

## ACTION MATRIX

The list of actions presented in the action matrix represent recommendations emanating from the studies of individual consultants and previous studies contributed by other donors, as well as the outcome of the thematic workshops held July 19- 2004 in Bamako. While not exhaustive, the action matrix addresses the principal impediments to Mali's trade performance in the short to medium term.

Objectives	Measures	Responsible agencies	Timeline
<b>I. Cross-Sectoral Measures</b>			
<b>I.1. Transportation and Utilities</b>			
Improve transportation service quality and sector competition	Regional level: (i) Undertake a study of tariffs for commercial vehicles imports and, as needed, including proposed options for their amendment and an assessment of revenue impact of proposed options; (ii) Undertake a review of the study and adopt (as needed) a new tariff level for imported commercial vehicles; and (iii) Review and rule on phase-out of transport quota system on international tonnage within West Africa region (Section 3.3.1).; (iv) Evaluate transport costs of Mali's imports through Oran and Annaba ports in Algeria ; (v) Use the NEPAD initiative as a lever to link Northern Mali to the rest of the country; (vi) ) Improve Mali's entrepot warehouse at the Conakry port.	WAEMU Secretariat, ECOWAS Secretariat	End 2004 (1 year)
	Country level: (i) Undertake a study of fiscal policy applicable to trucking companies, including proposed options for its amendment and an assessment of revenue impact of proposed options; (ii) Undertake a review of the study, and adopt a new domestic tax structure (as needed) for trucking companies; (iii) strengthen technical regulations for truck quality, and their enforcement; (iv) ensure adequate resources for routine road maintenance; and (v) operationalize the trade facilitation committee; and (vi) adopt and implement a solution to eliminating road blocks and informal surcharges (taux sauvage) along main transit	Ministry of Economy and Finance, Ministry of Transport and Equipment	End 2004 (1 year)

Objectives	Measures	Responsible agencies	Timeline
	corridors (Section 3.3.1).; (vii) Promote investment in small vessels for river transportation; (viii) Rehabilitate and create small ports in remote areas to facilitate market integration.		
Improve the services surrounding rail transportation	(i) Improve Mali's entrepot warehouse at the Dakar port. and (ii) Ensure adequate funding for the maintenance of road access to railway stations.	Ministry of Economy and Finance, Ministère pour la Promotion des Investissements et des Petites et Moyennes Entreprises; Ministry of Transport and Equipment	End 2005 (24 months)
Improve the availability of air cargo	(i) Provide adequate cargo security (to standards at level 1 of the US Federal Aviation Administration's International Aviation Security Assessment, and the US Transportation Security Administration of the main airports) so as to encourage flights that land in Bamako to carry more Malian cargo (TA should be underway in the context of the ongoing US FAA safe skies initiative in which Mali is a participant); (ii) Assess adequacy of the logistics supply chain (including for cold storage), and promote/sensitize producers to apply more stringent quality control measures throughout the supply chain; and (iii) Enhance the attractiveness for establishment of refrigeration facilities/warehousing near airport, per recommendations in the report "Centre de service en innovation Conditionnement et entreposage des denrées agricoles au Mali" prepared by Geomar Int'l and Agence pour la Promotion des Filière Agricole (APROFA) (Section 3.3.3).; (iv) assess the possibility of suppressing the special airport tax on the export of red meats and fruits and vegetables.	Ministry of Transport and Equipment, Airport Authority, Producer Associations, Private sector investors	End 2004 (12 months)
Improve reliability and quality of utilities	(i) Strengthen regulatory and coordination mechanisms with the	Ministry of Economy and	End 2004 (12 months)

<b>Objectives</b>	<b>Measures</b>	<b>Responsible agencies</b>	<b>Timeline</b>
(power, water, telecommunications)	private utility company EDM, to foster further improvements in power and water; (ii) Maintain steady progress in privatization of the state telecommunications company; (iii) implement measures to reduce cost of key factors (energy, water, telecommunications) in line with the respective sector reform programs.	Finance, Ministry of Mines, Energy and Water, Energy and Water Regulatory Commission	
<b>I.2. Customs Modernization and Trade Facilitation</b>			
Improve customs administration and the quality of foreign trade statistics	(i) Strengthen use of ASYCUDA++, including development of new procedures and staff training on the system and procedures (Section 3.3.4) ; and (ii) Promote the coordination and exchange of trade data between the Ministry of Finance and the Ministry of Industry and Commerce (Section 1.2.2).	Ministry of Finance and Economy, Direction General des Douanes, Ministry of Industry and Commerce, CCIM and other business associations.	Mid 2004 (6 months)
Streamline the use of economic regimes	(i) Review and assess the use of economic regimes; (ii) Promote more transparent practices with the use of economic regimes; (iii) Rationalize the list of exemptions; and (iv) Inform private sector on advantages of regimes (Section 1.3).	Ministry of Finance and Economy, Direction General des Douanes, Ministry of Industry and Commerce, CCIM and other business associations	End 2004 (12 months)
Improve transit and trade procedures	(i) Encourage harmonization of transit documentation and procedures with countries along Mali's principal trade routes (incl. select WAEMU/ECOWAS countries); (ii) Encourage greater communication and cooperation between customs authorities in Mali and Senegal to avoid unnecessary transit delays (Section 3.3.2); and (iii) Simplify and improve transparency of customs procedures (Section 3.3.3).	Ministry of Finance and Economy, Ministry of Foreign Affairs (Dept of African Integration), Direction General des Douanes and other customs authorities in WAEMU and ECOWAS	End 2005 (12-24 months)
Encourage the usage of certification of origin	(i) Encourage the usage of certification of origin; (ii) Inform exporters on the correct procedures to obtain certificates	Direction General des Douanes, CCIM and other	Mid 2004 (6 months)

Objectives	Measures	Responsible agencies	Timeline
	of origin; and (iii) Control the issuance of certificates (Section 3.3.1).	business associations	
<b>I.3. Trade-Support Institutions, Trade Policy and Business Environment</b>			
Strengthen institutional capacities	(i).Strengthen the capacities of the Comite National de Validation des Statistiques Nationales; (ii) Strengthen the capacities of the key support and trade promotion institutions; (iii) Streamline and coordinate the actions of promotion agencies; (iv) Strengthen the capacities (staff and materials) of sanitary and phyto-sanitary labs; (v) Strengthen the capabilities of the Committee charge with monitoring multi-lateral trade agreements, and the Committee charged with monitoring negotiation of the economic partnership agreement between ACP countries and the EU; (vi) Invigorate the Malian Association for Quality (AMAQ); (vii) Undertake feasibility study for establishment of industrial zones; (viii) enhance the program against fraud.	MIC-MA-MF; MPAT; MSPA; DGD-DNCC-APCAM-DGRC-APROFA	
Orient Trade Policy	(i) Launch a campaign to promote Malian products domestically and regionally; (ii) Elaborate a strategy for attracting foreign investment in specific promising sectors; (iii) Conduct studies on Mali's cross border trade; (iv) Improve the quality and use trade statistics so as to better promote investments and exports; (v) Facilitate access of Malian traders to the Algerian market, in line with the Mali-Algeria bilateral agreement.	MIC; MPIPME; Cellule CSLP; MEF; MPAT ; MAECI-MATCL.	
Promote Access to credit	(i) Facilitate access to credit through sector-targeted initiatives as identified under the WB-supported Financial Sector Development Project.	MEF-MIC-MPIPME	
<b>II. Sector-Specific Measures</b>			
<b>II.1. Agriculture and Agro-industry</b>			
Strengthen and broaden market information system	(i) Introduce mechanisms to strengthen the collection and dissemination of market information on a financially	Observatoire du Marché Agricole (OMA),	Mid 2004 (6 months)

<b>Objectives</b>	<b>Measures</b>	<b>Responsible agencies</b>	<b>Timeline</b>
	sustainable basis; (ii) Expand the market information system to fruits and vegetables and livestock products; and (iii) Identify and introduce mechanisms for exchanging market information between countries in the West Africa region (Section 4.1.3).	CONOESAM, APCAM, AMELEF, APEFEL, AMEPROC, APROFA, the Fédération de Groupements Inter-Professionnels du Bétail et de la Viande (FEBEVIM), Ministry of Agriculture, and ECOFIL	
Improve non-price competitiveness of Mali	(i) Introduce mechanisms to strengthen supply chain management (from production to marketing), including farmer organization and participation in the supply chain; and (ii) Identify and introduce measures to strengthen mechanisms for application of norms and standards by the private sector, national laboratories, and regulatory agencies (Section 4.1.4.); (iv) Promote private investment in selected agro-industrial activities.	Representatives of the principal exporter associations, CCIM, APCAM, APROFA, CONOESAM, DNI, DGRC, and other relevant parties.	End 2005 (12-24 months)
Strengthen private sector associations	(i) Enhance the capacity of private sector organizations to promote regional and external trade; and (ii) Strengthen private sector consultation in trade negotiations and implementation of trade agreements (Section 4.1.5).	CCIM, APCAM, APROFA, CNPI, MIC, DNCC, DNI, Ministry of Agriculture, Ministère pour la Promotion des Investissements et des Petites et Moyennes Entreprises	End 2004 (6-12 months)
Expanding production and marketing of <u>rice</u>	(i) Expand irrigation infrastructure development under framework of public-private- partnership, by establishing a viable institutional structure for private and public financing of irrigation investments; and (ii) Establish a system of secure title to irrigated land (Section 4.1.1.1).	Ministry of Agriculture, Ministère pour la Promotion des Investissements et des Petites et Moyennes Entreprises, Office du Niger,	End 2004 (12 months)

<b>Objectives</b>	<b>Measures</b>	<b>Responsible agencies</b>	<b>Timeline</b>
		IER, CCIM, APCAM, APROFA, CNPI	
Improve environment for downstream <u>cotton</u> sector production activities	(i) Continue the implementation of the cotton sector reform program supported by the World Bank and bilateral donors (France, the Netherlands), comprising: CMDT restructuring on core ginning functions; liberalization of sector activities; strengthening the market-orientation of the producer price mechanisms; reorganization of critical functions (input supply, producer credit mechanisms) for post liberalization environment. (ii) Continue provision of TA to producer associations, private sector, and government in support of implementation of the reform measures. (iii) Encourage investment in other activities of the cotton sector value chain (Section 4.1.1.2).	Ministry of Agriculture, Ministère pour la Promotion des Investissements et des Petites et Moyennes Entreprises, CCIM, APCAM, APROFA, CNPI, MIC, DNCC, DNI	2004 through 2008
Expand marketing and production of non-traditional sub-sectors: <u>Groundnuts</u>	(i) Introduce improved seeds and more fertilizer usage in the production zones, to increase yields and lower unit costs; (ii) Improve storage facilities to reduce high levels of aflatoxin; (iii) Mechanize labor-intensive processing activities through use of intermediate technology (such as animal traction); and (iv) Improve the transportation network in the production zones (Section 4.1.1.3).	IER, CCIM, APCAM, APROFA, CNPI, MIC, DNCC, DNI, DGRC, Ministry of Agriculture, Ministère pour la Promotion des Investissements et des Petites et Moyennes Entreprises	End 2005 (12-24 months)
Expand marketing and production of non-traditional sub-sectors: <u>Shea nuts</u>	(i) Formulate a sector development policy for shea nuts; (ii) Promote shea nut products, and facilitate the diversification of export markets; (iii) Strengthen the capabilities of women associations and NGOs to intensify information and awareness building programs for producers on the production of high quality shea butter; (iv) Increase the quality of shea nut trees and establish a systematic program of protecting existing trees and planting new ones, using grafting methods developed by research; (v) Encourage	IER, CCIM, APCAM, APROFA, CNPI, MIC, DNCC, DNI, DGRC, Ministry of Agriculture, Ministère pour la Promotion des Investissements et des Petites et Moyennes Entreprises	End 2005 (12 months)

Objectives	Measures	Responsible agencies	Timeline
	capacity building and equipment upgrades to improve the process and handle shea nuts during drying and storage (Section 4.1.1.3).; and (vi) support research on shea nut, shea butter and related products.		
Expand marketing and production of non-traditional sub-sectors: <u>Sugar</u>	Encourage private development of the sector through public-private partnerships, so as to ensure availability of complementary public services (e.g. extension services to farmer s) (Section 4.1.1.3).	Ministry of Agriculture, Ministère pour la Promotion des Investissements et des Petites et Moyennes Entreprises, Ministry of Trade and Industry, IER, CCIM, APCAM, APROFA	Mid 2004 (6 months)
Expand marketing and production of non-traditional sub-sectors: <u>Fruits and vegetables</u>	(i) Provide TA to strengthen all phases of the supply chain—production, harvest, handling, and internal and external transport, financing, access to inputs, quality control (including setting up norms), and marketing—in a private sector framework; (ii) Strengthen mechanisms to enhance professionalism of the exporting firms and foster greater cooperation and coordination with the upstream actors (Section 4.1.1.3).; (iii) Disseminate information to producers and exporters on norms, standards, quality and traceability; (iv) Support market diversification efforts undertaken by the private sector; (v) support the establishment of cold storage facilities by the private sector; (vi) Facilitate the production and acquisition of adequate packaging.	APCAM, APROFA, CNPI, IER, CCIM, DNCC, DNI, DGRC, Ministry of Agriculture, Ministry of Trade and Industry, Ministère pour la Promotion des Investissements et des Petites et Moyennes Entreprises, AMELEF-APEFEL-customs-MPIPME	End 2004 (12 months)
Expand marketing and production of non-traditional sub-sectors: <u>Livestock and Red meat</u>	<u>Commercial fattening operations:</u> (i) improving access to concentrate feeds; (ii) improving access and timely delivery of financing for seasonal fattening; (iii) better information on prices; (iv) training in new technologies; and (v) increasing dry-season forage. <u>Animal health standards:</u> (i) link health	IER, CCIM, APCAM, APROFA, CNPI, MIC, DNCC, DNI, DGRC, Ministry of Agriculture, Ministère pour la	End 2005 (12-24 months)

Objectives	Measures	Responsible agencies	Timeline
	<p>problems discovered at the abattoir with their origin; (ii) reduce the corruption associated with the granting of animal health certificates at the border; and (iii) establish animal quarantine areas to enable exports of meat outside the West Africa region.</p> <p><u>Hides and skins:</u> (i) encourage investment in machinery and equipment; and (ii) strengthen mechanisms for dissemination of information on price and quality (Section 4.1.1.3)..</p> <p><u>Red meat:</u> (i) Create conditions conducive to the development of cold storage facilities; (ii) support the intensification of production; (iii) encourage investment in animal feed.</p>	Promotion des Investissements et des Petites et Moyennes Entreprises	
Expand marketing and production of non-traditional sub-sectors: <u>Gum arabic</u>	(i) Foster investment in modern refining plants; (ii) improve product quality.	MIC MA MPIPME AMEPROC	
<b>II.2. Cultural and Artisanal Industries</b>			
Improve quality, marketability performance and equity of cultural industries	<p><u>Arts/Crafts:</u> (i) Strengthen the economic and work environment of craftsmen, artists and craft marketing specialists; (ii) Strengthen mechanisms for enhancing the technical, managerial, marketing skills of artists, and their knowledge of the fundamentals of financial matters and authors' rights; and (iii) Review the proposal of a synthetic tax on craftsmen's machinery which may have negative effect on quality and poverty reduction (Section 4.2.1, 4.2.2 and 4.2.3).; (iv) Promote the handicraft and tourism sectors through diplomatic missions abroad; (v) Foster the organization of marketing channels for handicraft products, including malian films.</p>	FNAM, ANAM, CMM, APCMM, CNPA MAT-MAECI- MIC	End 2005 (6 -24 months)
Enhance fair practices and enforce copyright and IP protection, in order to improve the earnings of composers, producers and	<u>Music:</u> (i) Ensure that imported recorded media is registered by the customs administration; (ii) Review functions and impartiality of the BuMDA; and (iii) Ensure that an effective mechanism is put in place to	Ministry of culture, BuMDA	End 2004 (6-12 months)

<b>Objectives</b>	<b>Measures</b>	<b>Responsible agencies</b>	<b>Timeline</b>
musicians	regulate Intellectual Property Rights (IPRs) (Section 4.2.2 and 4.2.3).; (iv) Better protect audio property rights.		
Create value added in the gold sector	<u>Mining</u> : Provide incentives for the establishment of gold processing companies.	MPIPME MEF	
<b>II.3. Tourism</b>			
Diversifying and improving the quality of tourism	(i) Define renovation needs, promote consultations with local populations, find potential promoting agencies and investors, train guides and sensitize all professions linked to tourism (guides, restaurant operators, hotels, etc.), constitute associations for maintaining sites; (ii) Improve accessibility and image of sites through restoration; and (iii) Promote eco-tourism, and identification of new adventure or eco-tourism tours; (iv) Provide the technical assistance to OMATHO in applying ratings to tourism services (Section 4.3.3); (v) Foster investment in local airline companies; (vi) Foster the organization of cross border tours with neighboring countries.	Ministry of tourism and handicrafts, OMATHO MAT-MET	End 2004 (24 months)
Reinforcing the institutional framework	(i) Review the organizational structure and operations of OMATHO; (ii) Provide capacity building assistance to the statistical division of OMATHO; (iii) Provide technical assistance in devising a strategic tourism master plan, with particular focus on customer targeting and image building; and (iv) Decentralize tourism promotion by sensitizing the local municipalities in the importance of rehabilitating, renovating and maintaining tourism destinations (Section 4.3.3).	Ministry of tourism and handicrafts, OMATHO, local municipalities, representatives from tourism operators, hotels and restaurants	End 2004 (12 months)
Encourage tourism linkages to other sectors of the economy	Identify peripheral activities related to tourism (crafts, music, performance events, leisure activities), and incorporate them into a tourism master plan (Section 4.3.3).	Ministry of tourism and handicrafts, Ministry of culture, representatives from the private sector	End 2004 (12 months)
<b>III. Poverty-Specific Measures</b>			

<b>Objectives</b>	<b>Measures</b>	<b>Responsible agencies</b>	<b>Timeline</b>
Improve market connectivity	(i) Improve infrastructure and other bottlenecks which hinder domestic trade and price equalization; and (ii) Improve price information (Section 2.2).	Ministry of Transport, Ministry of Industry and Commerce, Ministry of Agriculture, CNPI	End 2005 (36 months)
Reduce vulnerability of farmers	(i) Improve access to equipment and inputs; (ii) Increase irrigation investments outside of the Niger delta; (iii) Improve social safety net to cope with external shocks; and (iv) Encourage production of value added crops (Section 2.3).	Ministry of Industry and Commerce, Ministry of Agriculture, Ministry of Economy and Finance	End 2005 (36 months)