
Project

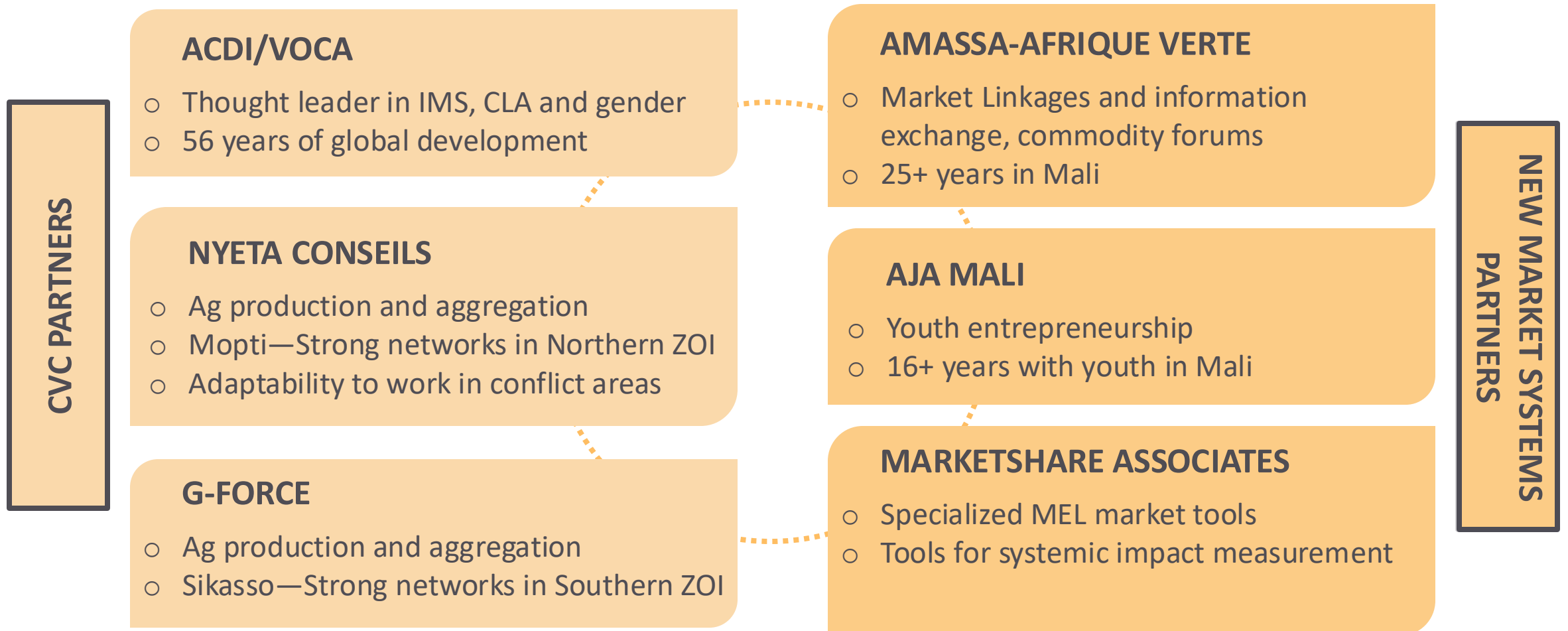
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Inclusive Market
Systems Projects
across 11
countries

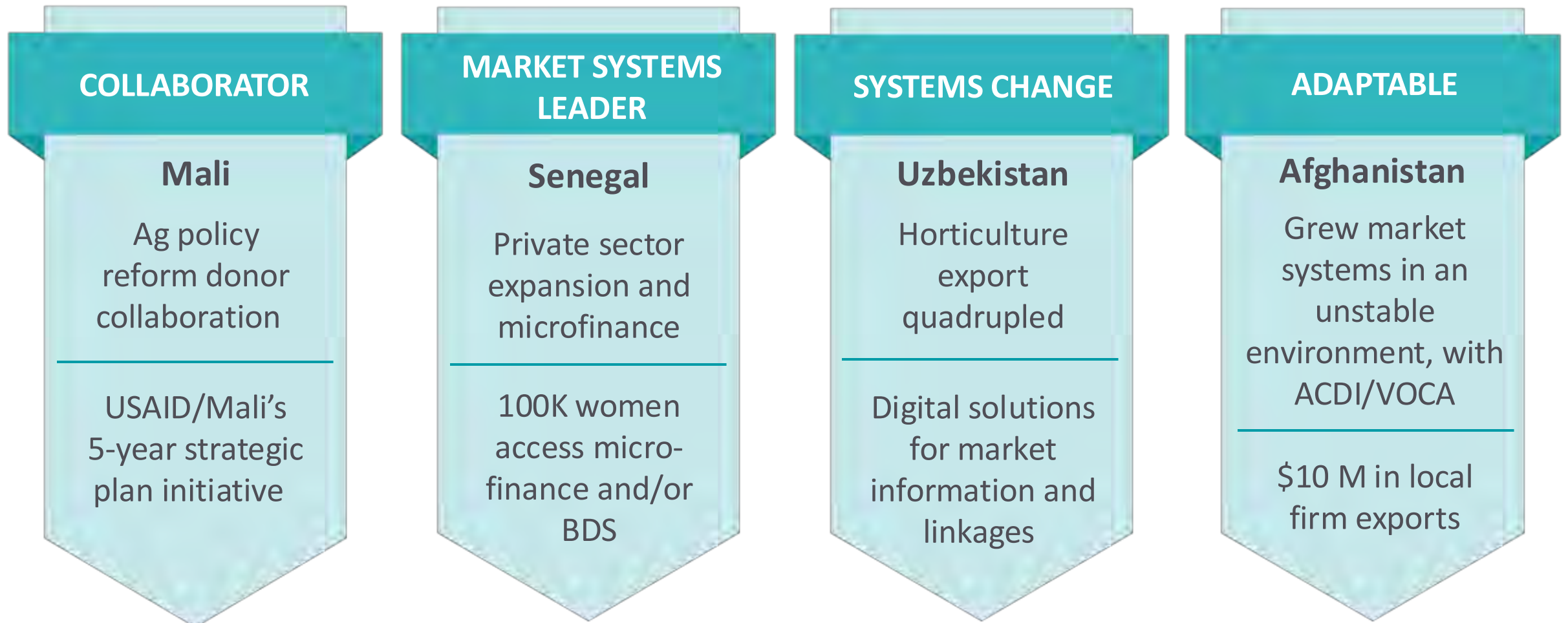
**\$388
MILLION**
in sales

**1.3
MILLION**
direct
beneficiaries

Complementarity within our consortium



Proven COP Leadership – Dr. CHARLES MAY



Technical Approach



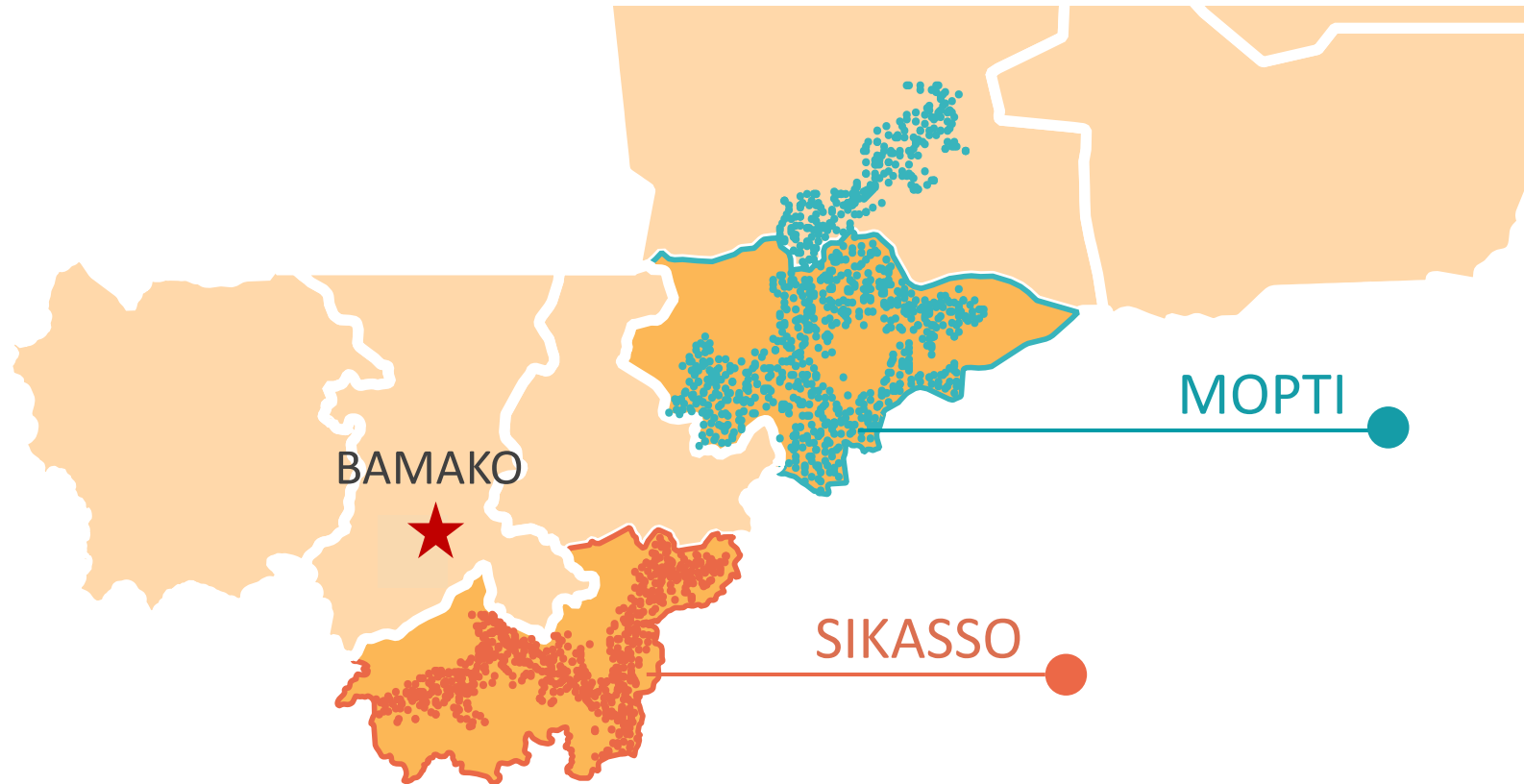
Monitoring, Evaluation & Learning (MEL)



Collaborative Development, Co-creation Strategy

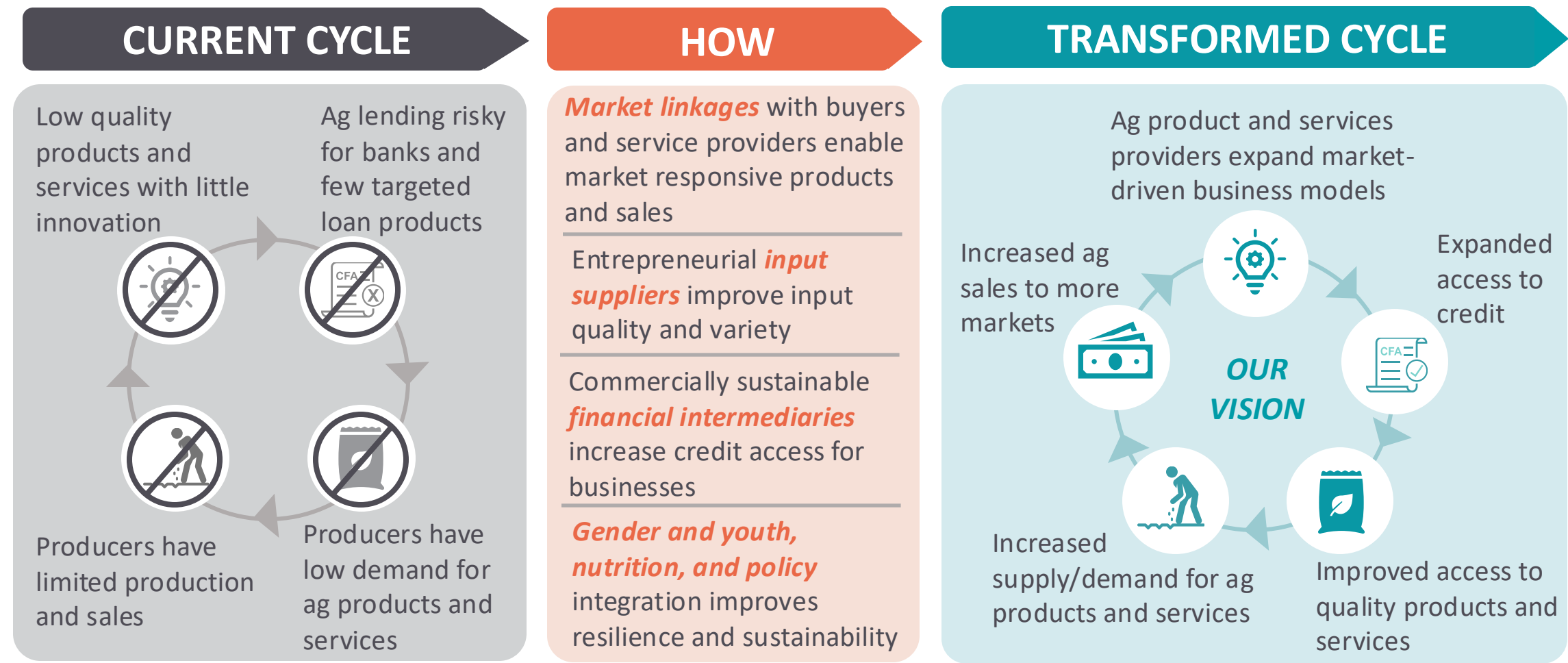


Target interventions across the Mopti and Sikasso sub-zones

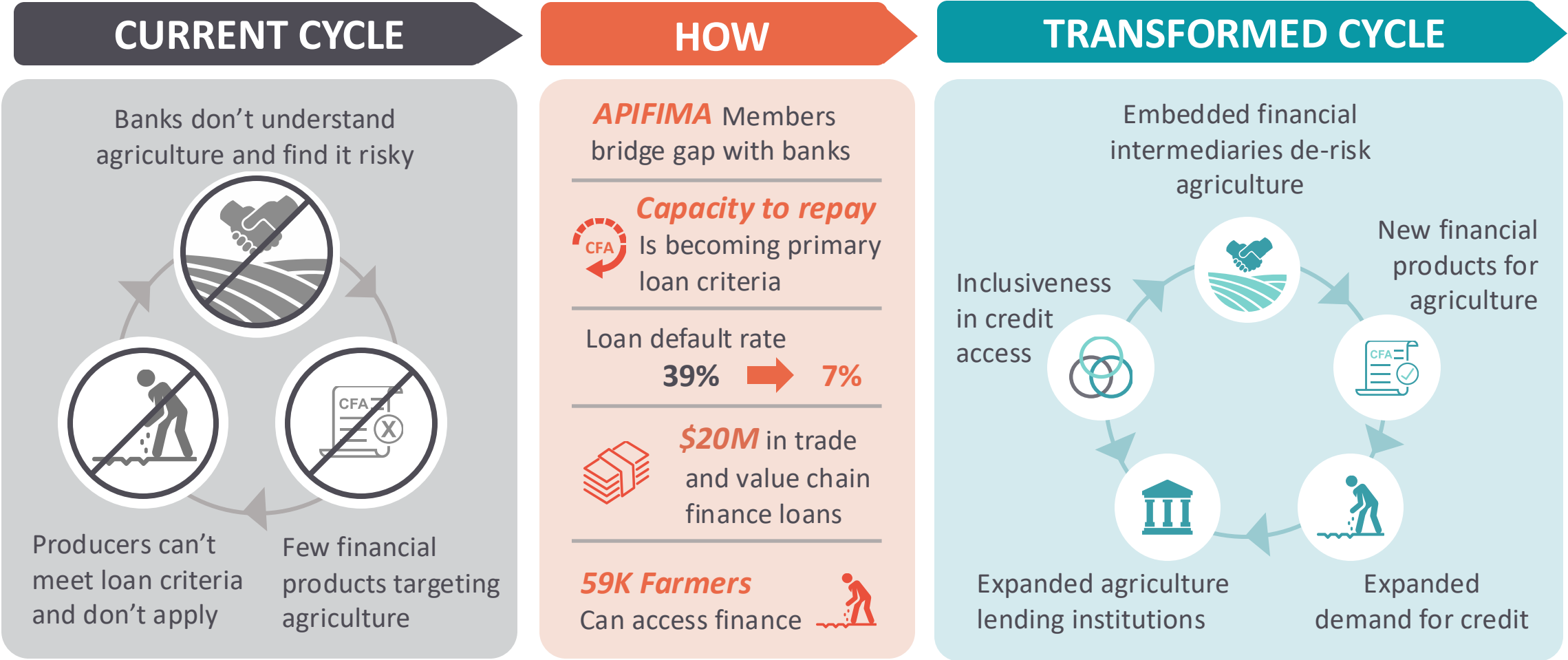


We will reinforce climate resilience and mitigate environmental impacts of the Market Systems Activity in the Inner Niger Delta (Mopti) using the USAID/Mali Wetlands PEA

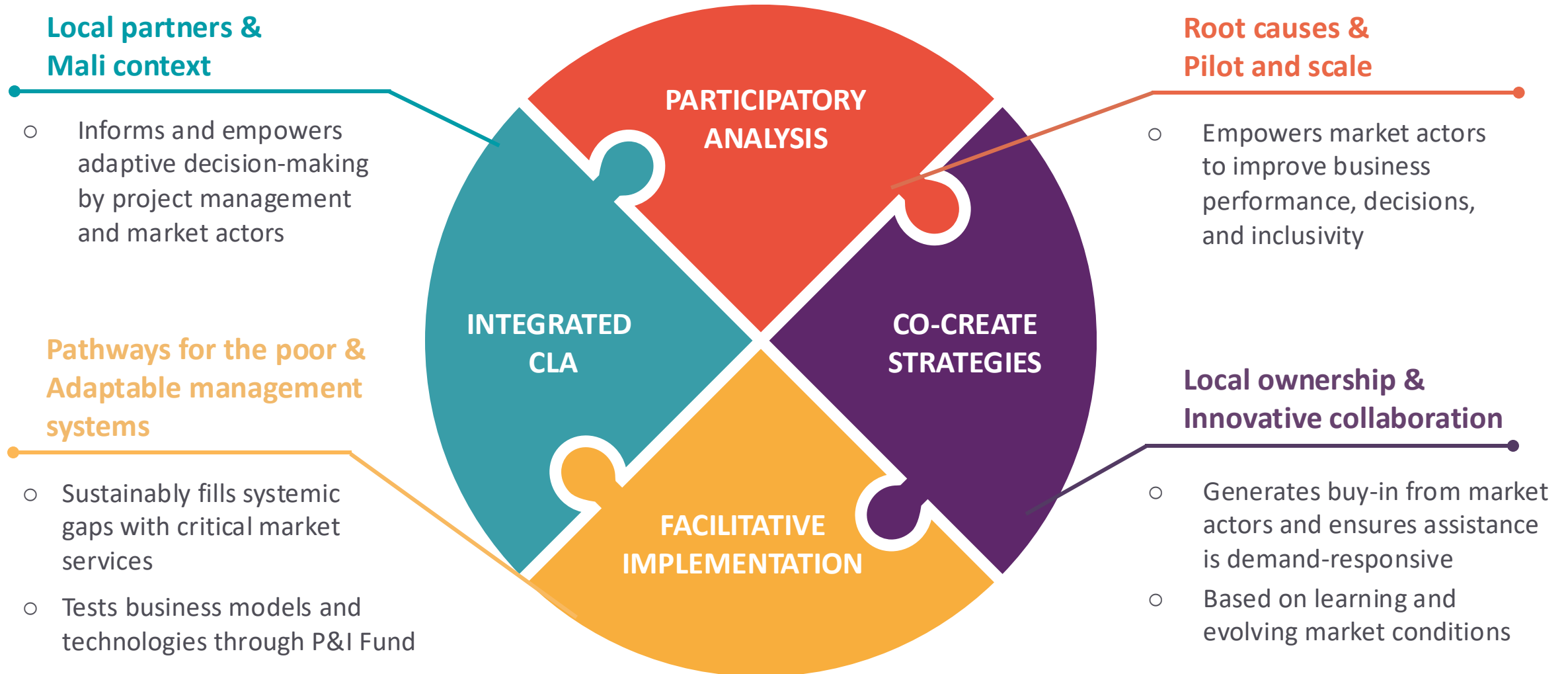
We build market actor capacity to stimulate systemic change



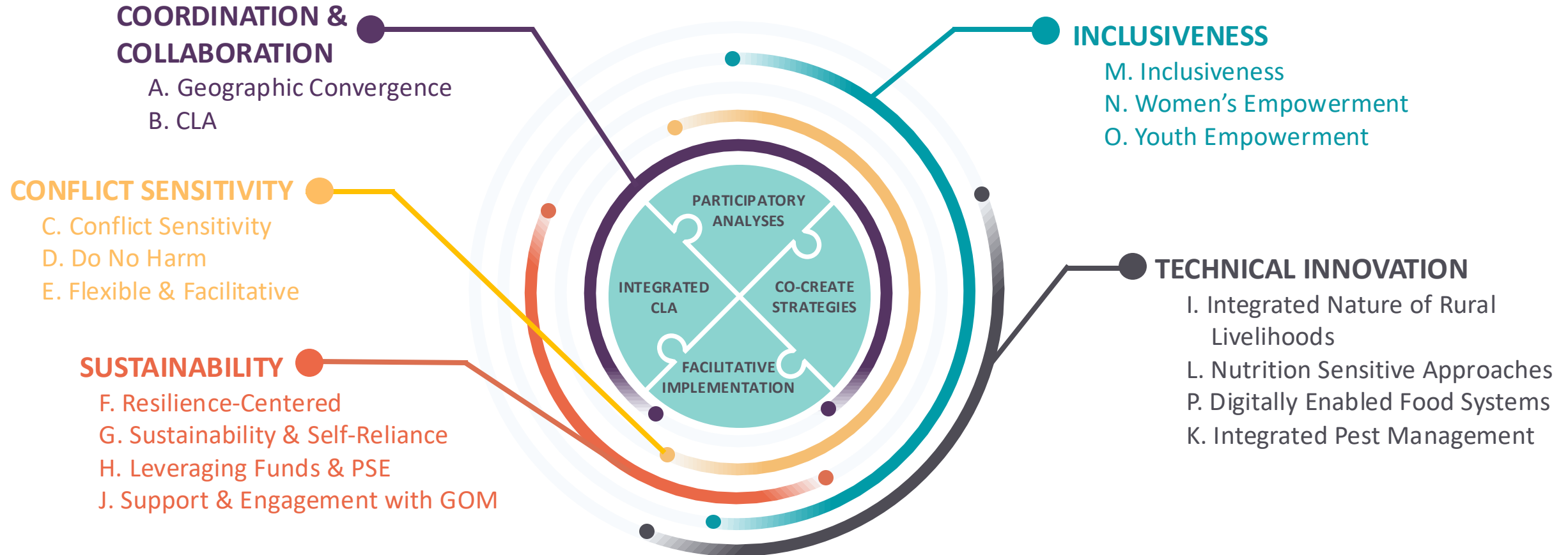
Our theory of change applied to agricultural finance



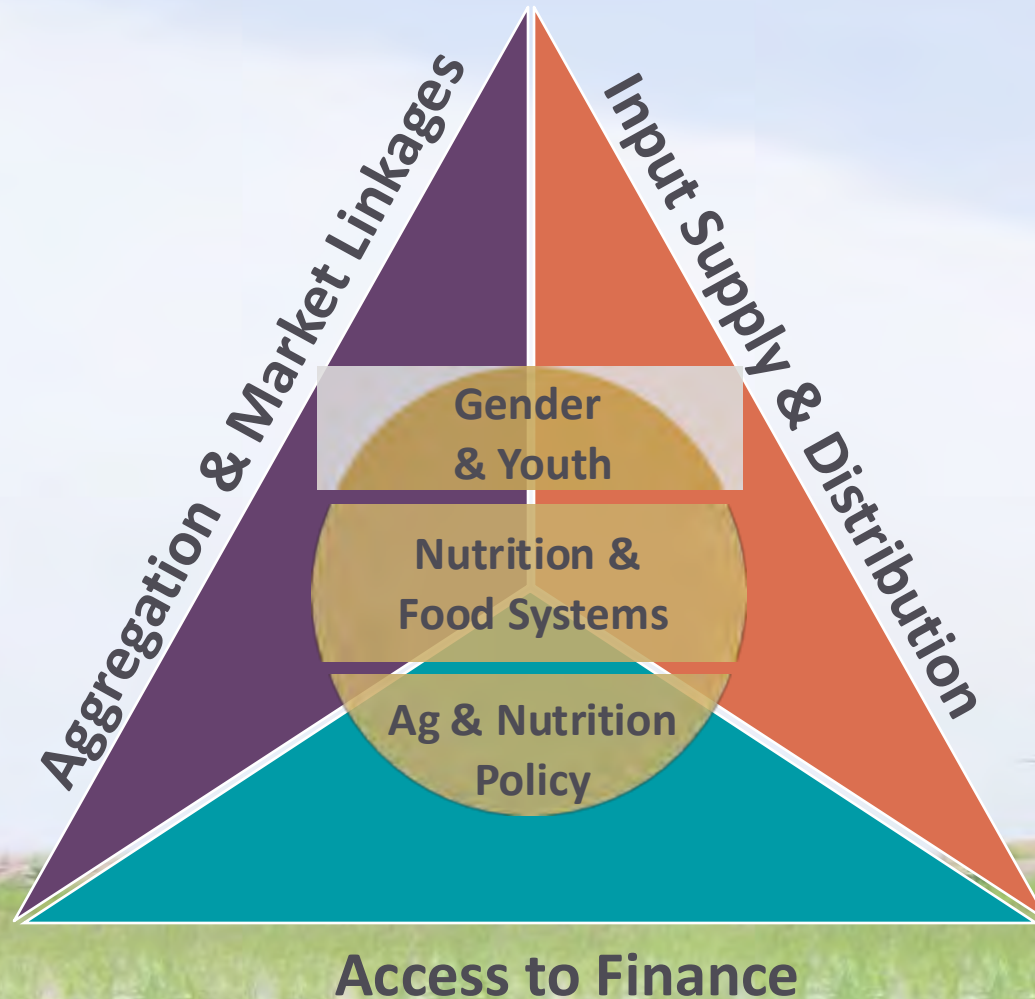
We accelerate change for sustainable growth



Our approach incorporates USAID'S 16 **GUIDING PRINCIPLES**



Integrated approach addresses systemic gaps across components



Aggregation and market linkages strategy:

Buyers and service providers enable POs to respond to market demand and grow sales

WHAT

Scale aggregation models; build capacity to market products

Facilitate buyer-seller relationships to invest in infrastructure

Facilitate linkages to larger regional, international markets

HOW

Provide business planning training, seed funding and mentorship

Train buyers to help POs understand market demand

Organize B2B workshops and commodity exchange forums

WHY

Buyers develop and expand market-driven business models

Improved aggregation, information and services to POs

Inclusive access and increased PO sales to more diverse markets



Input supply and distribution strategy:

Entrepreneurial input supply businesses improve access to quality inputs

WHAT

Expand capacity to grow input businesses and product development

Facilitate relationships between input suppliers and POs

Develop input supplier capacity to build PO demand

HOW

Provide business planning training, seed funding and mentorship

Develop certification program, B2B linkages, professional associations

Link input suppliers to POs, extension and advisory services

WHY

Input suppliers develop and expand market-driven business models

Increased distribution and access to quality inputs

Expanded PO demand and for quality and variety of inputs



Access to finance strategy:

Commercially sustainable financial intermediaries increase credit access for agribusinesses

WHAT

Expand presence and capacity of financial intermediaries (FIs)

Build financial provider capacity to offer new products

Expand and scale FI model for loan origination and approval

HOW

Recruit new FIs; provide linkages between banks and POs

Work with financial providers to design new products

Link FIs to POs and marketing; move to commission payment

WHY

Financial intermediaries de-risk agriculture

New financial products available for agriculture

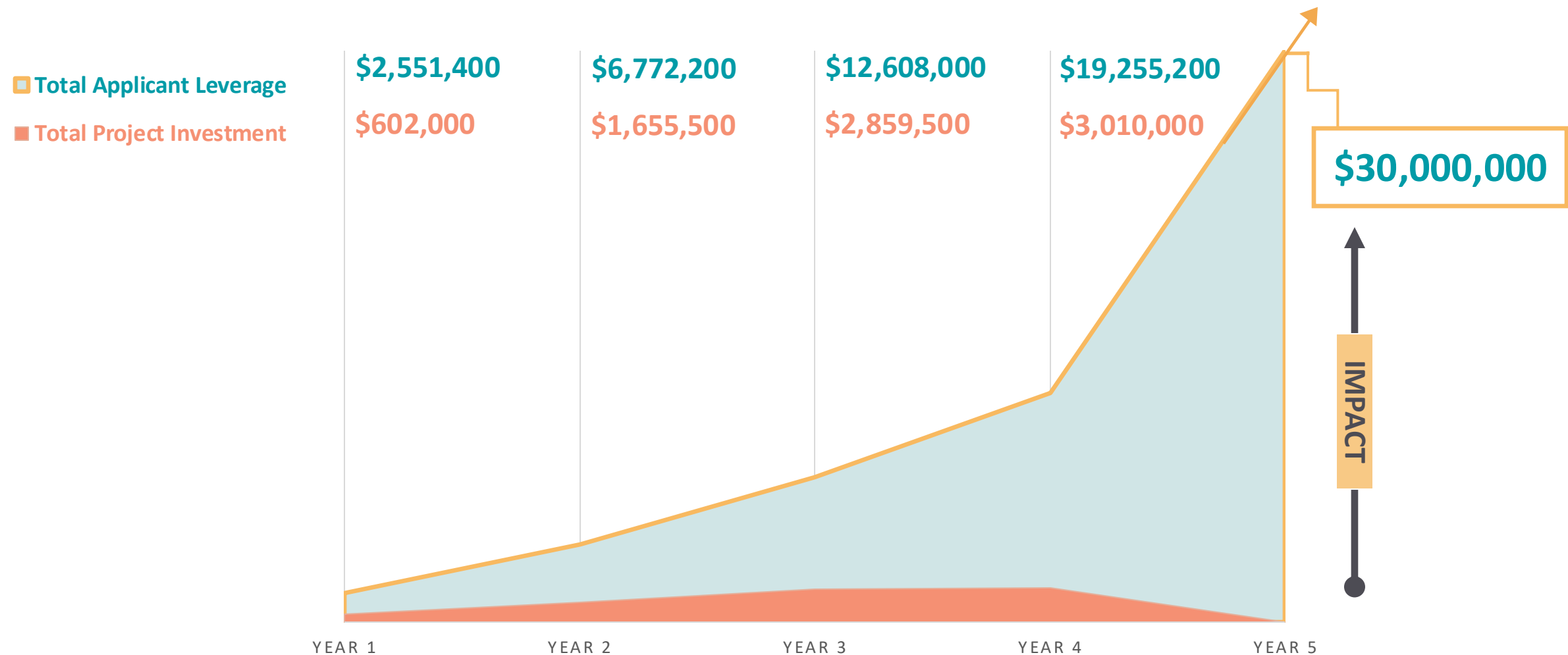
Increased & inclusive credit access



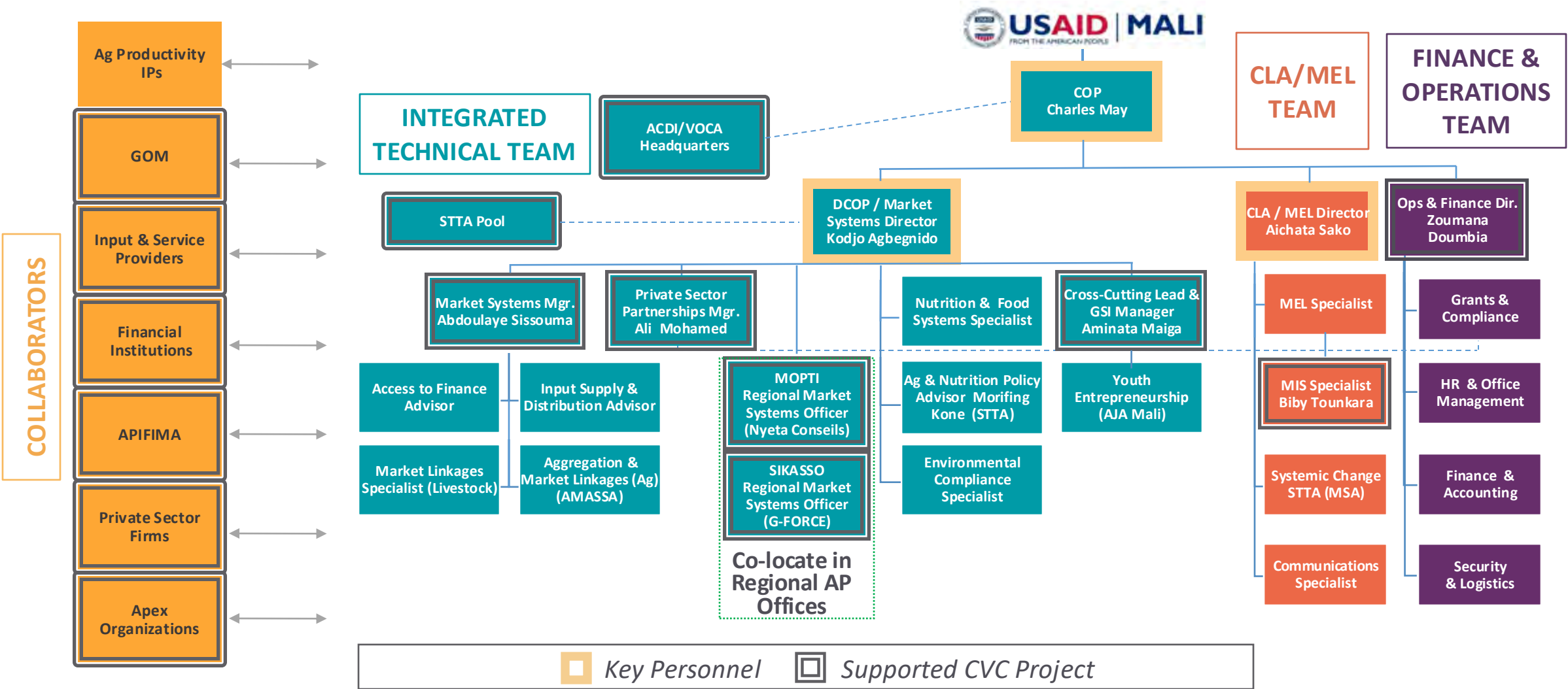
Cross-cutting themes inform all activities

	WHAT	HOW	WHY
Gender & Youth	Improve access to economic opportunities and assets	Target opportunities that have low start-up investment	Small businesses address VC gaps and form associations
Nutrition & Food Systems	Increase availability of nutritious foods in markets	Promote processing of nutritious foods to extend shelf-life	Nutritious foods will be available and affordable
Ag & Nutrition Policy	Improve quality of inputs through increased certification	Input sellers and POs develop digital reporting of bad inputs	Improved certification will lead to investment

The Partnership & Innovation Fund scales new models



Lean team creates change through relationships



Nyeta Conseils brokers strong relationships

Collaborative working relationships

Focus on **resilience** and **economic development** for Malian communities through interconnected systems: cereals, horticulture and livestock

Experience in **bringing together** POs, government, parastatals and service providers to expand opportunities

Overcome challenges with security, data collection connectivity in Mopti and Tombouctou

Yacouba Coulibaly



Past performance demonstrates results

Project	Value	Access to Finance	Input Supply	Market Linkages	Gender/ Youth Inclusion	Impact/Results
USAID/Mali Cereal Value Chain (ACDI/VOCA, G-Force, Nyeta Conseils)	25M	●	●	●	●	\$20.5 M in agricultural and rural loans \$6 M in private sector investment
USAID/Mali Africa RISING's large-scale Diffusion of Technologies (ICRISAT, G-Force, Nyeta Conseils)	550K	●	●	●	●	Supported 69 POs/2,524 farmers in the cereal/rice VCs to earn \$767,898 in sales Sold 86,050 tons of cereals to 6 POs and 131 producers
World Food Program Mali Purchase for Progress (AMASSA)	1.4M	●	●	●		Facilitated \$1.3 M in sales of millet, sorghum, and beans to the WFP and \$2.1 M in sales contracts of 4,800 tons of cereals to commodity exchange
USAID/Kenya Livestock Market Systems Project (ACDI/VOCA)	77.5M	●	●	●	●	\$8.6 M in investments leveraged to support food security and nutrition 43% of project participants are youth
USAID/Ghana Ag Development and Value Chain Enhancement II (ACDI/VOCA)	39M	●	●	●	●	Facilitated 800 sales contracts \$107 M increase in incremental sales Facilitated over 100 trade missions
USAID Leveraging Economic Opportunities (ACDI/VOCA, MarketShare)	21M			●	●	72 publications, 15 market studies for 12 USAID Global Missions

Improved performance through lessons learned



Accelerated Start-Up

Participatory senior management

Technical and MEL/CLA bootcamps



Create Collaborative Technical Teams

One-Team approach

Common Management Systems



Readily Adapt to Conflict Situations

Ongoing monitoring through local partners

Close collaboration with GOM

Technical Approach



**Monitoring, Evaluation
& Learning**



Collaborative Development,
Co-creation Strategy





Context drives effective data collection

Data Collection Tools

Quantitative

Multiple methods, proven in Mali Context

Market actors –
Use data to improve performance and meet project needs

Qualitative

Social Network Analysis

Challenges of the Malian Environment

Non-Permissive environment

Security, COVID-19 –
Partners allow for adaptation

Data sharing

Alignment with GoM
INSTAT zones

Connectivity

Mobile tools for asynchronous upload, paper backup

Data analysis informs stakeholder decisions and GOM Policy

Partners and Stakeholder Examples

Collaboration on
beneficiary needs

Input firms – Data collection for
P&IF leads to **improved business
planning**, inventory control

Associations, POs – Track
member needs, data can
improve advocacy efforts

Malian Government Policy

Collaboration

Harmonize data
collection areas

Share LEAP
results dashboards

Policy **results**

- **Improved** inputs policy
- **Improved** weather services

1 Sample data integrity checks at form design level

2 Sample data integrity checks at LEAP database level

Field Name		Data Type
Region-New		Lookup
District-New		Lookup
Community-New		Lookup
OB Network		Lookup
ID		AutoNumber
FarmerID		Short Text

General	
Limit Length	Yes
Character Limit	20
Label Text	
Default Value	
Validation Rule	
Validation Text	
Required	Yes
Indexed	Yes (No Duplicates)

Number of individuals participating in lending

Region

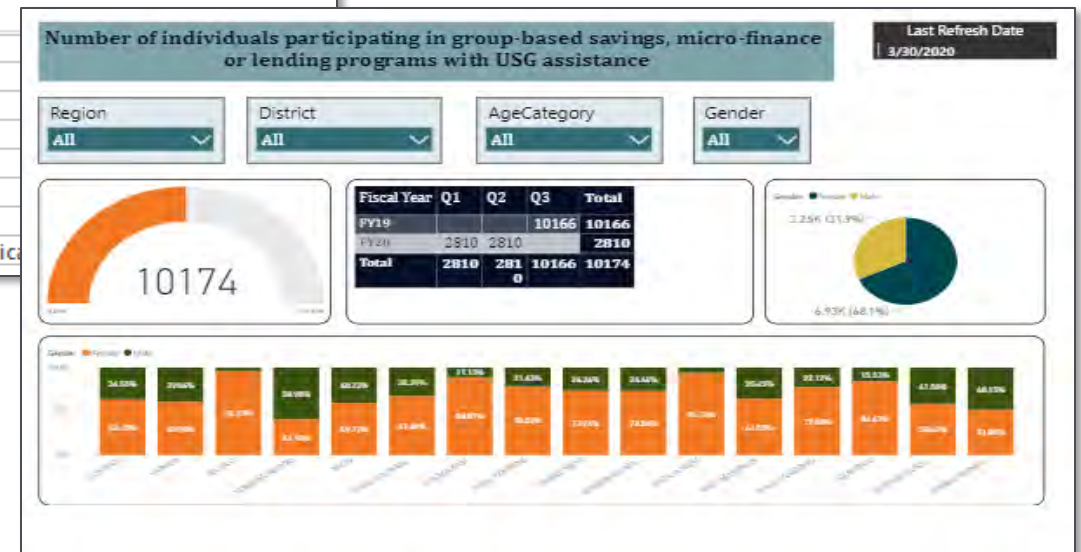
All

District

All

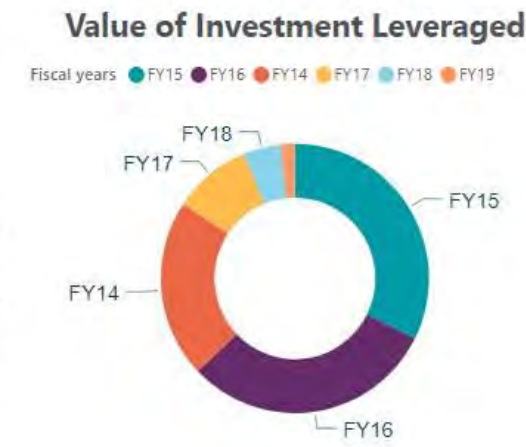
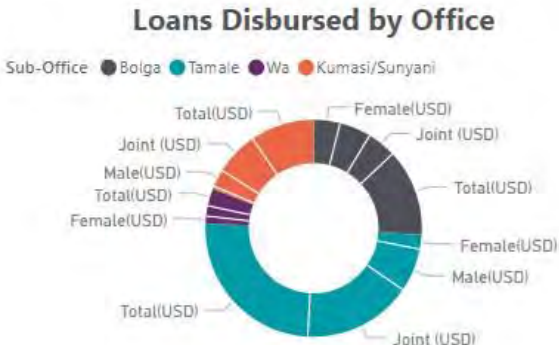
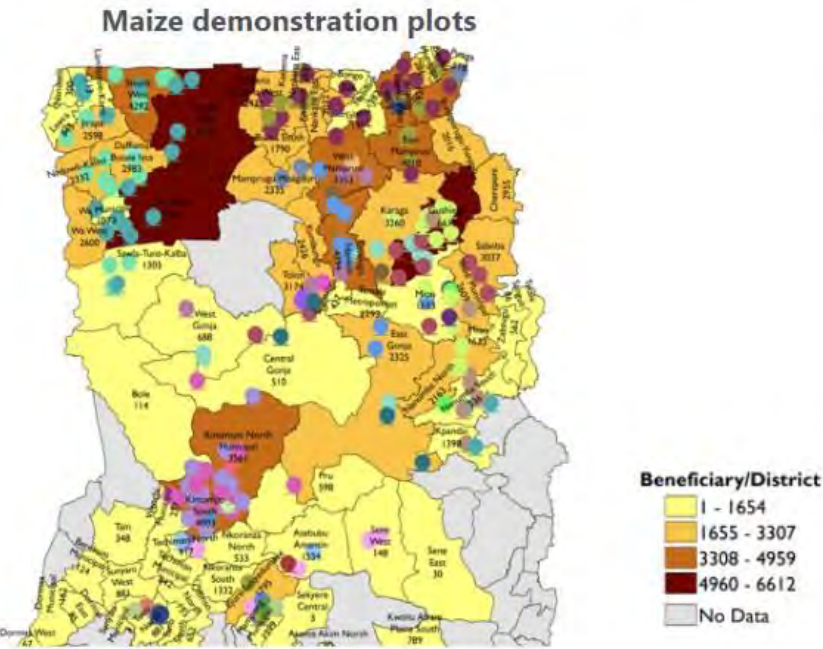
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3 Resultant quality data output at Power Bi reporting level



4

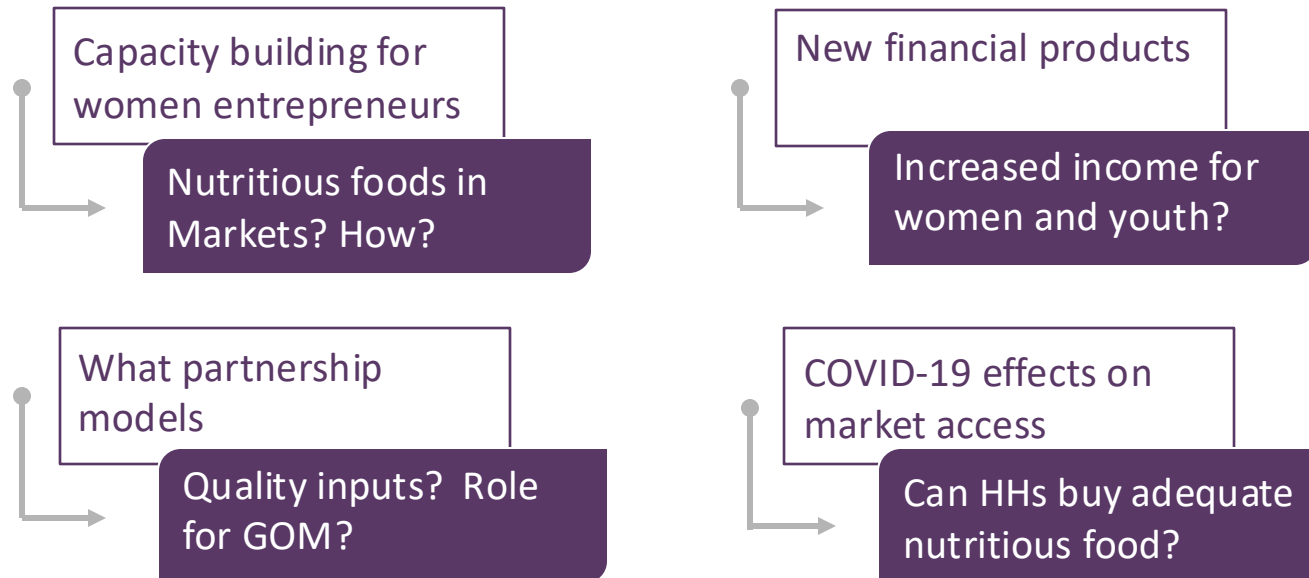
Secured dashboards allow USAID real-time data and analysis



Learning expedites design and adaptation

- Collaborative learning - faster adaptation for greater impact
- Stakeholders track changes in food and market system

Illustrative questions for a collaborative learning agenda



Mali GFSS RESULT:
Increased resilience and inclusiveness of markets

Technical Approach



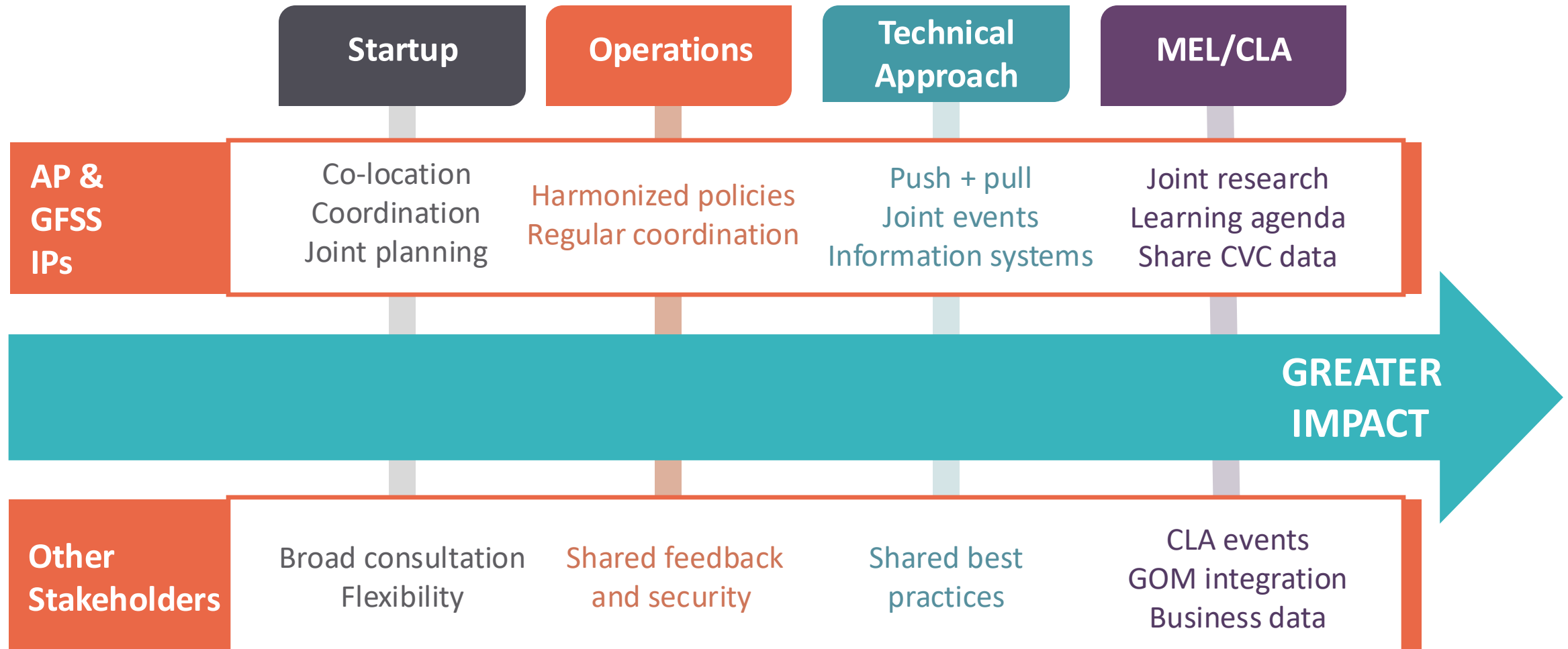
Monitoring, Evaluation
& Learning (MEL)



**Collaborative Development,
Co-creation Strategy**



Collaboration with APAs and stakeholders for greater impact





Recommendations from co-creation experience

Recent USAID co-creation in Burma, Honduras, and Bangladesh. Critical elements include:

Clear, **evidence-based** concepts

In-depth **understanding** of the local context

Open minds to **develop** and **build synergy**

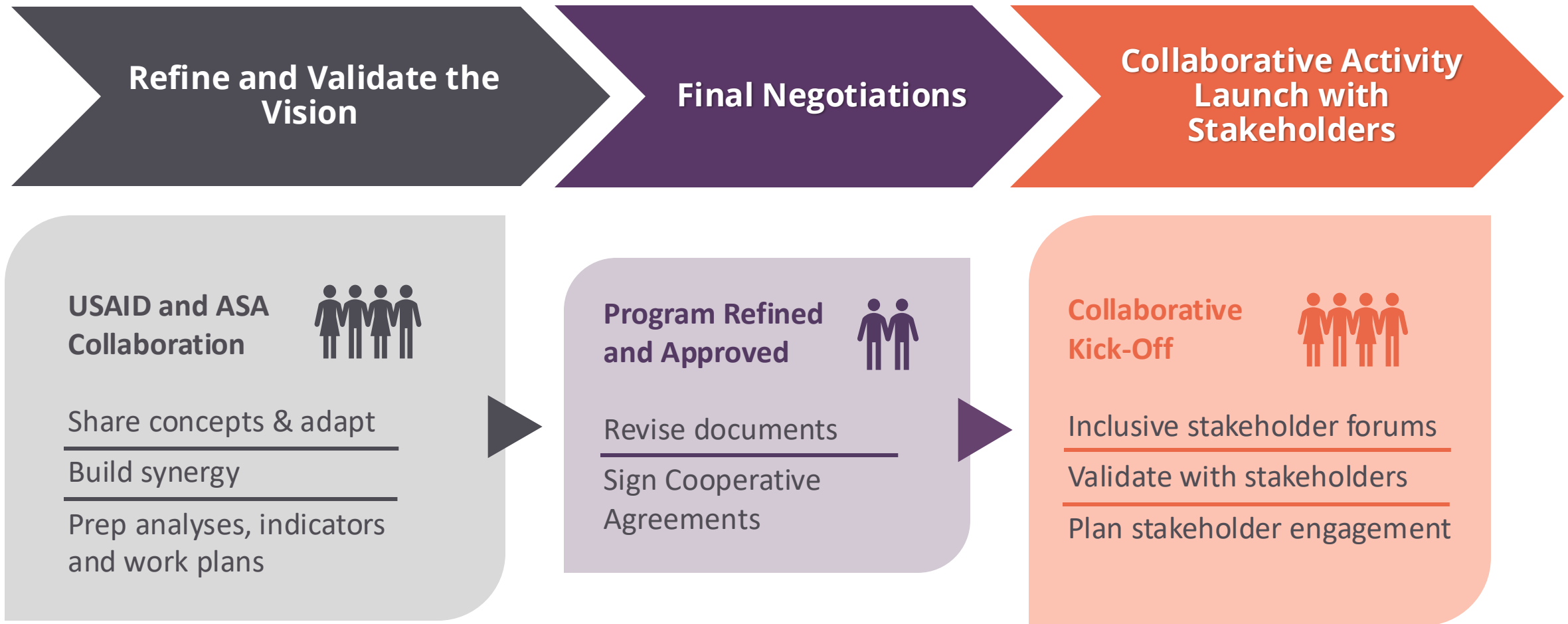
Variety of **participants**, including **underrepresented** market actors

Innovative idea sharing

Adaptive and **responsive communication** channels

Flexibility

Our vision for successful co-creation process



Expected Impact

250,000

Market system actors with improved relationships
(EG. 3-2)

150,000

Applying improved technologies and practices
(EG. 3.2-24)

180,000

Increased smallholder access to more diverse and efficient markets
(EG. 3.1-14)

50%

Increase in producers' and firms' value of annual sales
(EG. 3.2-26)

\$30M

New and private sector investment leveraged by USG to support food security and nutrition
(EG. 3.1-14)

40%

Women participants
(GNDR-2)

