



MARKET DEVELOPMENT IN THE NIGER DELTA

MADE II PROGRAMME COMPLETION REPORT

(MAR 2018 – FEB 2020)

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ACRONYMS

ACI	Agriprojects Concept International
ACSK	Animal Care Services Konsult
AMEFAN	Agricultural Machinery and Equipment Fabricators Association of Nigeria
ApSPs	Apiculture Service Provider
BBGs	Bulk Buyers Groups
BDSP	Business Development Service Providers
BEFCAD	Better Living Foundation and Capacity Development
BMOs	Business Membership Organizations
BMP	Best Management Practices
BSPs	Business Service Providers
CAPABLE	Capacity Building for Local Empowerment
CBR	Community Based Reintegration
CEBRAD	Centre for Bee Research and Development
CSAAE	Centre for Social Awareness, Advocacy and Ethics
DAI	Development Alternatives Incorporated
DAWDRIN	Disabilities Awareness Welfare Development & Rights Initiative
DCED	Donor Committee for Enterprise Development
DFID	Department for International Development
ESIP	Edo State Investment Portfolio
ESIPO	Edo State Investment Promotion Office
ETHAT	Edo State Human Trafficking Taskforce
FFB	Fresh Fruits Bunch
FIIRO	Federal Institute for Industrial Research Oshodi
FMCG	Fast Moving Consumer Goods
GAP	Good Agricultural Practices
GBP	British Pound Sterling
GTG	Gender Talk Group
HKI	Helen Keller International
HMG	Her Majesty Government
ICT	Information Communication Technology
IEC	Information, Education and Communication
IG	Intervention Guide
IITA	International Institute for Tropical Agriculture
IITA – BASICS	IITA Building an Economically Sustainable Integrated Seed System project
IT	Information Technology
ILRI	International Livestock Research Institute
IOM	International Organization for Migration
LFI	Local Funds Initiative
LGAs	Local Government Areas
MADE	Market Development in the Niger Delta
MAH	Mechanical Adjustable Harvester
MASP	Master Aquaculture Service Provider
MD	Market Development
MK	Malaysian Knife
MPSP	Master Poultry Service Providers
MSD	Market Systems Development
MSME	Micro Small and Medium Enterprise
MT	Metric Tonne
MUs	Mother Units
M4D	Media for Development
M4P	Making markets work for the poor
MRM	Monitoring and Results Measurement

MVSE	Master Village Seed Entrepreneurs
NAEC	National Agricultural Enterprise Curriculum
NAIC	Net Attributable Income Change
NBC	Nigerian Bottling Company
NCAM	National Centre for Agricultural Mechanisation
NCRI	National Root and Cereals Research Institute
NGO	Non-governmental Organization
NGN	Nigerian Naira
NIFOR	Nigerian Institute for Oil Palm Research
NVRI	National Veterinary Research Institute
OFSP	Orange Flesh Sweet Potato
PIND	Partnership Initiative in the Niger Delta
PMT	Pond Management Training
PNOs	Private Nursery Operators
QBWA	Quintessential Business Women Association
SEYP	Society for the Empowerment of Young Persons
SME	Small and Medium Enterprise
SNPs	Sprouted Nut Producers
SSPE	Small Scale Processing Equipment
SSP	Spray Service Provider
ToC	Theory of Change
TOT	Training of Trainers
RSPO	Roundtable for Sustainable Palm Oil
ROSISE	Reach Out and Smile
SPRING	Strengthening Partnerships, Results, and Innovations in Nutrition Globally
USAID	United States Agency for International Development
VFM	Value for Money
VLDs	Village Level Dealers
VLVs	Village Level Vaccinators
VPC	Veterinary Pharmaceutical Company
VSE	Village Seed Entrepreneurs
WEE	Women Economic Empowerment

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EXECUTIVE SUMMARY

This report documents achievements and results of the Market Development Programme in the Niger Delta (MADE II) spanning over the period March 2018 to February 2020. The report includes an overview of the programme and impact, highlighting results achieved during the duration of programme implementation, as well as looking at the impact of the overall MADE programme since 2013. Deep diving into the interventions, the details achievements by outputs, outcomes and impacts as well as relevant market system changes, showing how the deepening of the various market development interventions have been successful in contributing to achieving the overall targets in a sustainable manner. The report presents information on programme management, lessons learned, a value for money analysis as well as a sustainability and exit strategy.

Overview

The Market Development in the Niger Delta II (MADE II, 2018-2020) project was a follow-on programme to MADE I (2013-2018) which continued to work in the Niger Delta states to promote inclusive, pro-poor growth for smallholder farmers. MADE I increased the incomes of 150,233 direct and indirect beneficiaries, with net attributable increased incomes (NAIC) totalling £17.9 mn, an average of £119 additional income per beneficiary. Building on this foundation, MADE II had a target to reach and increase incomes of at least 155,000 poor people in the Niger Delta by at least 15% over their baseline income and to attract investment of £10 million in aspirational sectors that will stimulate livelihood opportunities for victims of human trafficking and irregular migration in Edo and Northern Delta.

MADE II has two components: The Market Development (MD) component and the Edo State Investment Portfolio (ESIP). Just like MADE I, MADE II covered all the states in the Niger Delta region, but focused its impact in the four frontline conflict states (Delta, Bayelsa, Rivers Akwa Ibom) and Edo as the focal state for the ESIP component. The programme applied its market systems approach to deepen its impact on market development component, and in Edo State where it improved the capacity to provide aspirational economic opportunities and increased incomes for returnees, potential victims of human trafficking and vulnerable households to reduce the temptation to emigrate and likely become victims of human trafficking.

Building on MADE I achievements, MADE II targeted to exceed the MADE I results with half the budget and half the time. The programme focused on deepening the relationships between market actors, identifying and integrating new actors (e.g. service providers and investors), establishing deeper supporting environment through local co-facilitators enabling learning and adaptation of business models and widening their reach to smallholders. This has revolutionised the agricultural sector in the Niger Delta through the introduction and deepening of a private commercially driven extension service provision model that has helped to unlock potential in the Niger Delta and sustain economic growth.

Summary of MADE II's Achievements

MADE II consolidated its results in five value chains in the market development component interventions -agricultural inputs, poultry, cassava, palm oil, and fisheries - and implemented seven new interventions in the ESIP component -Access to Market, Apiculture, Feed Finishing, Micro-retailing, Skills Development, Entertainment, Waste to Wealth and other initiatives. The programme integrated cross-cutting support areas, especially gender mainstreaming, advocacy, and knowledge management across the interventions.

The market development component built on the prior achievement of 25 active lead firms and 518 service providers investing in select value chains at end of MADE I (February 2018). MADE II recorded a total of 11 additional lead firms actively investing in the interventions giving a cumulative of 36 lead firms and additional 1,464 service providers giving a cumulative of 1,982 by February 2020. These partners reached an additional of 268,860 farmers and entrepreneurs (133,063 women) - direct and

indirect - in the five market development sectors over the two years. The ESIP component influenced nine additional lead firms to invest in aspirational sectors targeting returnees, potential victims of human trafficking and vulnerable households. These lead firms and service providers reached 33,262 (16,882 women) of the target beneficiaries engaged in economic activities in aspirational sectors (against a target of 30,000). The programme further attracted investment of £8,546,615 in select sectors considered 'aspirational' by returnees and potential victims of trafficking in Edo and Northern Delta states.

MADE II also influenced additional investors and development agencies to change their approach of engaging the poor in the Niger Delta region. The programme recorded 12 additional investors changing behaviour and investing in MADE's innovations, giving a cumulative of 24 at end of February 2020 and an additional 8 non-governmental organisations (NGOs) and development agencies influenced to adopt market systems approach, bringing the total to 19 by end of MADE II.

Overall, during the two years of MADE II 157,489 additional farmers (48% women) experienced at least 15% increase in incomes over their baseline situation. With 150,233 beneficiaries with increased incomes at end of MADE I, the two phases of the programme have facilitated income increase for a cumulative of 307,722 (144,772 women) poor smallholder farmers and entrepreneurs in the target sectors. With a net attributable income of £16m over the two-year period in addition to £12m realised by farmers reached in MADE I, an aggregate of £28m net additional income was realised was counted during MADE II implementation period, which includes £530,000 from ESIP interventions. With £17.9mn counted in MADE I, the aggregate net additional income from MADE I and II is £46,069,047 (£18,723,035 for women).

Interventions and Cross-Cutting Areas

Key achievements across MADE II interventions include:

Market Development Component

Cassava: The intervention focused on access to information on good agronomic practices (GAP)/quality inputs and strengthening capacity of agricultural service providers. MADE II built a network of 30 Master Village Seed Entrepreneurs (MVSEs) cumulative from MADE I with their 1043 Village Seed Entrepreneurs (VSEs) reaching over 130,000 farmers with information on GAP and access to improved stem variety, of whom 124,435 adopted new practices and 90,391 recording increased incomes. The total additional income attributable to interventions in the cassava value chain was £11,947,761.

Agricultural Inputs: MADE II promoted market driven relationships between three agricultural input companies, their distributors to establish over 950 demonstration plots across 200 local government areas (LGAs) to reach additional 67,547 farmers (48% women) growing a wide range of crops including cassava, cocoa, rice, maize, oil palm and vegetables. At the same time, agricultural input companies were able to develop direct commercial arrangements for product distribution and sales with 296 agro-dealers; 30% of whom were lead farmers transformed into micro-retailers engaging farmers by the project. A total of 53,663 farmers (both direct and indirect beneficiaries with 46% women representation) adopted good agronomic practices and inputs with 36,654 recording increased incomes of £10,874,761.81.

Poultry: The intervention focused on access to poultry inputs and Newcastle disease vaccination by rural poultry farmers and improved breeds initiative. The programme worked with three Veterinary Pharmaceutical Companies (VPCs) to introduce commercially viable veterinary services and access to poultry inputs into the peri-urban and rural areas to sustainably reduce poultry mortality rates through their network of 239 Village Level. The dealers (VLDs) reached additional 36,715 farmers (45% women) with access to vaccination and exposure to good poultry management practices with 26,858 adopting

improved practices and 16,774 recording increased incomes. MADE II through Amo Farms introduced improved Noiler breed to small poultry farmers in Edo and Imo States and worked with network of 23 mother units, reaching over 2,000 small scale poultry farmers. The sector generated additional income of £910,640.32 within the implementation period.

Fisheries: The master aquaculture service providers (MASPs) continued the promotion of best practices in pond management to increase feed conversion efficiency and reduce mortality while also supporting efforts to improve fish smoking efficiency. The number of aquaculture service providers (ASPs) had grown to 57 and reached an additional 13,157 farmers. In the fish smoking intervention, additional 10,035 processors were exposed to the benefits of smoking kiln across riverine communities. Additional 75 kilns were sold in MADE II bringing the total to 245 between MADE I and II. The sector generated additional income of £967,281.79

Palm Oil: The market for sales of small-scale processing equipment (SSPEs) and harvesting equipment to smallholder farmers is now established. Fabricators and marketers are increasingly engaging with small scale millers and farmers and are adapting the technologies to meet the interests of the target clients. Additional 24 fabricators sold additional 42 SSPEs and their variants. An additional 5,624 smallholder processors and millers utilized SSPE installed mills. The marketers and promoters of harvesting technologies sold additional 39 units of mechanical adjustable harvester (MAH) and 1,864 Malaysian Knives (MK) and reached 3,476 farmers that were exposed to the benefits of MAH/MK. The sector generated additional income of £465,600.80

ESIP Component

The ESIP component was a two-year initiative to analyse the causes of irregular migration that leads to human trafficking and then to pilot a set of interventions to address those causes. The first four months were dedicated to background analysis, prioritisation of opportunities, and the design of interventions. ESIP responded to this finding by exploring opportunities in interventions and sectors perceived to be aspirational and attractive to potential victims of trafficking, and capable of reducing the drivers of irregular migration to the susceptible population- the returnees, potential victims of human trafficking and vulnerable households.

Over the two years, ESIP continued to identify new partners and stimulated collaborations with many other partners and state actors. ESIP developed close working relationships with EdoJobs, Edo State Investment Promotion Office (ESIPO), and the International Organisation for Migration (IOM) and the First Lady Livelihoods Initiative. It developed strategic initiatives in conjunction with them to support the Information and Communications Technology (ICT) and Entertainment sectors it supported the Edo Innovates and other social enterprises in Edo state. These strategic partnerships have helped MADE's quest to promote appropriate measures that reduce vulnerability to human trafficking by increasing people's capacity to anticipate, cope with, resist and recover from human trafficking

The Market Development component expanded many of its interventions into Edo State, but the first pure ESIP pilot interventions were only started in October 2018, with others being added over the next year. The longest running interventions effectively only ran for 15 months. While this was long enough to provide proof of concept, it was not long enough to allow them to reach scale. However, some of the intervention delivered some modest outreach results and some market changes were observed.

Cross-cutting functions

MADE II leveraged cross-cutting functions - Gender, Advocacy & Communications, and Knowledge Management to deepen the impact and delivery of the programme interventions. The gender mainstreaming addressed the socio-economic constraints hindering women from participating effectively in economic activities and developed strategies to meet its ambitious gender targets by

engaging women business membership organisations, facilitation of community discussions on gender norms and stereotypes, etc. The Advocacy and Communications component supported the interventions through its partnership with media organisations to increase awareness and participation on MADE II's interventions, particularly through highlighting alternative livelihood opportunities under ESIP. The knowledge management function was strengthened in MADE II enabling the programme to more effectively tell its story of change and to disseminate best practices and lessons learned through learning events and learning papers shared with a wide group of stakeholders and partners.

Sustainability and Exit Strategy

A key characteristic of M4P approaches is to plan the exit from day one. MADE worked towards its exit from the beginning, creating viable market systems where new pro-poor business models have been adopted, adapted and are continually expanding. The main elements of MADE's sustainability and exit strategy have been establishing a clear vision of change from the onset, establishing its strategic partnership with the Partnership Initiatives for the Niger Delta (PIND) Foundation, cementing the business models in the lead firms, and leveraging a network of local service providers and co-facilitators who believe in the vision and are driving market changes within their workspaces. Many of MADE's interventions are now sustainable with lead firms and service providers driving them. The rest have been handed over to the PIND foundation and co-facilitators to sustain and continue to build upon what they've both achieved in the last seven years.

The foundation from MADE I led to the impressive results on MADE II. Combined, the two phases reached a total of more than 551,521 (279,730 women) target beneficiaries leading to the 307,722 (144,772 women) increasing their incomes by more than 15%, with a total NAIC of more than £46,069,047 (£18,723,035 realised by women), which should expand to more than £70mn within the next 2 years after project completion.

Key Lessons Learned

1. MSD programmes can be conducive to operating in a conflict prone area, as their engagement with the local market systems requires working through local organisations with a license to operate;
2. Partnership is a dynamic process that requires flexibility, problem solving, and capacity building for long term sustainable market systems development;
3. Evidence based diagnostic studies shape better intervention designs with partners;
4. Use of regular feedback from monitoring and evaluation (M&E) informs continuous adaptation of programme strategies;
5. Smallholder purchasing decisions are highly linked to clear value proposition and this is critical to attracting investments in the Niger Delta;
6. Diversifying service delivery across sectors increases profitability for support market actors, providing more incentives to deliver services to farmers;
7. Designing smart subsidies in a way that stimulates demand and reinforces the ability of supply side actors to continue to implement initiatives; and
8. Developing a framework for gender mainstreaming and women economic empowerment (WEE) initiatives and integrating it at a very early stage is critical to addressing the specific needs of women and other socially excluded groups.

Overview & Impact

OVERVIEW OF PROGRAMME AND IMPACT

1. PROGRAMME RATIONALE

The Niger Delta is home of Nigeria's oil industry, but it's also one of Nigeria's poorest regions, second only to the extreme north. There are high levels of gender inequality; continuing instability and insecurity affecting economic activity and oil exports; low levels of education and high levels of unemployment; severe environmental degradation; and exceptionally poor infrastructure. Overall, the levels and intensity of poverty are high, leading to strong sentiments of injustice (given the wealth the region generates from oil), criminality and eruptions of violence and insecurity, further aggravating and perpetuating the incidence of poverty. Women particularly face several challenges (social, economic, cultural and political) that inhibit their full involvement in economic activities in the Niger Delta.

Over the years, irregular migration from Edo State, leading to human trafficking, has been increasing. An established 'value' chain has developed to channel women and girls into forced labour both in other parts of Nigeria and abroad.¹ When males wanted to emigrate to Europe during the recession in 2016-17, they started using the established channels from Edo State. Today, Nigeria is the largest contributor to trafficking from Africa into Europe.² In November 2017, MADE conducted a Political Economy Analysis update for Edo state, which identified factors responsible for the existence and perpetuation of the market. These include the demand factor in Europe, especially in Italy; the push factors from socio-economic issues in the region including poverty, limited employment opportunities, attractiveness of hard currency, diminished value orientations, weak family structures, victims' low levels of education, and a perception of prostitution as an acceptable alternative means of livelihood both by victims, parents and traffickers. This interconnectivity between politics, economy and vulnerability—particularly of women and girls - triggered a strong interest linking MADE and the modern-day anti-slavery agenda of Her Majesty Government (HMG) and the Home Office.

The rationale for MADE II was to build on the experience of MADE I to leverage, collaborate and build partnerships with other development initiatives to continue aggressively addressing issues of poverty, inequality, economic exclusion, displacement in incomes and barriers to entry for potential economically active poor. With MADE's revised approach in MADE II, the programme deepened the quality of its interventions and scale-up its most impactful activities to reach the most vulnerable in the frontline Niger Delta states.

2 ABOUT THE PROGRAMME

The Market Development Programme for the Niger Delta (MADE) ran from September 2013 to February 2018 and improved market access for poor producers, increased economic activity and trade, which raised the incomes of 150,233 poor men and women with NAIC of £17.9mn. To address the continued challenges in the Niger Delta, DFID extended the project to use its successful approaches to accelerate the outreach to the local population and address challenges of irregular migration. By leveraging the success of MADE I, DFID could double its impact in half the time and with half the budget.

MADE II has two components, the Market Development (MD) component and the Edo State Investment Portfolio (ESIP). Just like MADE I, MADE II covered all the states in the Niger Delta region, but focused its impact in the four frontline conflict states (Delta, Bayelsa, Rivers Akwa Ibom) and Edo as the focal state for the ESIP component. The MD component continued delivering interventions in the poultry, aquaculture, palm oil, agricultural inputs and cassava sectors from MADE I, unlocking the constraints

¹ *Christiana E.E. Okojie et al* Trafficking of Nigerian girls to Italy report of field survey in Edo state, Nigeria, July 2003; Catherine Enoredia Odorige, *The Dark Side of Migration Remittances and Development: The Case of Edo Sex Trade in Europe*, Pécs Journal of International and European Law - 2016/1; Geir Skogseth *Trafficking in Women – Fact-finding trip to Nigeria (Abuja, Lagos and Benin City)*, 12-26 March 2006.

² Home Office, *Country Policy and Information Note Nigeria: Trafficking of women*, November 2016, p 12.

which limit the participation of the poor in the sectors and developing inclusive business models to stimulate opportunities for increased incomes.

The ESIP component identified and addressed livelihood and economic factors contributing to irregular migration by the susceptible population in the region, particularly in Edo state and northern Delta State. ESIP leveraged on-going market systems activities to reach these most-vulnerable beneficiaries, while also addressing a targeted subset of economic and empowerment factors, to increase household resilience and economic opportunities at home to stem the tide of migration.

2.1 MADE'S THEORY OF CHANGE AND TECHNICAL APPROACH

MADE II sought to deliver two desired outcomes:

- Improved performance of poor small-scale farmers and entrepreneurs by accessing commercially driven knowledge transfer and services leading to increased incomes; and
- Reduced likelihood for people to be susceptible to trafficking from modern day slavery because they have a stronger economic base and improved awareness.

The MD component theory of change was carried over from MADE I and focused on partnering with lead firms who then developed commercial relationships with service providers and entrepreneurs, to develop a sustainable system to deliver knowledge and access to inputs, products, services and technologies to smallholder farmers and entrepreneurs in target markets. The ESIP theory of change followed two pathways to reduce incidence of human trafficking: a pathway through livelihoods improvement and creating aspirational jobs (major focus) and a second one through awareness campaigns (secondary focus). The overall theory of change has proven valid.

Under MD, MADE II continued ongoing interventions in the five sectors with strong potential for growth as the drivers of increased incomes. MADE serves as a catalyst for change, facilitating engagement by the market actors, rather than subsidising unsustainable practices.³ The programme partnered with more lead firms driving the growth in those sectors. MADE II helped to develop strong value propositions for them to invest and adapt their business models to maximise inclusiveness, and by addressing the key barriers constraining their investments. Very importantly, MADE II greatly expanded the networks beyond lead firms, to building the capacity of the local business service providers to drive the last mile outreach to farmers.

MADE's M4P approach was also instrumental in mitigating risk in the context of the Niger Delta. By working through committed partners from the initial stages of interventions, identifying the right market system players who saw their opportunities for growth lying in improvements to the market system, local companies took the lead on the work across the region. MADE built solid relationships and partnerships with these key players and helped them explore ways to improve the market system by developing new products, exploring new market segments (the bottom of the pyramid), and establishing new practices.

ESIP used two pathways to reach its desired outcome. Its first pathway worked with private sector partners (lead firms and/or service providers) to become more sensitive to the circumstances and needs of the women and the youth that are more susceptible to human trafficking. The second pathway engaged and influenced the local organisations (such as Genius Hub, Amena Academy etc.) to change their communication approaches in targeting the susceptible population and to make their business

³ See 'A Synthesis of the Making Markets Work for the Poor (M4P) Approach' DFID/SDC, October 2008', and the new knowledge hub: www.m4phub.org/m4p-in-practice/.

models more sustainable. The ESIP theory of change is also proving to be valid. In the first pathway, the private sector partners are now increasing their investments in sectors considered aspirational and that target susceptible households. On the second pathway, there is improved messaging by local organisations about opportunities in programme-supported aspirational sectors, MADE has successfully mobilised for select interventions targeting the vulnerable population were successful.

2.2 TECHNICAL AND FACILITATION STRATEGY

MADE II expanded on the strategic partnerships of MADE I. MADE II collaborated with other programmes working in Peace and Conflict, such as PIND Foundation's Partners for Peace and the Stakeholders Democracy Network (SDN), to strengthen our entry strategy. The MD component continued to facilitate change and improve performance, sustainability, and pro-poor growth in selected markets by:

- working in sectors in which poor men and women are actively engaged;
- motivating market actors to change their behaviour in a sustainable and catalytic way;
- facilitating access to new knowledge, information, services and/or technologies to small/medium-scale farmers and entrepreneurs and entrepreneurs working through market actors; and
- building the capacity of local NGOs to adopt market systems development approaches and become more effective agents to facilitate economic growth in the Niger Delta.

The ESIP component analysed the underlying causes of irregular migration, investigated interventions which could help address those causes. It then developed visions for and managed selected pilot interventions to incentivise partners to invest in pro-poor business activities targeting demographic groups and geographies that are particularly vulnerable to human trafficking and irregular migration.

2.3 MADE II INCEPTION PHASE

MADE II started with an inception phase - one month for the existing MD component and three months for the new ESIP component. Within the one-month inception phase of the MD component, the team revised the sector strategies and intervention logics on the traditional sectors to focus on investment opportunities in target markets, new potential opportunities that support project outcomes, and opportunities to strengthen cross-cutting areas such as gender, communications and advocacy. It graduated some of the more established interventions which were already sustainably addressing constraints (like the aquaculture pond management training and equipment fabrication) and introduced new initiatives (such as the cassava stem and palm oil seedling interventions, to drive increased productivity).

The three-month **ESIP inception phase** carried out further background analysis on the causes of irregular migration and analysed priority sectors in terms of both attractiveness and applicability to the target audience. The team identified growth areas for investment and employment generation, and collaboratively designed an initial set of proposed interventions with targeted lead firms that align with ESIP's goals, objectives, resources, and capacity. The inception studies laid out a strategy for ESIP to improve the competitiveness of the value chains/clusters with a focus on addressing income and aspirational career opportunities of our target population. The strategy was based on leveraging the interests and commitment of select lead firms to enter or expand their business activities in Edo and/or northern Delta.

During the inception phase, the programme made the following strategic realignments:

- Intensified focus to achieve 50 percent of our results in the four highest risk "frontline" states of the Niger Delta (Akwa Ibom, Bayelsa, Delta, Rivers);

- Articulated sustainability and exit plans for each ongoing intervention and further engaged with more private sector partners to stimulate crowding in and scaling up for the process of gradual withdrawal from the more successful interventions;
- Conducted studies to support our understanding and knowledge of the demography susceptible to the issues and challenges of human trafficking and irregular migration;
- Studied select sectors⁴ with potential to offer alternative and more aspirational livelihoods to develop initiatives to address the challenges of human trafficking from Edo State and LGAs in surrounding states, and leveraged a network of reputable organisations to raise awareness of such opportunities; and
- Strengthened our relationships with relevant organizations and government agencies, conducted a study to better understand gender issues and the vulnerable population in Edo state and built in stronger work on cross cutting issues such as resilience and women's economic empowerment in our intervention designs.

⁴ ICT, Agribusiness, Nollywood, Fashion and Beauty, Renewable Energy, and Wholesale and Retail

3. PROGRAMMATIC IMPACT

3.1 PERFORMANCE MEASUREMENT FRAMEWORKS

MADE relied on a combination of frameworks and tools to guide the programme's implementation and track the contribution to poverty reduction among smallholder farmers in the different target markets. These include:

- The programme's M4P strategic frameworks and intervention guides;
- DFID logical framework (logframe), which includes the indicator set and annual targets;
- A results measurement system that is based on standards developed by the Donor Committee for Enterprise Development (DCED). The DCED sets the benchmark on good practices to maintain a robust the results measurement methodology and ensures validity of results the programme reports; and
- Payment milestone targets that ensured expected results were achieved according to plan.

3.2 PROGRAMME LOGFRAME TARGETS AND ACHIEVEMENTS

MADE II logframe was lightly revised in year 2 to make the targets of the ESIP component more realistic. The tables below present the results, along with the supporting narrative, disaggregated for gender (women in brackets). As shown in **Table 1** below and **Annex 1** (the programme updated logframe), MADE II the same results as MADE I in half the time and budget, proving the validity of the design assumption. The results measurement approach that was adopted for testing the underlying assumptions is presented in **Annex 2**. The annex clarifies how the key performance indicators were measured and reported below.

Table 1: MADE II's Performance against Logframe Targets

Performance indicator	MADE I achievement	MADE II Feb 2020 target	Total during MADE II	Cumulative MADE achievement	MADE II Results vs Target
Impact: Increased growth and income, especially for poor men and women, in target markets					
Net attributable income change	£17,960,107 (£7,624,915)	£18,169,873 (£5,452,485)	£28,108,940 ⁵ (£11,098,120)	£46,069,047 (£18,723,035)	155% (203%)
Increase in income	150,233 (68,582)	155,405 (77,702)	157,489 (76,190)	307,722 (144,772)	101% (98%)
Outcome 1: Better performing smallholder farmers and entrepreneurs					
Productivity increase	192,539 (85,935)	172,672 (86,336)	196,902 (105,670)	389,441 (191,605)	114% (122%)
Behaviour change	236,779 (110,587)	215,840 (107,920)	238,934 (115,564)	475,713 (226,151)	111% (107%)
Outcome 2: Increasing investments in ESIP aspirational sectors					
Investment in ESIP aspirational sectors	0	£10,000,000	£8,546,615	£8,546,615	85%

⁵ This includes up to £12m as net additional income that MADE I beneficiaries already counted in the previous phase have realised. This was established through a sample survey to determine if they were continuing to apply the innovations and practices introduced to them beyond the programme lifetime. Consistent with M4P practice, income increase can be estimated for at most two additional years post-implementation.

<u>Output 1: New and/or improved inputs, products, services and technologies that benefit poor people are introduced in target markets</u>					
Market development outreach	249,399 (129,788)	254,000 (127,000)	268,860 (133,063)	518,259 (262,851)	106% (105%)
Lead firms investing in market development component (cumulative)	25	35	11	36	103%
Service providers (cumulative)	518	900	1,464	1,982	220%
<u>Output 2: Development agencies, support service providers (private, public, and NGO) and private investors are influenced to adopt market development approach</u>					
Investors adopting additional intervention (cumulative)	12	24	12	24	100%
Development agencies and NGOs adopting additional interventions (cumulative)	11	19	8	19	100%
<u>Output 3: Output 3: Improved Economic Opportunities for Susceptible Populations in Edo and Delta States</u>					
ESIP outreach	0	30,000 (15,000)	33,262 (16,879)	33,262 (16,879)	111% (112%)
Lead firms investing in ESIP aspirational sectors	0	9	9	9	100%

3.3 PROGRAMME OUTPUTS

Three interlinked outputs were expected from MADE implementation. The first relate to poor access to inputs, products, technologies and services that shape poverty among farmers and entrepreneurs in target markets. The second focused on influencing development agencies, support service providers at the private, public, and NGO level and private investors to adopt the market development approach in a sustainable manner. The third output explored a unique opportunity to apply market systems approaches to increase the resilience and reduce the vulnerability of those most at risk of being trafficked in Edo and Northern Delta.

Output 1: New and/or improved inputs, products, services and technologies that benefit poor people are introduced in target markets

During the two-years, the programme recorded a total of 11 net additional lead firms actively investing in the pilot interventions. This gives a cumulative of 36⁶ lead firms (**see Annex 3**) who are institutionalising the business models co-created with MADE through the programme interventions. Most partners have adapted the interventions to fit their business strategies and replicated them beyond the pilot locations, expanding outreach.

There has also been a tremendous deepening of the networks and distribution channels between lead firms and intermediaries (service providers and entrepreneurs) widening outreach to target beneficiaries and increasing access across the region. From a baseline of 518 service providers prior to MADE II, more than 1,464 additional service providers began participating in programme interventions, giving a cumulative of 1,982 against a target of 900 by February 2020.

⁶ This excludes a total of 10 lead firms (mostly financial institutions) who had been counted as active investors in MADE I but who stopped applying the market systems approaches during MADE II implementation phase.

These MADE facilitated networks reached an additional of 268,860 farmers and entrepreneurs (133,063 women), both direct and indirect, in the five market development sectors over the two years. While ESIP-specific outreach is reported separately under Output 3, the aggregate outreach for the entire programme reached 302,122⁷ of which 49.6% (149,945) are women and 253,582 were classified as 'poor'. Outreach in the five frontline states of Akwa Ibom, Bayelsa, Delta, Rivers and Edo represent 60% of the results (against end of programme target of 50%) at end of February 2020. When added to the MADE I results, in 5.5 years of implementation, MADE reached more than 551,000 target beneficiaries.

Focus on indirect impact of people with disabilities

While the programme did not intentionally target people with disabilities in agribusiness, the endline impact assessment included a sample survey to determine the extent of disability inclusion, planned or unplanned. The survey sought to establish the proportion of beneficiaries or other members of their households living with any form of disability. Out of 228 MADE programme beneficiaries interviewed, 66 respondents (29%) reported at least one form of disability ranging from difficulty in seeing, hearing, and concentrating to difficulty with self-care, being understood and climbing stairs. Female beneficiaries comprised 42% of people with disabilities. While 27% of beneficiaries reporting disability indicated visual impairment, another 27% had difficulty walking or climbing stairs while the rest indicated other disabilities. Out of 228 respondents, 153 people (69%) reported having people with disabilities living with them. Overall, average poverty likelihood or rate of poverty among households that reported having PWDs stood at 74% using the National index with men having 73.9% while women having poverty rate of 74.7%. Poverty rate was 58.6% using 1.90\$/day index.

Output 2: Development agencies, support service providers (private, public, and NGO) and private investors are influenced to change their approach to engaging with the poor in the Niger Delta region

This output focuses on behaviour change by investors adopting additional market development interventions as well as NGOs and development agencies influenced to adopt market development approaches to address poor access to improved processing technologies, lack of access to inputs (e.g. high yield variety of cassava), access to technical skills in aquaculture and general access to market. MADE II leveraged its CAPABLE M4P trainings and use of co-facilitators to spread knowledge of, and build capacity to, implement market systems approaches.

The programme recorded 12 additional investors changing behaviour and investing in MADE's innovations, giving a cumulative of 24 at end of February 2020. **Annex 4** provides a record of the specific investment that the market actors reported across the two phases of the Programme⁸.

MADE II added 8 more NGOs and development agencies influenced to implement MSD interventions, reaching a total of 19 across the two phases. Actors counted over the two-phase programme include international development organisations (i.e. Canadian University Service Overseas – CUSO International), a faith-based organisation (i.e. Kolping Society of Nigeria) while the rest are local NGOs operating across the Niger Delta region that include co-facilitators that have been supporting the programme implementation and will continue the good work beyond the funding period. Some lead firms (e.g. Contec Global, an agricultural input company) have begun working closely with co-facilitators to reach a market they had not tapped before. The co-facilitators too have continued to design new interventions, seek additional funding from new donors, and collaborate with lead firms and service providers to improve farmers' access to inputs, products, services and technologies.

⁸ The annex includes updates on continuous adopting of market development interventions by the 12 investors counted in MADE I in addition to the investments in resolving a range of constraints that investors counted in MADE II reported.

Output 3: Improved Economic Opportunities for Susceptible Populations in Edo and Delta States

ESIP influenced nine lead firms to invest in aspirational sectors targeting potential victims of human trafficking in Edo and Northern Delta. These are included in the pool of the 36 lead firms reported in Output 1. With a target of 30,000 people at risk of being trafficked, these firms led the outreach to 33,262 (16,879 – 51% women)⁹ to engage in alternative livelihoods in ‘aspirational’ sectors such as ICT, agribusiness, wholesale/retail, renewable energy, entertainment and the creative industries, as well as palm oil, cassava, and poultry. While women constitute about 51% of ESIP outreach, clients classified as ‘poor’ and most vulnerable make up about 80% of all participants in the ESIP interventions.

3.4 PROGRAMME OUTCOMES

The programme’s three outputs contribute to achieving two programme outcomes.

Outcome 1: Better performing smallholder farmers and entrepreneurs in target markets

Evidence generated during outcome surveys demonstrates that the overall target for Outcome Indicator 2 (behaviour change of farmers and entrepreneurs) was exceeded significantly. At end of February 2020, a cumulative of 238,934 (115,564 women) farmers and entrepreneurs (79% of direct and indirect access outreach) made changes to their farming and business practices. Women and poor¹⁰ beneficiaries constitute 48% and 80% of those making changes to their practices, respectively.

The conversion from behaviour change to increased productivity has remained positive as validated during the outcome assessment conducted in September 2019. Evidence from the survey indicates that at least 196,902 (105,670 women) beneficiaries (82% of those that reported behaviour change) were experiencing increased productivity and sales. Women constitute 54% of those reporting increased productivity, while poor beneficiaries make up 80% of those with increased productivity.

Outcome 2: Increased growth in sectors considered ‘aspirational’ by potential victims of trafficking

MADE II targeted attracting a minimum of £10 million investment in sectors considered ‘aspirational’ by potential victims of trafficking in Edo and Northern Delta states to enable sustainable growth of the target sectors. The programme envisaged the following types of investment in the aspirational sectors:

- Working capital and other costs of expansion of existing operations in the aspirational sectors;
- Value of equipment and vehicles procured solely to drive investment;
- Personnel cost (e.g. salaries and other benefits) as incentives for staff; and
- Cost of land and other assets required to set up new branches in Edo and/or Northern Delta.

The programme recorded a cumulative of £8,546,615 from the private and public sectors from inception of MADE II. It should be noted that at the time of reporting, additional investment of £14.4 million that Asanita reported were yet to be verified for inclusion in the report. The amount of investment reported here includes Edo State Government’s investment of £217,204 as support to Elephant Group in terms of land acquisition and land clearing for an outgrower scheme that will boost production of ethanol from cassava.

Specific investment by partners and service providers ranges from cost of operations, building a factory, purchase of land, building of animal ranch, purchase of beehives, rent, cold storage, waived fees for training of farmers, curriculum development, App development, and offtake of produce to financing

⁹ Both direct and indirect outreach in endemic areas.

¹⁰ Building on the logframe revision in Year 3 of MADE I, the programme adopted a range of indices for defining poor and non-poor smallholder farmers and entrepreneurs. While land size of up to 4 hectares applied to farmers involved in primary production, other indices were used to define other market actors. For example, poultry farmers with up to 400 birds were classified as poor.

out-growers' scheme. As shown in **Figure 2**, investment in purchase of equipment and vehicles made up 62% of all investments reported, followed by working capital while personnel and cost of land and other assets made up 5% each. Details of investment partners reported as tracked and verified by the programme are available in Excel spreadsheet.

3.5 IMPACT OF INCREASED GROWTH AND INCOME

MADE II expected to increase in incomes of at least 155,000 more poor men and women in the Niger Delta, with a net attributable income change (NAIC) of £18,169,873 over the two years.

Based on the semi-annual survey measuring yield and incomes, the programme determined that a total of 157,489 (76,190 women) farmers and entrepreneurs were experiencing a minimum of 15% increase in incomes over their baseline situation. This represents 80% of those that reported increased yield/productivity and sales. Women and poor beneficiaries constitute 48% and 82% of that cumulative number, respectively.

Surveys indicated that direct and indirect beneficiaries realised NAIC of £28,108,940, inclusive of additional income realised by MADE I beneficiaries that the programme confirmed they had continued application of innovations and practices introduced through the programme. Additional NAIC gained by women was £11,098,120, while the NAIC value for the poor increased was £19,939,765 during the same period. Figure 1 below highlights the cumulative benefits of MADE. Building on the foundation achieved in MADE I, MADE II was able to more than double the number of beneficiaries reached, and nearly double those with increased income. More importantly, the programme was able MADE I net additional income beneficiaries realised at half the time and budget.

The programme's impact includes job creation as reported by service providers collaborating with lead firms. The endline survey included a survey of MADE I and II service providers about additional jobs created in the Niger Delta attributable to the interventions. Out of 222 service providers interviewed, 216 (97%) reported additional part-time and full-time jobs linked to their business expansion and adoption of the business models that the programme introduced. Service providers reported at least two additional jobs with additional income realised. With a pool of 1,982 service providers that is cumulative from inception of MADE I, at least 3,964 additional jobs (1,744 women). This excludes the number of jobs that farmers' and entrepreneurs' adoption of innovations and practices created in the region.

Programme Interventions

4. PROGRAMME INTERVENTIONS

4.1 MARKET DEVELOPMENT

Through the interventions of MADE II, key market changes are taking place. In its first phase (September 2013- February 2018), MADE focused on addressing key market constraints in targeted sectors by partnering mainly with lead firms to introduce pro-poor innovations and business models that created opportunities for improving access to new products, services and technologies that improves productivity of smallholders. Lead firms developed relationships with interested local service providers to increase delivery of these services and products to the target end clients. During phase one, MADE drove the introduction, adoption and adaptation of new business models for local service providers. During the second phase, MADE's support has helped the local service providers to mature significantly, adapting their business models, adding staff, and greatly expanding their outreach to sell services directly to smallholder farmers leading to organic growth of commercially driven agricultural extension.

4.1.1 AGRICULTURAL INPUT INTERVENTION

In the Niger Delta, low use of quality agricultural inputs, poor supplies, and poor knowledge of Good Agricultural Practices (GAP) reduce yields by about 30%. MADE I facilitated market driven relationships whereby lead agro input companies created awareness and improved knowledge of small-holder farmers on the value proposition of adopting GAP and usage of quality inputs. In MADE II, the focus has been on strengthening the downstream support market actors (agro-retailers and spray service providers) to respond to, and further stimulate the growing demand. Working with lead firms and industry associations, MADE II strengthened the capacities of these actors to support and expand delivery of GAP information and inputs to farmers especially in frontline states of Akwa Ibom, Bayelsa, Delta and Rivers states.

Strategy

MADE II worked with three lead agricultural input suppliers (Syngenta Nigeria, Contec Global Agro Limited and Harvestfield) to promote business models to improve uptake of relevant GAP and quality inputs by smallholder farmers. The models focussed on improving capacities of existing and new agro-retailers to integrate GAP marketing activities and create input micro-retail channels through lead farmers especially in new agrarian locations in the frontline states. The technical field representatives of these companies, in collaboration with the agro-retailers, are embarking on GAP demonstrations and sensitization activities targeted at smallholder farmers across several agrarian communities.

Similarly, MADE II partnered with CropLife Nigeria (an association of crop protection companies) to train additional 220 spray service providers (SSPs) and 397 small/medium agro-retailers (30% women representation) in remote agrarian communities within Abia, Akwa Ibom, Bayelsa, Delta, Rivers and Edo states. The trainings focused on improving knowledge of GAP for common economic crops (such as cassava, maize, rice, cocoa, vegetables, oil palm, plantain, etc.) in the region as well as safe and responsible use of crop protection products. The trainings emphasized integrating business and marketing strategies that will help agro-retailers and service providers to promote and drive sales of inputs and services. MADE and CropLife Nigeria developed Information, Education and Communication (IEC) materials (such as flex banners, posters and leaflets) and companies' product knowledge leaflets to further support the trained input/service providers to create awareness on GAP and aid discussions with farmers on crop pests/diseases and appropriate solutions. MADE co-facilitator CARA, a local development organization, facilitated commercial relationships between agricultural input companies, agro-dealers and network of interested micro-retailers in new locations in Imo and Rivers states to enhance farmers' access to quality inputs and services.

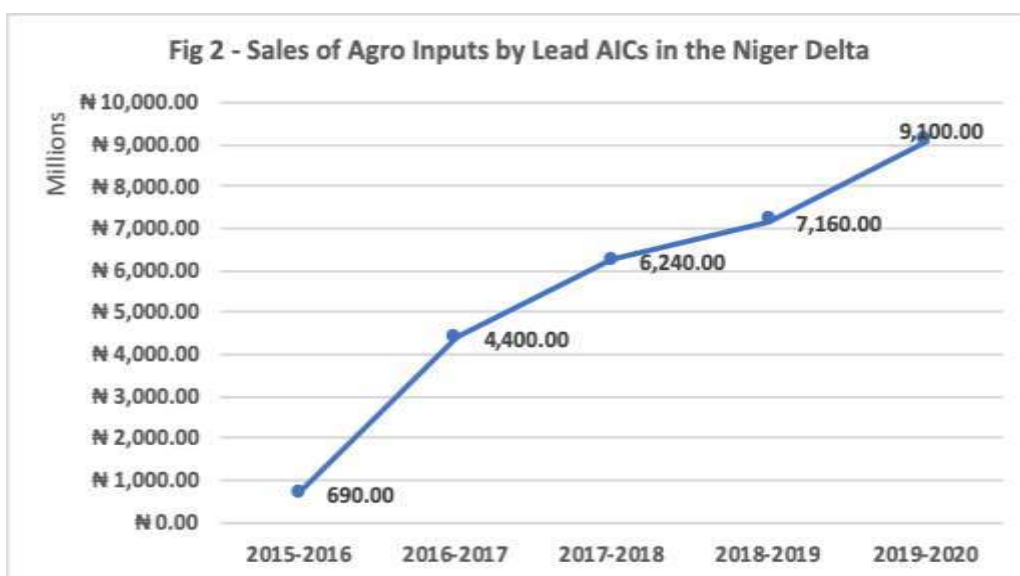
In recognition of counterfeit products as a constraint to increasing demand for genuine and quality inputs, MADE I had collaborated with Sproxil to develop and market a mobile phone based app (the app was designed for input companies to establish quality references for crop protection products, means for communicating GAP, deliver weather information, and product availability information to farmers) to agricultural input companies, however the utilization of the app did not become a reality in the course of MADE II. Hence, MADE II facilitated linkage between Sproxil and the new DFID “Promoting Learning in Agribusiness using New Technologies (PLANT)” Project to handover the app so that PLANT can work towards ensuring the utilisation of the app by interested agro-companies.

MADE II’s grant support of N42 million for capacity building and farmer/agro-dealer engagement activities leveraged direct investments of N55.7 million by input companies to engage additional field level staff, produce awareness raising materials, to build capacity of staff, agro-dealers and agro service providers and farmers, and for stocking of inputs for distribution across the new demo locations particularly in frontline states. The lead firms integrated about 800 additional agro-inputs and service providers to provide improved services and inputs, who will potentially reach four hundred thousand farmers within the next five years.

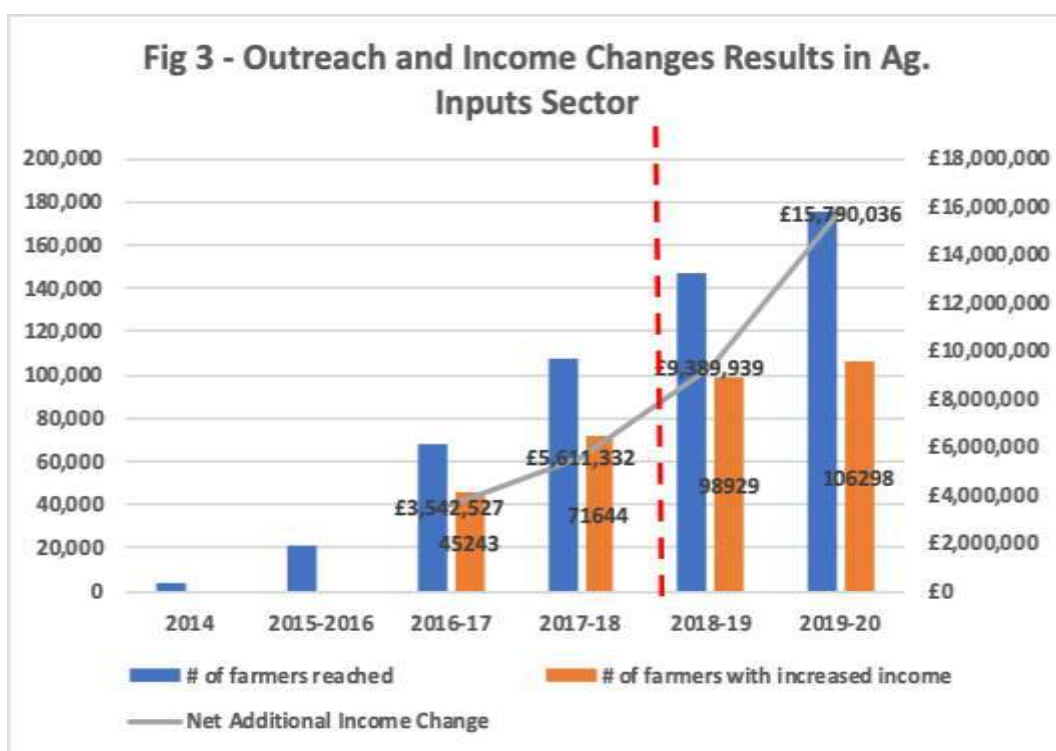
As a MADE co-facilitator, CARA piloted the successful agro-input business model with new market actors in new locations. This has resulted in 30 agro-dealers connected to a network of 300 micro-retailers with capacity enhanced to conduct GAP promotional activities for farmers by next farming season- April 2020.

Key Market Systems Changes

- Inputs promotion/demand stimulation activities are leading to steadily increasing sales by Agro input companies and dealers. The proportion of farmers that are aware of improved farming methods increased from 10% at baseline (2014) to 60% in 2019, leading to increased demand from farmers seeking farming solutions (inputs and services). Locations with reference plots to increase awareness of GAP and demonstrate the value proposition of inputs to farmers have seen increased demand for agro-inputs, thereby improving commercial viability for input companies and agro-retailers. Overall, total sales of partner input (i.e. crop protection products - CPP) companies have grown from N0.69 billion in 2015 to N9.1 billion in 2019 as shown in Figure 2. This growth in sales has contributed to all the input companies continuing capacity strengthening initiatives, product sensitisation and business meetings with agro-distributors, retailers and spraying service providers (SSPs) to promote GAP and input sales within the Niger Delta region.



- Trained agro retailers and service providers are providing input usage advisory services, conducting GAP demos and market storms (promotional activities in bush/ hinterland on market days). Similarly, agro retailers and SSPs equipped with GAP relevant IEC materials are providing agricultural information and services to identify crop pest and diseases, recommend farming solutions and safe and responsible use of crop protection products, thus driving sales of inputs and services. The availability of spray service providers has encouraged many women farmers to increase farm size since weed management with herbicides has reduced their dependence on manual labour.
- Agro input companies are forming strategic partnerships with agro-retailers and other key value chain actors such as bulk commodity buyers to provide total input solutions to farmers, rather than focusing on a single crop. Most of the input companies initially focussed on cocoa, but are now expanding supply of inputs for cassava, maize, rice and vegetables, leading to increased investments within the region.



Summary of Results

Enhanced Capacities to Boost Sales of Agro-Inputs

Mr Augustine Oghor, an agro-retailer in Issele-Uku LGA, Delta state started his business since 2005 with no formal training. He participated in the CropLife training for agro-retailers in October 2018 which enhanced his technical knowledge of crop-protection products as well as marketing strategies for engaging his customers- farmers within his community. He says “The training was a game changer as it has empowered me to enlighten farmers on GAP and safe and responsible use of inputs while offering appropriate and effective farming solutions to farmers with the use of the IEC materials. I also use my farm as a reference plot for farmers to see the benefits of GAP. This has increased my turnover tremendously, as I sold about 150 cartons of crop protection products, 40 bags of Urea and 50 knapsacks in 2018 but in 2019 I have sold over 250 cartons of crop protection products, 55 bags of Urea and 60 knapsacks. I intend to continue using this model as it is helping me win and retain new customers”

MADE II’s agricultural input interventions, working through three lead agro-input suppliers, CropLife Nigeria and 832 agro-retailers and spray service providers have expanded the outreach to an additional 67,547 smallholder farmers, of whom 53,663 adopted new practices and 36,654 increased their incomes by at least 15%. The

sector recorded total NAIC of £10,874,761.81)

- Three input companies-Syngenta Nigeria, Contec Global Agro Limited and Harvestfield with network of 215 agro-retailers established over 350 demonstration plots and conducted GAP sensitization activities, reaching about 58,451 farmers (46% women) growing a wide range of crops including cassava, cocoa, rice, maize, oil palm, vegetables across Niger Delta.
- 397 trained agro-retailers and 220 spray service providers promoting and providing GAP information, quality inputs and effective crop spraying services to 9,096 farmers in agrarian clusters across the region;
- About 53,663 farmers adopted good agronomic practices and inputs. The farmers adopted practices such as land preparation using herbicides, ridging and heaping (to reduce growth of weed), seed treatment and placement and general integrated pest management.

4.1.2 CASSAVA INTERVENTION

Cassava is an important crop for food and income generation for many farming households in the Niger Delta. The yields of small-scale cassava farmers are lower (8-10 tons/ha) than potential yields (20-25 tons/ha) due to low use of quality agricultural inputs, GAP, and poor-quality planting materials. The interventions in MADE I improved productivity for small scale farmers through private sector initiatives promoting GAP adoption, and linkage to cassava small and medium enterprise (SME) processors for offtake of cassava roots for processing into high value packaged food products. However, limited access to improved cassava stem varieties (*Pro*-vitamin A and TME 419) has limited opportunities for improved yields, household nutrition and commercial relationships with industrial processors with higher capacity mills. Using improved cassava stems assures a 25-30% increase in yield. MADE II focussed on the development of a commercially oriented stem multiplication and distribution channel that allowed smallholders to access improved stem varieties and key into opportunities to supply industrial processors.

Strategy

MADE II partnered with the Building an Economically Sustainable, Integrated Seed System project (IITA-BASICS) and National Root and Cereals Research institute (NCRI) to upgrade the Village Seed/Stem Entrepreneurs (VSE) business model to make it more commercial. MADE introduced a new layer of Master Village Seed/Stem Entrepreneurs (MVSEs) –existing agro-dealers who could sustainably provide fee-based stem multiplication trainings to networks of agro-retailers and farmers, to provide the link between certified stem suppliers and the local stem entrepreneurs. MADE supported the technical and business trainings of 18 MVSEs across Abia, Akwa Ibom, Bayelsa, Delta, Edo and Rivers states. The MVSEs were linked with the producers of foundation breeds of improved stems - Umudike Seeds & Renascent Seeds & Agro-input Limited, for genuine improved stems. The MVSEs provide fee-based trainings and support to intending VSEs on cassava stem multiplication and management process, GAP, and the economics of cassava seed multiplication enterprise using the National Agricultural Enterprise Curriculum (NAEC). These VSEs are organising demonstrations to promote uptake of improved stem varieties, quality inputs as well as adoption of good agronomic practices by smallholder farmers. This is expected to improve availability of the improved starch variety required by industrial processors.

One of the major challenges limiting the industrial processor-farmers linkage has been lack of suitable aggregation business models. In a bid to resolve this, MADE II partnered with PIND, to link industrial and SME processors, through interested aggregators to farmers groups. New aggregation models are strengthening relations with industrial processors and reducing transactions costs for the aggregation of

Access to Alternative Markets for Cassava Farmers

Mr. Onyeka Uwalaka, an aggregator in Abia state aggregated 62 MT of fresh cassava roots worth N1.3 million from about 200 beneficiary small holder farmers in Isuikwuato, Uturu and Uzuakoli LGAs in Abia State for supply to VON Foods in 2019

fresh cassava roots from small scale cassava farmers.

MADE engaged Kolping, Kzanug and CARA, three local development organizations, as co-facilitators to support the development of the MVSE-VSE relationships and to facilitate linkages and commercial relationships between processors and farmers across Abia, Akwa Ibom, Imo and Rivers states. MADE II support enabled the three co-facilitators to pilot the access to improved stem and the processor-farmer linkage interventions. On the supply side, these resulted in creation of 30 MVSEs and about 1,000 VSEs with potential reach of more than one hundred thousand farmers. On the output marketing and market linkage intervention- 21 aggregators established linkages to three processors for off taking arrangements by the next farming season. This will provide alternative markets for interested farmers while also helping to increase capacity utilization of food and industrial mills within the region.

Key Market System Changes

- The MVSEs are expanding service offerings (trainings on stem multiplication, supply of improved stem varieties, aggregation of fresh cassava roots to small scale agro-dealers (VSE), processors and farmers, as well as selling inputs. This demonstrates the Increasing institutionalization of fee-based service provision compared to fully funded initiatives by donor activities in the region.
- The trained VSEs are establishing stem multiplication plots, organizing demonstration activities on the value of investing in improved stems and conducting awareness raising activities in farming clusters, churches, etc. in addition to provision of relevant inputs. There is increased information exchange on types and sources of new improved varieties between MVSEs, VSEs and seed companies.
- Increased awareness on the benefits of improved (high yielding) stem varieties within the farming clusters across the region is driving the interest of potential VSEs to seek trainings from MVSEs. This in turn is driving increased supply and reduction in prices of improved stem cuttings (from N2,000 in 2016 to N900 per bundle in 2019) within the region.
- SME and Industrial processors are increasingly entering commercial relationships with aggregators (some of whom are MVSEs and lead farmers) and their network of farmers to offtake fresh cassava roots. This will also stimulate farmers to adopt GAP and improved inputs in anticipation of increased yields to sell to this alternative market.

One Stop Shop for Inputs, Improved Stems and Appropriate Solutions for Cassava Farmers

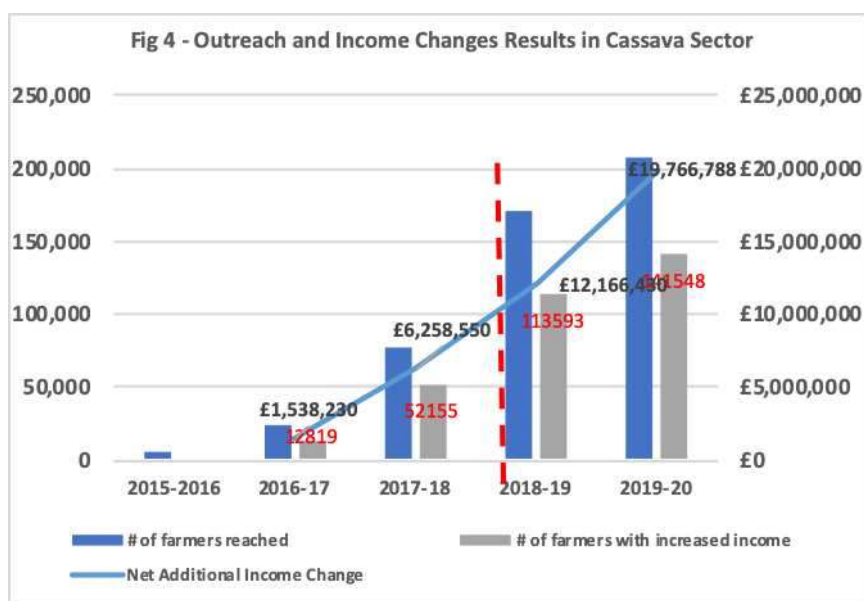
“I started as a lead farmer participating in cassava GAP demos organised by Contec and based on the changes farmers saw, they started to demand for the inputs which spurred my interest in retailing the inputs on a micro-scale. As farmers started to see the benefits and demand for improved stems, I enrolled to be trained as a VSE, so farmers can come to me to purchase improved stems and bio-inputs while I also provide them with relevant information that will improve their yields”



Mrs Philomena Usifo, Contec Micro-retailer/Village

Summary of Results

MADE II's cassava interventions, working through three processors, two commercial Improved stem providers, 30 MVSEs and 1,043 VSEs have expanded the outreach to an additional 130,376 smallholder farmers, of whom 124,435 adopted new practices and 90,391 increased their incomes. The sector generated additional income of £11,947,571.09 during the second phase.



- Thirty MVSEs offered training services on improved stem varieties multiplication to about 1,043 small scale agro-dealers and farmers interested in becoming VSEs.
- Conduct of about 1,269 GAP demo activities by 1,043 VSEs on value of investing in improved stem varieties and good agronomic practices and quality agricultural inputs required for cassava production which reached 129,887 farmers (direct and indirect; 54% are women and 46% in frontline states) across the region.
- 489 women trained on product development (confectionaries), using *pro*-vitamin A cassava flour and Orange Flesh Sweet Potato (OFSW) flour in Rivers state by a MVSE.
- About 4,256 smallholder farmers across seven states purchased about 18,956 bundles of improved cassava stem varieties worth about N16.2 million - from 40 VSEs during the period in 7 States – Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Imo and Rivers between 2018-2019.
- Supply of 674.8 MT of fresh cassava roots worth N14.1 million by 551 small and medium scale beneficiary farmers in Abia, Delta and Rivers States to SMEs and large-scale processors- Ego Farms, Winosa Global Resources and VON Foods during the programme period (2018-2020).

4.1.3 PALM OIL INTERVENTION

In Nigeria, oil palm is an important crop whose products (palm oil and kernel) are used for food and non-food purposes. The Niger Delta region accounts for more than half (54%) of in-country production. The sector is characterised by low productivity due to widespread use of inefficient processing technologies and poor production practices leading to imports to bridge supply gap. MADE I's palm oil interventions worked with technology providers and agro-equipment marketers to develop and promote the uptake of appropriate processing and harvesting technologies targeted at commercial service providers in oil palm clusters for use by smallholder millers and farmers. MADE I also started promoting increased productivity through best management practice (BMP) to rejuvenate stagnant plantations as well as new plantations to meet increases in demand following the 2016, devaluation of the naira. However, the limited availability of improved quality *tenera* seedlings (higher oil yielding varieties) is a constraint for long term growth of the sector. MADE II focused on increasing private sector participation in supply of improved (and certified) oil palm seedlings to the market, targeting small holders in addition to continued support for the technology and productivity interventions.

Strategy

MADE II implemented initiatives to ensure sustained provision and adoption of improved technologies by smallholders as well as improved access to certified seedlings. MADE II provided non-monetary technical strengthening and linkage support to new fabricators, marketers, commercial millers and harvesters for continued demonstrations of improved processing and harvesting technologies to expose more smallholders to the benefits of the technologies to increase sales. MADE II collaborated with PIND to organise a strategic workshop focused on scale up strategies for adoption of improved processing and harvesting technologies. Twenty-five (25) agro-processing equipment fabricators across the nine states of the Niger Delta region, representatives of Agricultural Machinery and Equipment Fabricators Association of Nigeria (AMEFAN), National Centre for Agricultural Mechanisation (NCAM), Federal Institute for Industrial Research Oshodi (FIRO) and business development service providers (BDSPs) participated at the workshop. The participants reviewed models for marketing improved technologies while also identifying barriers and preferring solutions to ensure sustained supply of technologies and after sales support services to small-medium scale processors. This resulted in adoption of new marketing approaches by fabricators while some of the BDSPs are working with interested millers to develop business plans in preparation for accessing loans from financial institutions.

To improve access to genuine quality seedlings as a bedrock for the growth of the oil palm sector in the region, MADE II and a co-facilitator (SHERDA) worked with sprouted nut producers (SNPs)- Allissee, S-ATM and NIFOR, and private nursery operators (PNOs) to develop commercially driven distribution channels for access to certified quality varieties of oil palm seedlings for smallholder farmers. The PNOs play a critical role of supplying seedlings to smallholder farmers and MADE supported the training and linkage of 120 PNOs across Akwa Ibom, Edo, Delta, Rivers, Bayelsa, and Ondo states to the SNPs for capacity strengthening to further drive promotion and supply of genuine, well nurtured seedlings to farmers. The trained PNOs conducted awareness creation/sensitization activities targeting small holder farmers on benefits of improved oil palm seedlings and Best Management Practices (BMP) across the nine states of the Niger Delta. In addition, MADE in partnership with PIND organized a linkage workshop to increase awareness on benefits and sources of improved oil palm seeds while also improving interaction amongst oil palm stakeholders.

MADE II has supported the renewed interest in the oil palm sector in Nigeria by the Federal Government of Nigeria. MADE helped organise a palm oil stakeholder workshop in Akwa Ibom state to ensure commercial linkages and interaction of suppliers and user of technologies, services and inputs. A key outcome of the event was for Masterchem Fertiliser to develop commercial relationships with agro-dealers, private nursery operators (PNOs) and lead farmers to embark on promotional and demonstration activities for its oil palm fertilizer blend. MADE contributed to the National Interpretation of the Roundtable for Sustainable Palm Oil (RSPO) Principles and Criteria, to improve the prospects small holder integration models by industrial processors and end users of palm oil in Nigeria. MADE organised a Niger Delta Oil Palm investors forum for stakeholders to be aware and key into investment opportunities available within the sector which included: aggregation of fruits from smallholder farmers for industrial processors such as PZ Wilmar and Okomu; and the supply of relevant inputs, technologies and services for smallholder farmers to improve productivity and quality.

MADE II's co-facilitation support through SHERDA resulted in the pilot of a private sector driven oil palm seedlings distribution model and improvement of commercial relationships between input companies, agro-dealers and lead farmers. This resulted in commercial linkages between three SNPs and 120 PNOs across six states and eight agro dealers and 48 lead farmers providing relevant information, inputs and services to about 5,471 farmers with potential to reach about a hundred thousand farmers over the next five years.

Key Market Systems Changes

Access to improved processing and harvesting technologies:

- The market for sales of SSPEs and harvesting equipment to smallholder farmers is now established. Fabricators and marketers are increasingly engaging with small scale millers and farmers and are adapting the technologies to meet the interests of the target clients. An example is the case of three fabricators Muhat, Um-mico and Slawd Peters who modified some components of the SSPE-sterilizer and clarifier to utilize less water and further scale down on size of the equipment and power requirement to suit the needs of the millers.
- Farmers are increasingly adopting the MK as a cheaper alternative for MAH for bunch harvesting. Prior to 2018, Wilston Ventures had average annual sale of 500 units to large plantations. When he started marketing to smallholders, this increased to 1,085 units in 2018 and 1,592 units in 2019, cementing smallholders as his new target market.
- The increased awareness and visibility of the technologies is stimulating demand and increase in the number of fabricators and fabricators providing solutions. In 2019, an additional 24 fabricators and 48 agro-retailers had crowded in and sold 42 units of SSPE, 39 units of MAH and 1,864 units of MK worth N83.5 million. There is an increasing institutionalization of the business model as 13 fabricators and marketers are reportedly using radio jingles, commissioned agents, hand fliers, targeted meetings and engagements with cooperatives to expand into other states within the region.
- Commercial mill owners continued conduct of demand stimulation activities within clusters independent of MADE support, thus resulting in rising demand for *tenera* fruits in clusters where SSPE have been installed. This is because small scale processors, who are mostly women, now understand that improved technology yields additional quantities (average of 30% increase) of palm oil due to the higher processing capacity now available.

Access to BMP and inputs:

- Input companies and agro-dealers are increasingly promoting inputs and BMP usage amongst oil palm farmers as BMP adopting farmers have begun to record increase in yield (7-10 tonnes per ha) compared to unmanaged farms with yields of 3-4 tonnes per ha. This is stimulating copying among farmers who are also demanding for inputs. There is renewed interest by some agro-inputs companies (Bayer, Saro, Harvestfield) in the oil palm sector which was hitherto considered as unattractive. With tested and proven viable business models, the intervention has been able to generate widespread awareness and adoption through industry associations such as NPPAN and OPGAN.
- SNPs are engaging and entering commercial relationships with PNOs and farmers cooperatives to further promote uptake of improved oil palm seedlings, while PNOs have embarked on demand creation activities for smallholder farmers, continued to invest in improved sprouted nuts and upgrade of their nurseries. Allissee has made additional investment in sprouting equipment to produce 30,000 sprouted nuts every three months. S-ATM, having seen the size of demand for sprouted nuts is planning to invest in local production to be able to compete effectively. The change in the system is stimulating interest of two new foreign SNPs- PalmElit CIRAD based in Benin Republic and Ghana Sumatra to enter the Nigerian market.



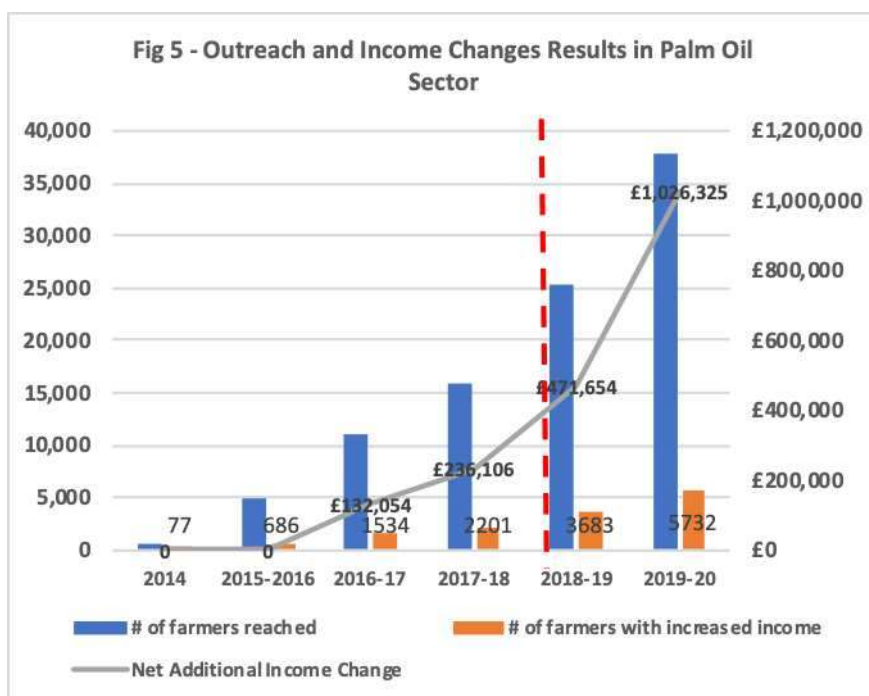
Promoting Access to Improved Quality palm seedlings

Mr. John Ekpo an Oil palm farmer turned nursery operator in 2015 due to increasing demand for seedlings from farmers within Ikot-lyon community and environs within Ibesikpo-Asutan LGA in Akwa-Ibom State. He had earlier purchased uncertified nuts with little knowledge required to raise oil palm nurseries, so the linkage with and training from Alisee, a SNP (under the MADE supported commercial driven distribution of improved oil palm seedlings initiative) has resulted in better nursery keeping practices and education campaigns for farmers on the benefits of improved quality seedlings which has gotten him more customers. Although, he worries that the free oil palm

Summary of Results

MADE II's palm oil interventions, working through 18 fabricators, 45 equipment retailers, 120 private nursery operators and commercial millers and harvesters have expanded the outreach to an additional 21,690 smallholder processors and farmers, of whom 11,981 adopted new practices and 3,530 increased their incomes. The sector generated additional income of £465,600.80.

- 5,624 millers and mill users were exposed to the benefits of SSPE in the Niger Delta and 502 new users of SSPE across eight states with 42 additional SSPEs and variants worth N50.4 million sold by fabricators within the region.
- 3,476 farmers and commercial harvesters exposed to the benefits of MAH/MK and 39 units of MAH and 1,864 units of MK worth N33.1 million were sold to farmers and harvesters.
- Five SNPs are working with a network of 145 PNOs across eight states creating awareness and promoting benefits of improved oil palm seedlings and BMP to about 4,500 small holder farmers across nine states. This resulted in transactions of 300,000 units of sprouted nuts worth N65.2 million during the programme period.



4.1.4 POULTRY INTERVENTION

In the Niger-Delta, about 3 million households keep poultry across the region with small scale poultry farmers accounting for the most (80%) significant numbers of birds. The commercialization of smallholder poultry production can transform the livelihoods of poultry rearing households especially in rural and peri-urban areas. However, these farmers suffer from the incessant case of preventable birds'

diseases leading to about 30% mortality rate and poor access to improved breeds with lower production cost/husbandry requirements suitable for low-income households. MADE I increased access to information on good poultry practices and poultry health products (drugs and vaccines) through veterinary pharmaceutical companies (VPCs) expanding into rural areas to serve small scale poultry farmers. MADE II's intervention focussed on deepening the intervention by strengthening the capacities of Village Level Vaccinators (VLVs) and Dealers (VLDs) who play the critical function of delivering inputs and services to farmers while also working to improve smallholders' access to improved breeds.

Strategy

MADE II worked with three lead VPCs (Turner Wright, Zygozis and Agriproject Concept International (ACI) and local distributors (through a co-facilitation arrangement with CARA) to expand and strengthen last mile distribution channels in underserved clusters especially in the frontline states of Akwa Ibom, Bayelsa, Delta and Rivers. This entailed capacity strengthening for VLVs and VLDs who went on to organise farmers' fora, sensitization activities to stimulate demand for poultry health products and services amongst micro-and small-scale farmers. The VPCs also embarked on bulk breaking of poultry inputs in response to smallholder's demand for products that are affordable and meets their scale of operations. Turner Wright broke bulk of three drugs (Piperavet, Laywright and Vitawright from 100g to 30g sachets) while Zygozis continued supply of smaller dosed vaccines in the region.

MADE II supported Amo Farms (an integrated poultry inputs company) to introduce improved access to improved chicken breed for upcoming commercial oriented small- scale farmers. MADE assisted Amo farms to sell Noiler¹¹ birds and create/strengthen 24 Mother Units¹² (MUs) operations in Abia, Imo, Edo and Rivers states. The semi intensive husbandry care required to raise these improved breeds to same table weight as broiler birds makes it affordable as a protein dietary source for poor households. The MUs were trained on husbandry practices and marketing strategies to ensure off-take of the breed by interested customers. After a successful pilot, investment fora were held in Edo (Benin), Delta (Asaba) and Akwa Ibom (Uyo) to showcase the MU brooding enterprise as a viable short-term investment business model in the Niger Delta region. Business linkages between potential investors and support service providers of the brooding enterprise led to 15 additional mother units established in Edo, Delta and Akwa Ibom with a combined capacity of 15,000 birds, while 46 other investors have indicated interest to start soon.

Access to guaranteed markets is an incentive for producers to adopt improved practices and inputs. MADE II supported a pilot coordination and aggregation business model for off-taking of birds from smallholder farmers working with two business service providers (BSPs- Green Shield Integrated Technologies and Zal Group). They organized awareness fora and strengthened capacities of identified aggregators in Edo, Delta and Bayelsa States. The aggregators' trainings took advantage of the need to link fragmented smallholder poultry farmers within geographical proximity to the established processing facilities by providing poultry aggregation services. These BSPs are creating an inclusive model that creates opportunities for small holder poultry farmers to supply live birds (meeting quality and weight requirements) while supporting the farmers with access to proper husbandry information and technical support, bulk input sourcing facilities and provide guaranteed offtake for the farmers. GSI Tech and its partners are in the process of aggregating from a cluster of 150 women farmers in Edo State, while Zal Group and its network of aggregators are in the process of aggregating 5,000 birds from 25 farmers for onward movement to a processor.

¹¹ These breeds are cross breed of indigenous and exotic birds with combined benefits of higher table weight / meat on bone when compared to indigenous breeds while been hardier than exotic breeds, thrive on low quality feeds and can be reared in semi intensive conditions

¹² Mother Units are specialized poultry brooding facilities that provide husbandry services to ensure growth and low mortality of these birds during the most vulnerable period of their life cycle which is primarily from the day-old chick stage to 6 weeks. After the age of 6 weeks, the birds are sold to small scale poultry farmers to be reared to table weight.

MADE II's grant support of NGN 30.9 million for capacity building, farmer/agro-dealer engagement activities and bulk breaking process leveraged direct investments of N50.4 million from VPCs during the reporting period. This covered costs for production of awareness raising materials, trainings of 400 VLVs and VLDS particularly in frontline states. This resulted in the availability of small sized poultry drugs and an additional 167 active VLDs integrated to provide information, vaccines, vaccination services, poultry health drugs and veterinary products and improved services. These can potentially reach 120,000 more farmers within the next five years.

CARA's co-facilitation support expanded the integrated knowledge poultry inputs retail business model to new market actors in new locations. This has resulted in 6 distributors connected to a network of 22 VLDs which reached 733 farmers in 2019 and expected to potentially 15 thousand farmers within the next five years.

Key Market Systems Changes

- VPCs and distributors of poultry inputs in the Niger Delta are increasingly recognising the commercial benefits of provision of vaccines, drugs and other relevant inputs to the small-scale farmers segment. In response to increased demand for these basic veterinary services, Agricare STD, Animal Care and Amo Farms have crowded in and are creating distribution channels to service small holder farmers. They are adopting farmers' fora and development of their networks of distributors in local communities to provide increased access to small scale poultry farmers in local communities across the Niger Delta. There is an increase in the range of small dose vaccines 50, 100 doses by – Stanbic Vaccines, and 100 doses by Agrited, Thalakolo and Green Pasture to serve and deepen their distribution channels in the Niger delta. Zygosis (one of the partner lead firms in MADE I) without financial support from the programme introduced a range of small dose vaccines and poultry inputs into the market. ACI sold vials of thermos stable vaccines it bought from Nigerian Veterinary Research Institute through its network of Village Level Dealers and distributors in the Niger Delta. VPCs and distributors are increasingly expanding distribution channels in new clusters through identification and trainings of last mile retailers and service providers leading to increased awareness and demand creation for basic veterinary services by poultry farmers across various communities. There has been a rapid expansion, by the VPCs of VLDs in their networks under MADE II, leading to a major increase in outreach. Figure xx demonstrates the rapid expansion of VLDs during MADE II and deepening of the system.
- VLVs and VLDs are promoting good poultry keeping practices such as adherence to vaccination schedule, bio-security measures (clean pens, handwashing, fumigation), proper feeding and watering regime, leading to a reduction in poultry mortality from about 11% to 3%. The promotion is done through conduct of farmers' fora, and sensitization meetings with cooperatives and faith-based groups. These allow the VLDs to create relationships with farmers leading to immediate sales and most importantly, continuous provision of services and inputs.

Integrating Business Models for Small Scale Poultry Farmers

"Working with MADE has given us greater band awareness in communities we would not have gone, but backyard farmers could not afford our products, so we worked on making it smaller so that that farmers can afford them."

Dr. Moses Ayetan National Sales Manager, Turner Wright

"When we partnered with MADE in 2015, we found out that in our case, that a number of our products were useful to poultry farmers but were not applicable to their situations. A case in point is antibiotics that sometimes farmers need to deal with their issues then you present a 1-liter presentation which is too much for a backyard farmer. So, we worked on making the drugs available in quantities they can afford or quantities that applied to their needs."

Summary of Results

MADE II's poultry interventions, working through three lead VPCs and 239 VLVs/VLDs have expanded the outreach to an additional 36,090 smallholder farmers, of whom 26,858 adopted new practices and

16,774 increased their incomes. The sector generated additional income of £910,640.32 within the implementation period.

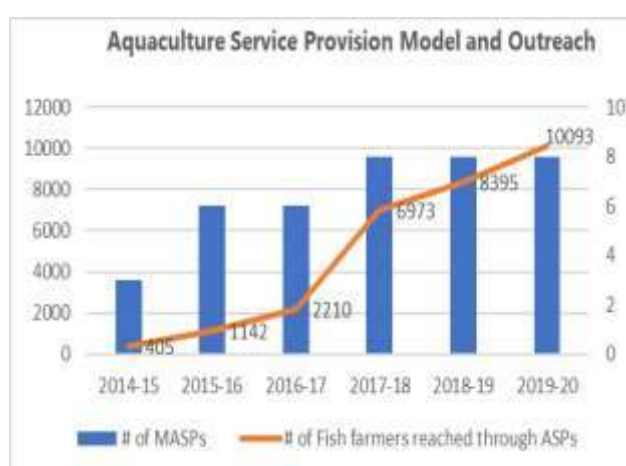
- The network of village level dealers and distributors working with Turner Wright, Zygosis and ACI organised 95 farmers' fora across 90 communities within the region (except Abia state), exposing 30,391 poultry farmers (45% are women) to information on good poultry practices and basic veterinary services, vaccines, drugs, feeds, day old chicks. In addition, 239 Village level dealers/Village level vaccination agents were integrated, providing poultry inputs and services to 22,522 clients.
- Three appropriately packaged drugs SKUs (Piperavet, Laywright and Vitawright sachets) introduced by Turner Wright in reaction to smallholder's demand for products that are affordable and meets their small scale of operations.
- The commercial sales denote outreach well beyond MADE interventions. Zygosis sold 78,750 vials of thermostable vaccines and other appropriately sized poultry health SKUs worth N108 million within the region with estimated reach of about 160,000 farmers.

4.1.5 FISHERIES INTERVENTION

The fisheries sector is an important contributor to food security, employment and livelihoods in the Niger Delta, particularly for small-scale fish farmers. The key constraints to productivity of small-scale fish farmers was largely related to a knowledge and information gap on best production practices and limited access to appropriate and better-quality fish input and advisory services. MADE I bridged the knowledge gap by developing a cadre Aquaculture Service Providers (ASPs) to promote adoption of best pond management practices and render specialised fee-based training services to fish farmers. In addition, the programme promoted the sale of improved smoking technology by fabricators to smokers and fisher-folks in a bid to reduce post-harvest losses of wet fish. With a strong service provision model blooming, MADE II concentrated on improving value driven relationships of market actors for the growth of the aquaculture sector and extend use of improved technologies in riverine and creek locations within the region. MADE II's interventions focussed on promoting linkages and partnerships between MASPs and other strategic market actors- major domestic fish feed manufacturers, off takers, etc., while also commercializing improved smoking technologies into the creek and riverine communities.

Strategy

MADE II worked with select Master Aquaculture Service Providers (MASPs) on a business expansion model to ensure continuation and scale up of support services to farmers. This involved linkages with feed companies, bulk buyers of fish, fabricators, business service providers and financial institutions which resulted in collaborative partnerships to reach more poor fish farmers with appropriate information on best practices and relevant services. A case in point are indigenous feed companies (Top Feed and Grand Cereal Mills Limited) partnering with MASPs to promote their feed brands at demonstration activities and MASPs advising farmers on the benefits of the indigenous feed products. Grand Cereals also adopted the NAEC training module to complement its technical feed manuals for trainings.



In a bid to improve access to the smoking technologies especially in the creek and riverine communities, MADE II worked with five co-facilitators (CLICE Foundation, Valueshore, CEMD, Better Living Foundation and MADEPIN) to drive the promotion and adoption of improved smoking technologies across Ondo, Delta, Bayelsa, Rivers, Akwa Ibom, and Cross-River states given that access to the riverine communities was difficult and risky. The co-facilitators engaged fabricators and smokers to demonstrate the technology and strengthen (trainings on group dynamics and enterprise management) business membership organizations for better utilization of shared services. The co-facilitators identified existing small-holder fisher groups, cooperatives and associations and facilitated a series of learning connections between owners of artisanal smoking kilns at the various identified clusters. In addition, MADE engaged 7 large smoked fish buyers to invest in improved value chain efficiency which include promotion of usage of better kilns amongst smoking mammals and building consumer awareness of the benefits of buying safer fish smoked with the smoking kilns.

MADE II's co-facilitation support enable the co-facilitators to drive the adoption of improved smoking technologies in the creek and riverine communities which resulted in processors being exposed to the benefits of smoking kiln in the Niger Delta.

Key Market System Changes

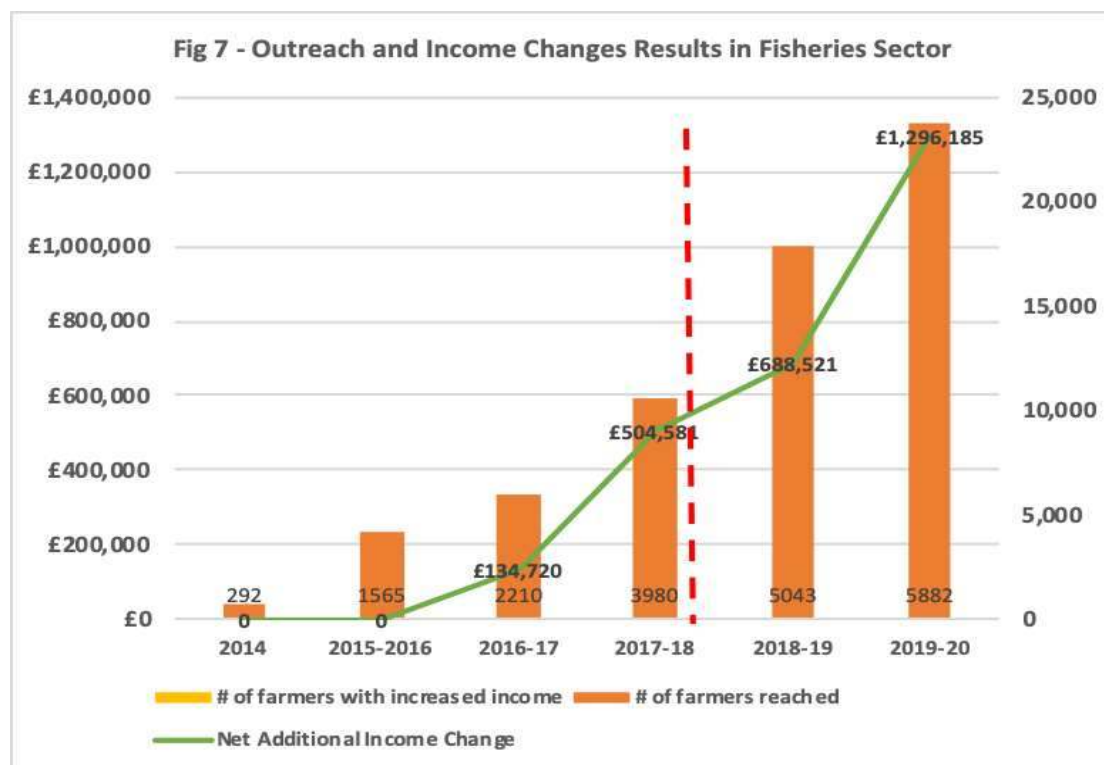
- The network of MASPs is selling services to thousands of fish farmers in best pond management practices, leading to greatly increased productivity and improved access to markets. The MASPs have continued to increase their service offerings to farmers and expanded the business models to include brokering relationships with lead input firms (fingerlings, feed, etc.) to expand fee-based trainings to new clients. Some of the MASPs and ASPs (especially in Rivers, Delta and Cross Rivers) have adapted the training cycle from six months to three months in response to a segment of the target market who require shorter production cycle for fish required for smoking and also Introduction of modular startup package (such as fingerlings, feed, testing kits, advisory services) to enable fish farmers commence with low capital requirements.
- MASPs are increasingly providing other services to deepen and strengthen the value chain. Organising group formation (for easier access to group lending facilities and input purchases), introducing new breeds, linkages to new markets for farmers, pond construction services and smoking kiln technologies are creating more efficient relationships. A total of 8 ASPs, initially focused on catfish, have begun expanding suite of trainings and services to Tilapia fish farmers across four states due to growing demand for Tilapia. Since Tilapia require less fish feed than catfish, it is more cost effective and attractive to smallholder farmers, increasing interest among farmers. Diyen Agro Services, an ASP has trained over 70 fish farmers on general tilapia farming.
- Feed companies (led by Olam, Vital Feeds, and Top Feeds) are increasingly reaching out to MASPs to help promote their feeds through demonstrations in response to increased competition. Many of the feed companies are integrating the pond management training (PMT)/NAEC model into internal training modules.
- The increased interaction between the fabricators and users (commercial fish smokers) of smoking kilns is leading to modification of the technology in response to feedback provided by the clients. This includes production of kilns with smaller meshes for crayfish, adjustments of the heat converter, inclusion of wheels to ease mobility, redesign of the kiln to enable more efficient collection of fish oil.

Deepening Relationships

Bangadanose in Cross River State has linked 100 farmers to about 18 off-takers with transactions of 150 tonnes of catfish worth N50 million. Likewise, Armtec Nigeria Limited (ASP) has linked 11 farmers to mobile and concrete pond constructors and sellers in Imo state.

Summary of Results

MADE II's fisheries interventions, working through MASPs with network of ASPs, fabricators have expanded the outreach to an additional 13,157 smallholder farmers, of whom 8,489 adopted new practices and 1,092 increased their incomes. The sector generated additional income of £967,281.79.



- Independent establishment of PMT and NAEC training activities driven by aquaculture service providers and in collaboration with feed companies. This exposed 31,222 farmers to information on best pond management practices across Delta, Bayelsa, Rivers, Cross River states.
- 10,035 processors were exposed to the benefits of smoking kiln across riverine communities Niger Delta. Additional 75 units smoking kilns sold in Cross River, Akwa Ibom, Delta, Edo, Rivers, Bayelsa and Ondo states, leading to a total of 245 smoking kilns sold within the region.

Key Market System Changes

During the original MADE business case development in 2013 and implementation, a host of market constraints became evident. In the select agricultural value chains, poor smallholders with extremely low levels of productivity were the norm. Seed varieties and technologies were outdated; agricultural input availability and use was among the lowest in the country. Marketing and processing systems were bloated with high transaction costs. The agricultural yields for most produce was extremely poor, and inputs adulterated. Processing and production in select value chains was inefficient and packaging was primitive. The delivery channel for most economic development programmes were direct interventions and the interventions design were not sustainable and impact only reaching few beneficiaries, neglecting the potential beneficiaries in the hard to reach areas. After more than six years of working in the field to improve select value chains in the Niger Delta region agricultural markets, there has been steady progress, though the Niger Delta is vast and more time will be needed. However, of some main market system changes which will drive future progress include:

Service providers are now driving commercial extension through an integrated service model where they are actively marketing and selling to smallholder farmers. The upgrading of the technical and business skills of local support service providers is transforming service and input delivery to

smallholders from a reactive approach, waiting for donors or government to contract them, to a. The integration of the poultry NAEC with vaccination manual and aquaculture NAEC with the Pond Management Training (PMT) curriculum is aiding the village level vaccinators/village level dealers and aquaculture service providers (ASPs) to sell trainings on good poultry keeping practices and best pond management practices to livestock farmers. They are also mainstreaming NAEC into their businesses, often as an embedded service, to teach their clients about business profitability and then use that knowledge as the value proposition to sell other range of products and services to farmers. The trained agro-retailers and spray service providers (SSPs) are also using the newly acquired skills to promote adoption of GAP, identify pests and diseases and proffer appropriate solutions within the tenets of safe and responsible use of crop protection products which in turn is increasing farmers’ knowledge and adoption of practices and driving input sales.

MADE’S work increasing the commercially driven availability of improved and appropriate technologies, is reversing the widespread inefficiencies encountered by small scale market actors. Fabricators and marketers of improved technologies are greatly increasing their sales of new equipment as depicted for sale of smoking kilns in Figure 8. After MADE’s initial market stimulation in phase one, the smoking kiln manufacturers have continued to greatly increase their sales year on year during phase two.

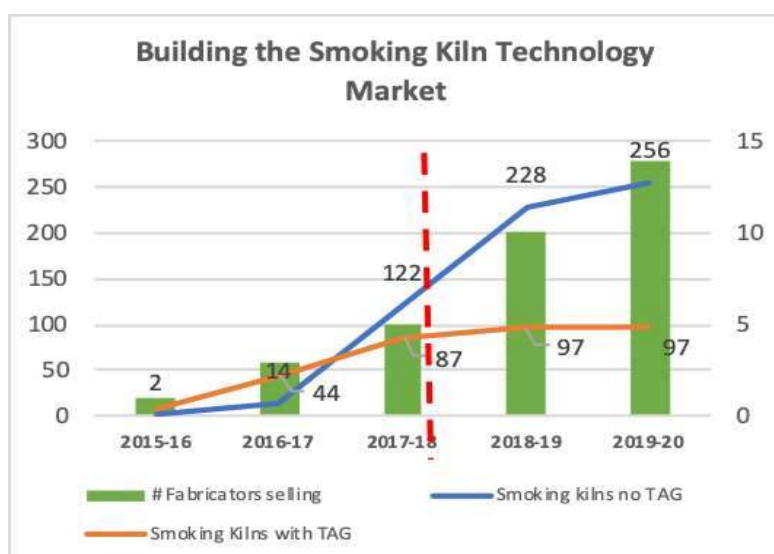


Figure 8 - growth in sales of smoking kilns

Fabricators are also engaging more with their clients to be more responsive to their needs. Fabricators have improved the after sales support and adaptation of the technologies in terms of appropriateness and suitability for the clients. For example, fabricators have modified components of the SSPE- sterilizer and clarifier - to use less water and plans to further scale down on size of the equipment to suit the needs, and purchasing power, of the millers. The feedback on the relatively high cost of the MAH led to the introduction of the MK as a cheaper alternative for harvesting. The fabricators of smoking kilns are responding to the demands of commercial fish smokers to produce kilns with smaller meshes for crayfish, adjustments of the heat converter, inclusion of wheels to ease mobility, and redesign of the kiln to enable more efficient collection of fish oil. The increased awareness and visibility of the technologies is stimulating demand and increase in the number of fabricators of oil palm and fish technologies and marketers selling equipment – from 11 in 2014 to 36 in 2019. Fabricators and marketers are institutionalising the business model and expanding promotional activities to other states within the region.

One of the biggest advances in the Niger Delta has been the formalisation of the service provider models into larger firms. The most experienced service providers have grown from individual trainers into companies with up to 30 staff. Leading aquaculture service providers and poultry service providers have been hiring and training staff to increase their outreach and sales, becoming Master Aquaculture Service Providers (MASP) or Master Poultry Service Providers (MPSP). Because many of the problems are the same across sectors, these leading service providers are also expanding into neighboring sectors

(aquaculture into poultry and small ruminant or apiculture). In cassava, leading agro-retailers are also becoming Master Village Seed Entrepreneurs (MVSE) developing networks of village seed entrepreneurs to multiply, demonstrate and sell cassava stems as a new product in their portfolio of activities.

In addition, there has been increasing networking and collaboration among the master service providers to grow their businesses. The service providers are forming new relationships and collaborating with relevant actors in recognition of ensuring the effectiveness and growth of the sectors. The MVSEs are establishing commercial relationships with industrial and SME processors on cassava roots off take from their network of VSEs and smallholder farmers. BSPs and MASPAs are partnering with the fabricators to provide technological solutions for their target markets. Mid-scale fabricators, such as Muhat Engineering, are also building a network of local fabricators across clusters to provide after sales services and maintenance support to millers who purchase improved palm oil processing equipment. The input companies are recognizing the importance of the farmer engagement strategies on sales and are collaborating with agro-retailers and SSPs to stimulate demand for inputs. Bayer, a new entrant in the Niger Delta, connected with the agro-dealers to deepen outreach and sales of its products to cassava and oil palm farmers. Business service providers (CAD and Ark Shore) linked up with the oil palm fabricators (Muhat & Ejike Obi) for partnership on the CBN Agricultural/Small and Medium Enterprises Investment Scheme, which seeks to provide loans for farmers who require improved processing technology. MASPAs and MPSPAs are establishing stronger relationships with feed companies and agrovet suppliers. The entire network of local fabricators and business service providers is maturing and becoming a more dynamic driver of growth across the Niger Delta.

The overarching story through implementation of MADE I and II is that the Programme has delivered increased incomes to the target number of beneficiaries, influenced by:

- Strong analysis during the business case, early design of sound interventions, complemented with ongoing analysis and adaptation that delivered the results;
- Strategic use of grant funding stimulated new entrants into the market on the supply side, as well as stimulated the uptake of new technologies on the demand side;
- Strategic use of co-facilitators – the programme built their capacity first and stimulated their participation in programme activities;
- Steadily increasing push into the harder to reach areas (through co-facilitators to increase leverage of resources, while reducing physical risk to staff);
- Changes and importance of the external environment – after two years of developing interventions to drive productivity, the 70% devaluation of the naira made products from programme sectors much more competitive and the uptake from the market has been great, stimulating even more investment in increasing productivity;
- Partner firms adapting interventions to suit their own interests, and still focusing on the value proposition of reaching the poor; and
- Strengthened capacity of local service providers to develop the sector due to MADE' investment at multiple levels in most value chains.

4.2 EDO STATE INVESTMENT PORTFOLIO

The ESIP component was a two-year initiative to analyse the causes of irregular migration that leads to human trafficking and then to pilot a set of interventions to address those causes. The first four months were dedicated to background analysis, prioritisation of opportunities, and the design of interventions. While the Market Development component expanded many of its interventions into Edo State, the first pure ESIP pilot interventions were only started in October 2018 (see Fig. 9), with others being added over the next year. The longest running interventions effectively only ran for 15 months. While this was long enough to provide proof of concept, it was not long enough to allow them to reach scale.

Figure 9: ESIP Component Implementation pathway



INCEPTION PHASE

The ESIP component started with inception studies from March to June 2018 to understand the Edo economy and the socio-cultural context. The initial analyses focused on understanding the dynamics of human trafficking and larger economic picture, building on the political economy analysis (PEA) and initial design work, before carrying out the more focused investment analyses. The inception studies include:

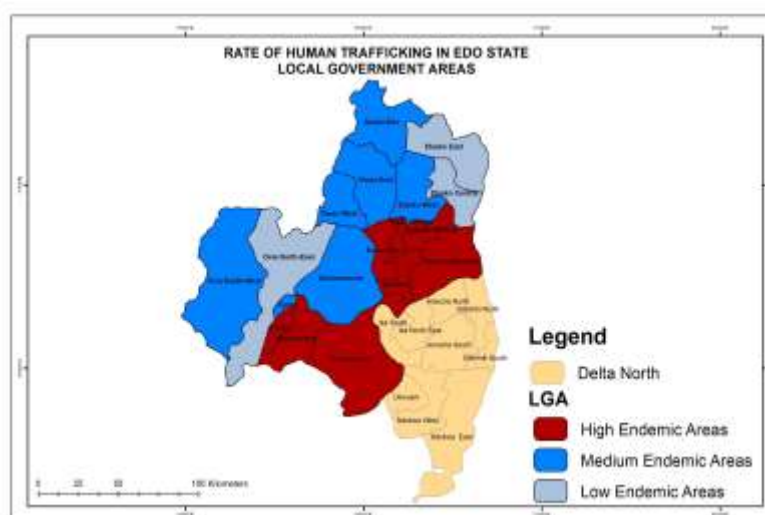
- Support to Human Trafficking Prevention in the Niger Delta;
- Socio-Economic Survey of Potential Target Demographics for Human Trafficking and Livelihood Opportunities (Phase II);
- Edo State Economic Outlook and Investment Scan for Designing Interventions to Grow Incomes of Vulnerable;
- Stakeholders Mapping and Capacity Assessment for Anti Human Trafficking Programme in Edo State
- Vulnerable Groups Assessment and Gender Analysis of Human Trafficking in High Risk Communities in Edo State; and
- An Overview of Modern Day Slavery.

The vulnerable groups assessment and gender analysis study of high human trafficking communities in Edo state identified that environmental shocks threatened the livelihood outcomes of many

communities, leading to rising youth unemployment. The under-development of the rural areas, high levels of poverty, with many households living below the poverty line; breakdown of extended families were also identified as push factors and predisposed communities to irregular migration of youths out of the communities to other urban centres and to Europe in increasing numbers. Furthermore, declined economic and livelihood, opportunities due to recession, and influence of facilitators in destination countries - 'the Madams' who pride in trafficking, as a status symbol among many families contributed in no small measure to the desire to travel out for greener pasture by the target population.

Figure 10: Endemic Area Map

The most common targets of this group are young unemployed girls from large families, with little to no education or skills, and living in rural areas with a high incidence rate of trafficked persons. The Edo State Economic Outlook report also revealed that poverty, high unemployment and lack of opportunity, and the quest for a means of survival, are the drivers of irregular migration leading to human trafficking. By this, economically poor families aiming to escape poor conditions of living are vulnerable to traffickers. More



and more men are now illegally migrating, and the main driver is economic pressure because of their own and their family's desperate need for income. Data from relevant agencies and the Edo state Human Trafficking Taskforce (ETHAT) show that most of the trafficked persons and youths traveling for better opportunities are from the high endemic local Government Areas for human trafficking in Edo South and Edo Central Senatorial Districts and Ethiope West and Ethiope East local government areas in Delta State, which are close to Benin City in Edo State.

ESIP responded to this finding by exploring opportunities in interventions and sectors perceived to be aspirational and attractive to potential victims of trafficking, and capable of reducing the drivers of irregular migration to the susceptible population- the returnees, potential victims of human trafficking and vulnerable households. During socio-economic survey, most youth indicated that they would like to approach agriculture differently, they wanted access to modern farming inputs, practices and equipment. The use of digital platforms for marketing of agricultural produce and offtaking are classic examples of how young people want to approach agriculture. Women want to continue trading and artisanal food processing but need information on better food preservation methods to reduce waste. Women also want access to markets and credit. Youth are interested in better skills in demand-led modern professions including ICT, dressmaking, barbing saloons, bead-making, etc.

Given the preferences expressed by men, women and youth, sectors such as ICT, hospitality, entertainment and employment in the formal sectors are the most 'aspirational' and the programme's interventions in these sectors targeted returnees and youths. The programme also identified non-formal sectors, including emphasis on agribusiness to target potential victims (geographically in the high endemic LGAs and demographically). In addition, considering pressure from family members that suffer deprivation, the programme identified interventions in sectors such as apiculture, feed finishing, and poultry rearing that may not appear as 'aspirational' to young people, especially those living in Benin City, but meet overall family needs.

Building on this background, a team of four international consultants and eight Nigerian counterparts carried out an in-depth research on the Agribusiness, Entertainment, ICT, Renewable Energy, Fashion and Beauty and Wholesale & Retail sectors. The team produced six full reports on the sectors and a summary report. The specific objectives were to:

- Identify areas of growth for investment and employment generation;
- Identify lead firms that have the commitment and capacity to enter or expand their operations in Edo State and create income generating opportunities and investment; and
- Design proposed interventions that are impactful, realistic, that aligns with ESIP's goal, objectives, resources and capacity.

IMPLEMENTATION PHASE

At the end of the inception phase, a total number of 22 interventions - 13 in agriculture, 3 in ICT, 3 in entertainment, 1 in renewable energy and 2 in wholesale and retail were proposed by the team. After a critical assessment, the team selected 10 interventions with private partners as priorities. In addition, ESIP developed other promising partnership opportunities with strategic partners, including: EdoJobs – State Skills Agency; Edo State Investment Promotion Office (ESIPO), Edo State first lady (the wife of the Governor) Livelihoods Initiatives for the returnees and other non-governmental agencies and social enterprises in the re-integration space.

A deeper analysis was conducted on the 10 proposed interventions, from which five initial interventions – access to market, apiculture, micro distribution, skills development and feed finishing were designed and implemented within October 2018 to March 2019. The ESIP Access to Market for rural producers' intervention was designed to respond to the access to market challenge. The intervention engaged with large off-takers and major aggregators to institutionalize viable aggregation and offtake model to link rural producers to high value markets. The apiculture leveraged the potential of viable clusters in Edo state to attract new bee farmers to and service providers to invest. The micro retailing intervention targeted women in retailing, who want to expand stock portfolio. ESIP's micro-retailing intervention, facilitated FMCG companies such as Multi-pro, Unilever, and PZ Cussons to develop and promote market driven and viable model for last mile FMCG distribution and delivery, through bulk purchases to increase rural micro-retailer's income margin

Over the two years, ESIP continued to identify new partners and stimulated collaborations with many other partners and state actors. ESIP developed close working relationships with EdoJobs, ESIPO, and the IOM and the First Lady Livelihood initiative. It developed strategic initiatives in conjunction with them to support the ICT and Entertainment sectors it supported the Edo Innovates and other Social Enterprises in Edo state. These strategic partnerships have helped MADE's quest to promote appropriate measures that reduce vulnerability to human trafficking by increasing people's capacity to anticipate, cope with, resist and recover from human trafficking.

In October 2019, additional two interventions – waste to wealth and entertainment were designed piloted till end of project. The ESIP component implemented seven interventions and several initiatives. The earlier five interventions have continued to deliver modest outcomes in changes in practices and wider adoption of business models introduced to beneficiaries. While many of the interventions are still at the pilot phase and are yet to deliver sustainable outcomes, we have seen partners changing behaviour and increasing investments in viable interventions. Below are highlights from the ESIP interventions.

4.2.1 ACCESS TO MARKET INTERVENTION:

Despite Edo State government's renewed efforts to gain traction in addressing poverty in the rural areas through connecting rural producers to formal and sustainable markets, investment from the off-takers is yet to take off in Edo due to inability of off-takers to coordinate and link up with large number of

smallholders in the state. Although large-scale processors in Nigeria are increasingly interested to invest in developing or expanding their local off-take system because the devaluation of Naira has made the importation of industrial raw materials costlier but attracting this investment to Edo has been hindered by the absence of viable models to efficiently off-take quality produce from uncoordinated and largely disperse smallholder farmers in Edo state. The ESIP Access to Market for Rural Producers Intervention was designed to leverage on the growing and evolving market opportunity and to stimulate the development of the essential support services system for off takers.

Strategy:

The intervention engaged with large off-takers and major aggregators to institutionalize viable aggregation and offtake models to link rural producers to high value markets. The intervention focused on facilitating access to market for smallholder producers and supporting the lead firm to overcome their supply problems through three major work-streams:

- a. Facilitating inclusive business model for outgrower schemes/contract farming;
- b. Strengthening the abilities of major and micro aggregators to aggregate and link produce to commercial off takers/processors; and
- c. Facilitating Agro-processing investments capable of triggering access to market for rural smallholders.

The intervention aimed to increase productivity, sales and incomes of smallholder farmers and other value chain actors in cassava, oil palm, vegetable, and fruits markets.

Key Intervention Activities:

MADE II established partnerships with five lead firms (off-takers), and three service providers. These partnerships opened market opportunities for smallholder producers in Edo and Northern Delta. Though the opportunities are yet to be fully exploited the potential size of the market opportunity are the following: supply of 309,540 tons of Cassava per year (valued at N7.7bn), 40,000 tons of oil palm fresh fruits bunch (FFB) per year (valued at N1.4bn), 4,800 tons of plantain per year (valued at N360 million), 2,640 tons of pineapple per year (valued at N36 million), and 5,760 tons of Garri per year (valued at N400 million), among others. The interventions included:

- Supported Novus Agro Limited to improve smallholder farmers access to finance, inputs, knowledge and market linkages, targeting select crops;
- Facilitated the mapping of Oil Palm smallholder farmers within 5-50km from Okomu Oil Palm Company towards Okomu's expansion plan of its processing capacity from 200,000T of FFB per annum by investing in a new line to expand to 300,000T FFB processing capacity;
- Supported business model development plan for Asanita to leverage finance and unlock access to smallholder cassava farmers;
- Facilitated supply chain linkages with major domestic distributors and exporters of native food products in Nigeria, United States of America, United Kingdom and European Union countries to meet the increasing demand for native food; and
- In collaboration with an Economic Development Centre exposed 120 potential upstarts and young farmers to different opportunities and areas of interests in agro-processing.

Summary of results and market changes observed:

At the end of initial pilot and prove of concept, other agricultural firms such as FarmForte, Barseks and Co. have indicated interest to crowd-into the agribusiness sector in Edo state copying the aggregation and off-take model MADE has introduced. Farmforte is interested in off-take orange flesh potatoes from Edo farmers using this model. Over 6761 farmers planting pineapple, plantain, oil palm, cassava and vegetables were linked to large off-takers of their produce

Support Market Change

The support market changes the Access to Market intervention sought to achieve were:

- Development of an efficient aggregation model market for agribusiness enterprises;
- Improving inputs, products, services and technologies delivery channel that benefit poor people
- Facilitating inclusive model in support service providers and private investors engagement approach targeting the poor in the Edo and Northern Delta State
- Stimulating lead firms' investments in MADE piloted innovations in Edo and Northern Delta State

4.2.2 APICULTURE INTERVENTION

Apiculture (Bee keeping) is considered worldwide to be among the ventures with the potential to induce self-reliance, boost incomes and improve the livelihood of people, especially in the rural communities. Honey is widely consumed and with its many uses including medical, pharmaceutical and industrial the market opportunity is huge. Despite the growing economic opportunity in apiculture driven by the devaluation of Naira that has made importation of honey expensive, contributing to increase in demand for locally produced honey, participation by smallholders in Edo state is hampered by poor information on beekeeping as a profitable rural enterprise, poor beekeeping practices, high cost of improved beehives, and poor access to high value markets.



Strategy:

MADE's approach was to establish a support service market for Apiculture that will encourage the use of improved beehives and beekeeping methods for increased production. The focus on developing the service market facilitated access to capital, closed the knowledge gap, provided access to necessary production equipment, and increased the capacities of trained beekeepers to produce at commercial scale and meet off-taker requirements. MADE piloted this intervention through four workstreams:

- Facilitating pilot start-up finance through a crowdfunding platform for new beekeepers;
- Supporting the development of Apiculture Service Provider (ApSPs), business model;
- Strengthening carpenters' ability to make improved beehives, and sales; and
- Stimulating continuous linkages to off-takers and developing the integrity of the supply chain

Key Intervention Activities:

- Facilitated off-take partnership between bee keeping clusters and major marketers such as Sehail Foods, A and Shine Honey, and Nana Celestine;
- Piloted input financing to new smallholder beekeepers in Edo clusters with Thrive Agric and marketers;
- Facilitated knowledge transfer of good apiculture practices to identified Apiculture Service Providers (ApSPs) and supported set up of demo plots for commercialized beekeeping trainings in collaboration with the Centre for Bee Research and Development (CEBRAD); and
- Facilitated improved technical skills training for Carpenters to produce improved beehives in 14 viable bee keeping clusters in collaboration CEBRAD.

Summary of results: and market changes observed

Although the intervention is still in the pilot phase and not yet matured, a few market changes have been recorded:

- One hundred and five (105) trained beekeepers have adopted the use of improved beehives without financing from Thrive Agric;
- The trained carpenters sold at least 210 improved hives to these 105 beekeepers that adopted the improved practices;
- ApSPs have reached a total of 2,500 beekeepers with training services including those trained without MADE's support;
- Partnership established with 3 major off-takers and a financier;
- 165 returnees and potential victims of human trafficking sensitised about the commercial benefits and income generating opportunities of beekeeping;
- 31 carpenters from 14 viable bee keeping clusters trained to produce improved beehives, making it accessible and affordable at the last mile;
- 27 Apiculture Service Providers (ApSP) trained and delivering ongoing training for a fee to the beekeepers; and
- Demo plots set-up in 14 viable bee keeping clusters, aimed at reaching 2,700 beekeepers.

Support Market Change

The support market changes the Apiculture intervention sought to achieve were:

- Apiculture Service Providers adopting the business model by selling trainings that expose farmers to best beekeeping management practices;
- Beekeepers are adopting the beekeeping management best practices;
- Trained beehive carpenters are producing more affordable improved beehives to meet increased demand; and
- Investors linking new beekeepers to their supply chain and offering guaranteed market.

4.2.3 MICRO-DISTRIBUTION AND RETAILING INTERVENTION:

Micro-distribution and retailing intervention sought to unlock market constraints prevalent in the Fast-Moving Consumer Goods (FMCG) supply chain for small actors, mainly, micro-retailers. The supply chain from the manufacturers of finished products to the rural micro-retailer is often long and comprises numerous middlemen. Small quantity purchases put micro-retailers in weak positions to negotiate more favourable prices with suppliers, leaving them to pay higher prices than other upstream actors. As most of these micro-retailers tend to sell to low-income customers, they are unable to increase the price of the products they sell significantly. Hence, the primary way to achieve greater profit and increase their incomes, is by securing supplies at cheaper prices.

Strategy:

The intervention facilitated access to direct supply market for micro-retailers by engaging with FMCG companies and helping them recognise market penetration opportunities that exist through last mile delivery to the rural micro-retailer and targeting the different Local Government Areas (LGAs), especially areas endemic to human trafficking in Edo and Delta states. Additionally, the intervention addressed access to and utilisation of market intelligence by micro-retailers to optimise opportunities. MADE in partnership with PayByana – a software application and payment platform introduced technology that will not only serve as enabler for the intervention operations but will provide up-to-date market intelligence to support both the micro-retailers and the fast moving consumer goods (FMCG) companies in spotting and responding to market opportunities. MADE piloted this intervention through four workstreams:

- Facilitating partnerships with Business Membership Organisations (BMOs) and Non-Governmental Organisations with economically active members - micro-retailers in sub-urban and rural areas;
- Support partners capacity and potential to aggregate and coordinate orders from their members and purchase FMCGs in bulk at wholesale prices from the FMCG companies or their major distributors;

- Support the capacity of Bulk Buyer Groups (BBG) formed by the apex organisations to increase group dynamics and the bargaining strength; and
- Strengthening market intelligence through technology enabled device to support both the micro-retailers and the FMCG companies' response to market opportunities.

Key Intervention Activities:

- Conducted a wholesale and retail sector survey in Edo state to gain insights to the various challenges faced by micro-retailers to inform the the intervention design;
- Supported a roundtable meeting with FMCG Sales representatives in Benin to present the market growth opportunities for FMCG firms in adopting pro-poor distribution strategies;
- Facilitated and supported a Training of Trainers (ToT) for bulk buying group heads on the use of the PayByana application;
- Piloted a prove of concept using bulk-buying group in collaboration with FMCGs, - Multipro Consumer Product Limited, Unilever's major distributors, Quintessential Business Women Association (QBWA) and Lift Above Poverty Organisation (LAPO-NGO);
- Incentivized Paybyana, a beneficiary of the Edo Tech hub, to modify its tech platform for inventory management and efficient procurement processes from the micro retailers, cluster lead and FMCGs and supported app field demonstration and marketing; and
- Supported Sales Representatives of key distributors to reach more micro-retailers and onboard them unto the PayBana platform in the interiors of key LGAs in Edo state.

Summary of results and market changes observed

Although the intervention is still in the pilot phase and not yet matured, a few market changes have been recorded

- Over ₦5.6m worth of transactions took place with FMCG firms including companies such as Caraway, Olam Nigeria, Nigerian Bottling Companies (NBC) that crowded-in;
- BBGs recorded savings in transactional cost as high as ₦7,000 and discounts up to 20%. Before the end of the programme, there were more than 700 Store Keeping Units listed on the mobile app and additional benefits to BBGs including access to trade credits and new payment options;
- PayByana has invested ₦5m in software development and maintenance for micro-enterprise use;
- BBGs recorded savings in transactional cost as high as ₦7,000 and discounts up to 20%;
- More than 700 Stock Keeping Units listed on the mobile app; and
- BBGs have benefit access to trade credits and new payment options.

Support Market Change

The support market changes the micro distribution intervention sought to achieve were:

- More FMCG firms like Caraway, Olam, Nigeria Flour Mills and Nigerian Bottling Company crowded-in to take advantage of the market penetration opportunity targeting the last mile;
- PayByana Limited adapted its app based on feedback from micro-retailers and market realities to accept credit sales and on delivery payments against payment at the point of ordering. It negotiated these payment options with FMCG firms to increase micro-retailing benefits for BBGs; and
- Cluster heads continue to recruit micro-Retailers into Bulk Buying groups strengthening commercial linkages between micro-retailers, BMOs, service providers and FMCG Firms.

4.2.4 SKILLS DEVELOPMENT INTERVENTION

The Skills intervention sought to promote alternative economic opportunities for returnees, potential victims of human trafficking, and vulnerable households by presenting opportunities for provision of information, skills improvement and upgrade and market linkages for services and products of the skilled groupings. Some key constraints have limited opportunities for many young adults within the target demography, these include; poor access to market for products and services of skilled workers; exclusion or barrier to market entry due to inadequate finance; and many skills centres are not

accredited. The Edo State government has taken steps to empower artisans by encouraging vocational and entrepreneurial skills acquisition programs, this approach still requires an all-inclusive model that will ensure that operations are more demand driven, resulting in tangible outcomes and impact. The State government and private sector concerns effort in employment creation and skills development, setting up private skills development and training centers/agencies is laudable. However, this is yet to produce the desired results as skilled workers /entrepreneurs still have challenges in getting jobs or market for their products and services.

Strategy:

In addressing the constraints, it was anticipated that demand driven skills will become aspirational for many persons within the target population and improve their economic wellbeing. MADE facilitated the intervention through two workstreams:

- Mainstreaming trained producers into a supply chain that guarantees them access to ready markets to offtake their products; and
- Facilitating an inclusive model targeted at developing and improving the capacity of training institutions and service providers to identify, train and facilitate job placements for graduates of their programmes.

Key Intervention Activities:

Following a labour assessment and baseline scoping studies in Edo state to identify high employability sectors and market needs, MADE partnered with three firms to pilot the skills development intervention:

- Facilitated business linkages between Genius Hub and Oklan Best, and between SEYP and Nike Arts Gallery for training, production and off-take of black soap and tie & dye products respectively;
- Supported identification of high demand markets; train interested producers to meet the demand; and off-take their products for sale to the high demand markets in collaboration with Social Enterprises, ensuring product quality; and
- Supported the development and implementation of a NABTEB certified curriculum for hospitality, housekeeping and stewarding.

Summary of results and market changes observed

Although the intervention is not yet matured, a few market changes have been recorded:

- Genius Hub facilitated an annual demand for 2000 litres each of cleaning products and disinfectants from an off-taker – IJNSTINA Enterprises who supplies schools;
- Forty percent of the 1,455 local producers trained on production of cleaning and cosmetology products continue to produce an average of 10 litres of cleaning products monthly mostly for household use and direct sales to neighbouring households; and
- Amena Academy organised a stakeholder's forum in Benin to showcase the skills of its trainees to potential employees in the hospitality industry following which three organisations (Prestige, Edo heritage and Rhandeki Hotels) offered employment to 27 trainees.

Support Market Change

Partners continue to demonstrate changes in organisational behaviour that indicate that they are deepening the adoption of the skills development model introduced by MADE.

- Genius Hub invested N2.5million in a cosmetology input store to respond to producers' demand for quality inputs and invested in equipment and space at the Edo Production Centre for a garment factory that would provide jobs for trainees and co-working space for start-ups;

- Genius Hub is replicating the skills for products model in their fashion and design trainings. The organisation is sourcing for offtakers for products of their beneficiaries trained in fashion & design and has invested in equipment and space at the Edo Production Centre for a garment factory that would provide jobs for trained skilled workers and provide a co-working space for start-ups;
- Amena Academy intends to establish a recruitment agency that will be responsible for managing the placement of its trainees as it expands into facilitation of job placements for other blue-collar jobs;
- The academy has also registered the first association of professional housekeepers in Nigeria to give them a platform to interact and develop the profession; and
- Amena plans to deepen the hospitality curriculum through specialisations in different fields like bartending and mixology in response to market demand.

4.2.5 FEED FINISHING (FATTENING) INTERVENTION:

The livestock sector in Edo and Delta states is characterized by the general lack of knowledge on modern practices resulting in poor feeding techniques, poor watering of the animals, inadequate supply of feed and shelter, poor veterinary attention, poor extension support services and non-use of supplementary nutrient requirement for faster growth. These practices have resulted in poor finishing of small ruminants resulting in stunted growth or longer finishing period for the animals to reach market sizes. These factors reduce the number of cycles and consequently the potential income that could have been generated. As a result, it is the general opinion that traditional ruminant keeping (considering the long time and effort invested) is not profitable except of the derived benefit of saving for rainy days. The intervention was designed to change this attitude to a more business-like consideration to increase income of the households and resolve to rear ruminants on a commercial scale.

Strategy

MADE leveraged the previous experience of Animal Care Services Konsult (ACSK) on this initiative in the North and incentivized the company to pilot the intervention in the South-South of Nigeria, by investing in new equipment and product line for ruminant feed (to match their poultry feed). They were sympathetic to the opportunity, since they already had exposure in the North. MADE's additional innovation was to leverage the private extension services being promoted to our proven master service providers to invest in managing the paravets and their relationship with animal care. MADE facilitated the intervention through four workstreams:

- Facilitating a new knowledge-service driven business model which aligns the appropriate incentives to relevant stakeholders using information and technical materials;
- Supporting service delivery in a way that it is igniting and enhancing demand for these services. Supporting the development of input and output business model and addressing access to markets limitations and, knowledge and skill on improved techniques in small ruminant production;
- Exposing key stakeholders to the benefits of adopting and using supplementary feed, improved veterinary inputs and services; and
- Strengthening paravets capacity to train and educate farmers with ample incentives as well as to develop business relationship with the feed companies.

Key Intervention Activities:

- *Introduction of private extension services in the small ruminant sector:* MADE partnered with Animal Care Services Konsult (ACSK), and the State Ministry of Agriculture in Edo and Delta to introduce commercially driven extension service model in the sector due to the lack of public extension services for ruminants in the state.
- *Capacity development for Paravets:* MADE supported ACSK to train 170 para-vets across Edo and Delta States. The paravets also served as ACSK's last mile distribution network for ruminant feed.
- *Promoting feed finishing practices:* MADE facilitated the development of promotional materials to raise awareness on feed finishing and its benefits and facilitate adoption. Paravets used these

materials when training farmers and to promote feed finishing. Also, through a partnership with SPEED FM, paravets featured on radio to widely promote the practice, while ACSK and Edo Exporters Cluster organised a stakeholder meeting where successful adopters shared their stories and off-takers were presented to the farmers.

- *Alternative markets for finished ruminants:* MADE linked adopting farmers to Livestock 247 - a firm that off-takes and markets premium livestock. The Edo Exporters Cluster aggregates the livestock with support of the paravets for off-take by Livestock 247 at a predetermined price.
- *Training on feed formulation and fodder farming:* Towards the end of the programme, MADE collaborated with the International Livestock Research Institute (ILRI) to conduct a ToT on onsite feed formulation and fodder farming to provide locally produced alternatives to milled feed with the potential to reduce operating costs for farmers, and create business and job opportunities.
- *Learning Event:* MADE organised an event to share learning from the pilot and stimulate crowding in of market players into the feed finishing value chain.

Summary of results and market changes observed

Although the intervention is not yet matured, a few market changes have been recorded:

- ACSK sold 30 tonnes of ruminant feed during the intervention period from a baseline of zero tonnes at the start of the intervention;
- The number of active paravets increased from 10 in February 2019 to 70 at the end of the programme after ACSK introduced sales commissions and paravets received further training on the business model;
- By December 2019, the paravets and Edo Exporters Cluster had successfully mobilised and trained 6,894 farmers (Males 3,850, Females 3,044) in 93 communities in Edo State and 9 communities in Delta State;
- Of the over 6,000 farmers trained, 2,940 (49%) farmers have adopted the feed finishing practice with over 1,500 livestock inducted/treated by paravets; and
- Farmers have recorded net profits of 40% translating to about N5,000 per goat per 45 days cycle as against 30% in the traditional 270 days cycle.

Support Market Change

- ACSK introduced 5kg ruminant feed packs to make feed more affordable and economical for farmers who could not purchase the 25kg bags;
- ACSK also reduced distributor conditions for ruminant feed by reducing the minimum monthly order from 10 tonnes to 1 tonne and providing free feed delivery. As a result, one new distributor has signed up in Edo Central senatorial district;
- Feed distributors and para-vets have continued to provide support services including feed sales beyond MADE's support; and
- The intervention attracted additional investments of £15,300 by ACSK, Edo Exporters Cluster and paravets covering continued feed production/distribution, demo farm set up, trainings, promotion, farmers forums.

4.2.6 WASTE TO WEALTH INTERVENTION

MADE focused on the waste recycling value chain in Edo state because it presents opportunities for significant job creation and business growth. Local manufacturers use recyclable waste as an alternative to, or in conjunction with, virgin raw materials, but virgin raw materials are expensive and lead to higher production costs. Edo state currently produces 4000 tons of recyclable waste daily but local waste aggregators lack the capacity to effectively collect the recyclables and are not meeting the demand of local manufacturers, with a resultant negative impact on production. MADE partnered with recycling firms, aggregators and supporting market actors to address the systemic constraints to accelerating the volume of recyclable waste that is supplied to recycling firms.

Strategy

The programme supported partners to carry out sensitisation activities to educate the public on the economic and environmental benefits of waste recycling; strengthened the skills and capacities of existing and new collectors and aggregators to guarantee steady supply of recyclables to producers; and attracted private sector investment to the sector.

Key Intervention Activities

- *Developing an inclusive collection and aggregation business model:* The business model highlights the critical role of small-scale collectors and shows potential actors in the value chain the profitability of the business. It was developed in partnership with Natural Eco Capital and Kubsnoma;
- *Training of collectors and aggregators:* MADE supported the development of a training manual for aggregation and collection, and the subsequent training of 257 persons on best practices for collecting and aggregating recyclables;
- *Promoting recyclables segregation, collection and aggregation:* The programme developed and implemented the waste to wealth communication strategy which includes the use of IEC materials and radio programmes to create awareness;
- *Creating market linkages:* The newly trained collectors and aggregators were linked to four (4) off-takers - Kubsnoma Glory, Elesco Nig Ltd., Oyenze Nig Enterprise and Salite Plastic Company for supply of recyclables;
- *Deploying technology for aggregation:* MADE supported the expansion of the disk space of EcoConnect Portal from 500 to 10,000 subscribers and the development of an iOS compatible version. The portal allows subscribers, mostly households, to exchange their recyclables for cash; and
- *Establishment of a recycling plant:* MADE attracted Natural Eco Capital which invested £66,295 in establishing a recycling plant in Edo state. The plant which commenced operations in December 2019 will produce pellets for producers of polythene bags and also crush pet bottles for export. It has an installed daily capacity of 2 tonnes each for pellets and crushers.

Summary of results and market changes observed

- Waste collectors and aggregators supplied off-takers over 12.5 tonnes of waste and generated over £3,800 as revenue after the training in October 2019;
- Thirty new jobs were created in the collection and aggregation of recyclables through the inclusive model MADE supported; and
- One hundred and eighty-eight households have subscribed to the EcoConnect waste aggregation portal and 30% are actively using the portal.

Support Market Change

- Kubsnoma Glory Company is setting up another production factory at the Edo Production Centre where there is regular power supply in response to the increased availability of recyclables from newly trained waste collectors and aggregators;
- Kubsnoma has expanded their production line from small shopping bags to include medium and large shopping bags; and
- Edo State Waste Management Board set up an 8-member technical committee to develop a plastics/polyethylene recovery scheme framework leveraging on the Extended Producers Responsibility (EPR) guidelines which gives manufacturers financial and physical responsibility for collection of waste in alignment with MADE's the Edo-recycle initiative introduced in partnership with Natural Eco Capital.

4.2.7 ENTERTAINMENT INTERVENTION

The Nigerian entertainment sector, and the movie industry in particular, provides significant opportunity to attract investment and offers a wide range of aspirational opportunities for young people to be gainfully engaged. Edo State has a comparative advantage in the movie industry due to its rich cultural heritage, untapped story lines, unique locations, and availability of talented local cast and crew. However, Edo State had fallen short of fully exploiting this advantage to establish the State as a hub for quality movie making despite having a number of its indigenes that are renowned in the industry. The State's assets were not projected to attract investment in the sector and skill development did not focus on the essential 'below-the-line' roles (e.g. set designers and lightning technicians), thereby limiting the quality of its outputs.

STRATEGY

MADE set out to strengthen skills development and information in the industry through a private sector run online platform for education, information and jobs; establish a public/private partnership for the development of a first-choice production hub that is versatile and convenient for producers; and link producers to specialised services required for high quality film making so they can attract Satellite TV and multi-streaming channels like Africa Magic and IrokoTV. MADE piloted the intervention through two workstreams:

- Stimulating production activities and attractiveness of Edo Entertainment Industry;
- Improving movie production quality and strengthening capacity of local cast and crew:

Key Intervention Activities

- Designed and implemented the Film in Edo project in collaboration with Benin Film Academy, Prolens Movies, EdoJobs and Edo State chapter of the Directors Guild of Nigeria to boost activities in the sector, including shooting high quality films;
- Facilitated the linkage of Edo movie producers with Africa Magic and iROKOTv for off-take of Edo films and to support quality film production in the state;
- Provided a grant subsidy to produce the 10 'Edo-centric' films;
- Supported the development and promotion of the Film in Edo website; and
- Supported the Benin Film Academy to upgrade its curriculum to meet the skill needs of the sector.

Summary of results and market changes observed

- Africa Magic and iROKOTv committed to off-take the 10 'Edo-centric' movies being produced by the project;
- The production of the 10 movies successfully engaged over 500 crew and cast (45 returnees and 229 female);
- iROKOTv offered a 3-month production internship to three female returnees selected through a competitive process; and
- Following the engagement with MADE, iROKOTv is currently shooting a number of movies in Edo State.

4.3 MEDIA FOR DEVELOPMENT (M4D)

The ESIP component introduced the Media for Development (M4D) initiative to stimulate commercially driven radio programming on development issues. Research by MADE and PIND of the radio stations in Edo and Delta states highlighted their weak awareness of their listenership interest and how to develop commercially driven radio programming to reach this audience. Speed FM invested with MADE to run a pilot to build capacity for its production team to use research to improve programme content; using feedback mechanisms from social media, and develop better audience research and marketing, especially in high endemic areas of human trafficking in Edo State, to enrich programme content. To

deepen understanding of use of market research, MADE II brokered a linkage for Speed FM with GeoPoll, an audience media research organization for scientific documentation of the audience size.

Speed FM provided 3 weekly live broadcast programmes (“*Make We Talk Farm Mata*”; “*Inform Me*” and “*Money Mata*”) of 1hour duration each. Speed FM then worked with the NAME Foundation to co-produce 3 demo programmes linked directly to ESIP interventions: “*Workman*” linked to Livelihood related topics broadcast every Monday; “*How we for Survive*” linked to Skills broadcast every Thursday; and “*Woman Make We Talk*” linked to Women Empowerment. The six programmes have become popular and have continued to run side by side due to improved content and audience connection to the programmes and the information they offer.

Kenneth Etinosa learned of a training opportunity in the Ukhiri community, in Edo state from one of the episodes of the live radio phone-in talk show at Speed FM with Animal Care and Edo Exporters Cluster. Kenneth attended the training led by paravets, supported by Animal Care. Based on what he learned Kenneth has invested N784,500 to start animal fattening, and has fully adopted modern feed finishing practices.

Speed FM’s marketing team have improved their skills, pitching and landing the Benin Electricity Distribution Company- (BEDC) to sponsor **Area Mata**, a one-hour community-based interactive programme. They are continuing the market research relationship with GEO Poll. The pilot M4D pilot initiative has demonstrated the value of market research and better business programming to improve radio station outreach and funding but will still take time to be mainstreamed.

4.4 ESIP INITIATIVES KEY EDO STATE STRATEGIC PARTNERS

ESIP partnered with the Edo state government and international organisations like the IOM on numerous initiatives given the shared objectives of creating economic opportunities and jobs for the youths in order to reduce the appetite for irregular migration. Below are highlights of the initiatives carried out by ESIP.

4.4.1 EDOJOBS (EDO INNOVATES AND EDO PRODUCTION CENTRE)

The ESIP inception report showed that ICT is an aspirational sector attractive to potential victims of trafficking, and capable of reducing the drivers of irregular migration. Therefore, MADE developed a strategic partnership with EdoJobs to provide technical assistance for the Edo Innovates initiative. MADE developed a strategic planning support which designed an inclusive business model to make it profitable, self-sustaining, and leverages technology to create jobs and new tech-enterprises. MADE then supported EdoJobs to employ the initial Hub Manager for 1 year to implement the business model. MADE’s support to the Edo Innovates Hub enabled it to become self-sustaining. It has transitioned from zero paying tenants (30% occupancy) to 34 paying tenants with 134 persons employed and 704 interns. Total revenues generated was £26,556 from hall rentals and £24,415 from occupants’ rents against zero revenue before MADE’s intervention. Additional £26,323 investment was leveraged from the occupants and World Bank invested \$150,000 in establishing state-of-the-art computer laboratories at the hub. Due to MADE’s support, the hub has provided ICT trainings and services to 4,064 beneficiaries which include MSMEs, start-ups, and students.

MADE also supported the Edo Production Centre – a government initiative to promote MSME development and create employment for vulnerable youths in Edo State - with an operational framework document. The Production Centre provides an enabling environment for small-scale production at its shared facility where producers have access to shared equipment, 24hours power supply, security, business development support services, market linkages and other shared services. According to Ukinebo Dare, the implementation of the operational framework moved the Production Centre from about 30% returns on investment to almost 100%. This success has encouraged EdoJobs to replicate the approach of developing an operational business plan for all initiatives they embark on.

4.4.2 EDO STATE INVESTMENT PROMOTION OFFICE (ESIPO)

In alignment with ESIP's target to attract up to GBP 10 million investments into Edo State and to support Government's effort to make Edo State more attractive to investors and its own residents, MADE supported the Edo State Investment Promotion Office (ESIPO) to develop an investment promotion brochure showcasing the sectors where the state has comparative advantage, the blue chip firms in the state, burgeoning industries, potentially viable sectors, moribund sectors that could be revamped, and other investment facts, figures and outlook for the state. In addition, MADE collaborated with ESIPO, BENCCIMA (Benin Chamber of Commerce), the Ministry of Wealth Creation, National Association of Small Scale Industries (NASSI), Edo Exporter Cluster to organise an MSME fair for MSMEs across the state to interact with industry regulators (Standards Organisation of Nigeria, National Agency for Food and Drug Administration and Control and Nigerian Export Promotion Council) and Business Development Service Providers (BDSPs) so micro, small and medium enterprises (MSMEs) could more easily access information and services they require to address various business challenges.

4.4.3 THE INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM)

To provide economic opportunities for returnees and potential victims of human trafficking, MADE also provided technical assistance for business planning to the International Organisation for Migration (IOM) for its Community Based Reintegration (CBR) project to set-up identified sustainable community agro-processing projects such as agro-processing factories for fruits, palm oil, and cassava products in Edo state. These processing projects will create employment opportunities for returned migrants and unemployed youths in six local governments, while also providing access to market for farmers in these communities. As a result of MADE's support, one of the agro-processing projects, a pineapple juice factory where the locals and returnees would be employed, has now been handed over to a private sector investor, FreshOne to manage effectively.

4.4.4 OTHER CAPACITY BUILDING INITIATIVES

MADE provided planning and capacity building support to numerous local organisations, helping to make them more effective in combatting irregular migration and human trafficking. One of such supports was to the First Lady's office where MADE provided technical assistance to carry out organisational scans and develop strategy documents and operational manuals for various projects focusing on rehabilitation and creating economic opportunities for female returnees and vulnerable youths. MADE provided similar support to Genius Hub, Girls' Power Initiative - GPI, and Society for the Empowerment of Young Persons -SEYP (three NGOs/CBOs working in the human trafficking space) to improve on their engagements, outreach and impact delivery. Under the MADE/PIND CAPABLE M4P programme, 20 staff of partner organisations were trained on the M4P approach, out of which three received supplemental mentoring. MADE also supported the Edo State Taskforce on Human Trafficking with the design of a perception study. The study primarily assessed the current perception of Edo people to traveling abroad and the study outcome helped to better target returnees and potential victims of human trafficking across interventions.

Cross Cutting Areas

5.0 CROSS CUTTING AREAS

5.1 GENDER MAINSTREAMING AND WOMEN ECONOMIC EMPOWERMENT

Addressing gender and women's economic empowerment (WEE) is necessary for any market systems project to achieve its goals of lifting poor people out of poverty. MADE identified four critical constraints to achieving true gender balanced development which are: under-representation of women at functional levels of the value chains which is reinforced by societal expectations and stereotypes about women's roles in the Niger Delta region; inequality between women and men in access to productive resources such as rights to land ownership and control rights enjoyed by men; Socio-cultural influences on gender roles that influence access and control over resources and benefit which often determines the scale of enterprises women engage in; and poor nutritional status within households evident in monotonous food consumption pattern i.e. 80% carbohydrates and green leafy vegetables with low protein, grains and dairy intake.

To address these constraints, MADE II revised its gender strategy from MADE I, to articulate how the gender issues implicated in the MADE II target sectors will be addressed and ensuring greater women inclusion, their effective participation and economic empowerment.

IMPLEMENTING THE STRATEGY

MADE II implemented various activities aimed at addressing the constraints above across value chains as outlined below.

5.1.1 PROMOTING WOMEN'S PARTICIPATION ACROSS TARGET VALUE CHAINS

MADE implemented gender mainstreaming measures aimed at increasing women's participation in the value chains. Some of the gender mainstreaming activities include:

- Setting gender targets/quota for outreach to women with partners upfront as well as developing a routine review of cost-share agreements and milestone targets with technical staff. This was achieved by supporting the private sector partners to be more sensitive to women's situation and their business needs.
- Developing sector specific equity measures for increasing women participation. MADE II revised the sector specific gender activities for each of the value chains, addressing gender issues implicated in each sector including the ESIP component of the programme.
- Engaging women business membership organisations (BMOs) within the Niger Delta to increase outreach to and participation of women in interventions. MADE II strengthened the strategic partnership with Quintessential Business Women Association (QBWA) to support women's mobilisation for participation in the different market development interventions including the ESIP component.

5.1.2 IMPROVING WOMEN'S ACCESS TO PRODUCTIVE RESOURCES

The programme implemented WEE initiatives aimed at improving women's access to productive resources to enable them advance and succeed economically, as well as empower them to gain power/agency (choice, voice and control) to act on economic decisions. The following WEE initiatives were implemented by the programme:

- In 2019, MADE enabled access to the Noiler breed of birds for 506 women. The Noiler breed is found to be more suitable for women because of the ease of raising them due to their natural resilience;
- Working in partnership with QBWA to link 2,038 women micro-retailers in 29 bulk buyer groups to distributors of fast-moving consumer goods (FMCGs) to improve direct last-mile delivery at wholesale prices, thereby reducing costs and increasing women's income.; and

- Access to Pro Vitamin – A Cassava Stems. The programme increased commercial access to stems of high-yield varieties to increase the productivity and incomes of women smallholder farmers, resulting in 49,972 women accessing improved cassava stems.

5.1.3 ADDRESSING SOCIO-CULTURAL CONSTRAINTS TO WOMEN ECONOMIC EMPOWERMENT

The MADE designed Gender Talk Group (GTG) provides the opportunity for women to address non-economic constraints that limit them from participating in programme interventions and taking advantage of WEE opportunities in value chains. It is also a means of improving women's agency (voice, choices and control) and contributes to transformation of the social structures and institutions that perpetuate gender inequality. The GTG Guide was reviewed in MADE II to include the issues of human trafficking/Modern-day Slavery (MDS) being addressed by the ESIP component, as well as household nutrition focusing on health benefits of nutritious foods/balanced diets, hygienic food preparation and preservation aimed at improving the health status of smallholder household.

Under MADE II, three women focused civil society organisations¹³ applied the discussion guide to facilitate discussions with women, men and traditional gatekeepers of socio-cultural norms/institutions. The GTG contributed to changing women's position from users (patronage of their male counterparts) to owners of productive resources (improved processing technologies and land). To support the effective facilitation of GTG, the programme produced 200 hard copies of the GTG Discussion Guide as well as 1,000 nutrition IEC materials (i.e. 200 posters and 800 copies of four different flyers -200 copies of each) and distributed to 40 NGO partners and two women business membership organisations (QBWA and Reach-out and Smile Initiative for Social Enterprise - ROSISE) in the region.

As part of its exit strategy, the programme handed coordination of the GTG activities among other NGOs over to Disabilities Awareness Welfare Development & Rights Initiative (DAWDRIN), thereby ensuring continuity of the GTG beyond the MADE programme timeframe. The programme supported DAWDRIN to train additional 46 NGOs and women focused groups across the region who will continue running the GTG discussion series. Furthermore, the programme supported DAWDRIN to build capacity of GTG partners on writing winning funding proposals to enable them approach donors for funding support. Participants were pointed to the next call for proposals from Global Affairs Canada Local Funds Initiative (LFI) and some NGOs indicated interest in applying as coalitions from May 2020.

5.1.4 PROMOTING HOUSEHOLD NUTRITION

MADE II collaborated with Helen Keller International (HKI) to produce information, education and communication (IEC) materials to enhance nutrition education among beneficiaries and the public. The IEC products were adapted from a USAID funded programme - 'Strengthening Partnerships, Results, and Innovations in Nutrition Globally' (SPRING) implemented by Helen Keller International in 16 States (including Edo, Cross River, Akwa-Ibom, in the Niger Delta) and 122 Local Government Areas across the country. The noiler (poultry) intervention targeted improving household nutrition and protein intake (eggs and meat) for women and children.

5.1.5 GENDER LEARNING EVENT

The programme documented its experience as critical lessons for increasing WEE and gender impact in MSD which it shared at a learning event decentralised in two locations – Abuja on the 24th of October and in Port Harcourt on the 30th of October 2019. Some of the lessons shared are presented in the lessons learned section of this report.

¹³Bridge of Hope Development Centre, Rivers State; Disabilities Awareness Welfare Development & Rights Initiative (DAWDRIN), Imo State; and Green Concern for Development (GreenCODE), Cross River State;

5.2 ADVOCACY AND COMMUNICATIONS

The advocacy and communications team played a supportive role to the ESIP and Market Development Components helping them to address underlying constraints in the market systems and to communicate success stories to stimulate copying and uptake of MADE piloted interventions.

5.2.1 COMMUNICATIONS

The market development team worked with market actors to develop new communications materials that can help stimulate adoption of new practices by smallholder farmers. The communication materials (e.g. flex banners, posters, leaflets, flyers, etc.) were prepared in English, pidgin and local languages and used by lead firms and service providers to target behaviour and practices and promoting good poultry practice and prevention of Newcastle Disease Virus; benefits of good agronomic practices (GAP) over traditional practices, diseases and solutions; use of crop protection products (CPP), weed management and safe handling and use of pesticides in cocoa, cassava, maize, rice, vegetables, okra, pepper, fluted pumpkin and watermelon. Lead firms, agro-retailers, service providers, and co-facilitators are replicating message patterns of the communication materials for their respective outreach programmes, leading to systemic change, as highlighted above.

“Edo Aghaku is a female paravet (Phone – 08066505365) in Edo State promoting feed finishing initiative and selling training using ESIP communication materials – posters, hand bills, flex banners, etc., and appearing on live radio shows on Speed FM. She is currently replicating ESIP communication materials and messaging and featuring on live radio shows regularly. As a result, her clientele base of trainees increased from 50 to 280.”

Over 20 short videos were produced to trigger adoption and crowding-in. For example, Green Energy, an oil servicing company in the Niger Delta region, adopted ESIP livelihoods opportunities to review and improve its corporate social responsibility (CSR) framework. Several demonstrations conducted in farm clusters across the delta as well as information dissemination through the social media – twitter, Facebook and Instagram provided opportunity to share short messages on programme impact and success stories with the wider audience. Fact sheets and infographics were also utilised to condense large volume of information in a simplified and reader friendly format for dissemination to target audience.

To enhance strategic communication to target audience in Edo State, MADE II partnered with Speed FM Radio to develop commercially driven programming focusing on business development opportunities. The radio programmes created a platform for business partners who appeared on weekly live radio phone-in shows to discuss their services and opportunities, leading to partners’ visibility and product awareness. This is enabling more sustainable delivery channels, leading to expansion of businesses and inclusive growth for all actors.

5.2.2 ADVOCACY & POLICY

During MADE II, the market development team had identified several critical policy issues in the veterinary medicines for poultry and around palm oil production. The advocacy team facilitated stakeholder workshops in both the palm oil and poultry sectors to take forward advocacy issues considered as quick wins because the issues already occupied the front burner of public discussions with probability of significant policy attention.

In the palm oil sector, key advocacy issues centred on the following:

- The Nigerian palm oil industry, which is highly fragmented and limits the ability of players in the sub-sector, especially the SHF to coherently respond to emerging opportunities at any point in time;

- Oil palm seed/seedling policy to drive supply of quality and certified seeds/seedlings to the Industry: Limited supply of seedlings and absence of seed/seedlings certification has encouraged proliferation of counterfeit and poor-quality seedlings;
- Land ownership for smallholder-driven oil palm development and integration of smallholder farms to industrial processors; and
- Addressing the palm oil trade policy: palm oil importation and the attendant low pricing of local palm oil inhibiting smallholders from adopting innovations and technologies.

In the poultry sector, the big policy issue is to address the constraints of Nigeria Veterinary Research Institute (NVRI) as the lead supplier of and alternative measures to NVRI vaccine supply lapses.

Two advocacy briefs were discussed with stakeholder associations and farmers and producers' multipurpose societies to further engage government. In addition, two advocacy roundtable dialogue sessions were organised to provide a platform for 35 smallholder farmers representing associations and actors in the palm oil and poultry sectors and policy makers in government regulatory, governance and finance institutions to achieve shared understanding of the advocacy issues, leading to the issuance of a communique. Both PIND and PropCom Markarfi, with whom MADE II collaborated in delivering interventions in the sectors have committed to provide additional support to the associations to drive further advocacy.

5.2.3 NIGER DELTA DEVELOPMENT FORUM (NDDF)

MADE II continued supporting the NDDF with PIND and other development partners. The annual event is organised to catalyze pro-poor policies, programmes and interventions by development agencies within the Niger Delta region. Research from PIND and MADE had highlighted the low state level capacity to develop long term strategic plans. Hence, in 2018, MADE II co-hosted the event focusing on "**Delivering Results: Executing a State-Led Plan**", during which six states pitched for support from PIND to help them develop strategic long-term plans. Edo State and Abia State won the two grants. PIND supported the two states in developing their strategic plans and then provided grants to them with which to implement the plan.

5.3 KNOWLEDGE MANAGEMENT AND LEARNING

MADE II implemented a robust knowledge management (KM) strategy that focused on building an organisational learning culture among its staff and partners by capturing and disseminating lessons learned. The knowledge management and learning support function focused on capture, storage, transfer and sharing of knowledge generated across interventions from inception of MADE I.

Strategy

MADE II expanded its knowledge management operations significantly to build off of the lessons learned in 5 years of implementation (including MADE I) and to include the learning from the Edo State Investment Portfolio (ESIP) in stimulating alternative livelihoods in Edo State in response to the endemic issue of human trafficking and irregular migration in Edo State. Learning from MADE I on the need to consciously embed knowledge management into its processes, the programme integrated knowledge management into the Monitoring, Evaluation and Measurement system t and strengthened the linkage between the KM role and communications. Leveraging the knowledge of MADE staff and a team of external technical assistants, the KM specialist coordinated activities around generating, storing, and sharing knowledge from the programme's components.

5.3.1 KNOWLEDGE MANAGEMENT ACTIVITIES

The following specific activities were implemented to promote knowledge management:

Development of Knowledge Products: The Programme captured tacit and explicit knowledge showing how the programme has evolved and the market system change it triggered. These include:

- Five case studies developed and disseminated covering poultry, palm oil, agricultural inputs, and gender interventions, as well as a MADE II learning review case study showing how interventions evolved and key lessons and adaptations captured;
- Over 20 success stories highlighting specific experiences of market actors and how the programme has impacted their lives and businesses;
- Intervention profiles of five market systems interventions and six ESIP interventions showing latest results achieved and exit strategies;
- A total of 10 short videos showcasing changes among select market actors with a full documentary showing MADE II impact and market system changes triggered by the programme; and
- A total of 11 learning papers and presentations on thematic areas of learning events as agreed by the programme team.

The development of knowledge products contributed to building an organisational learning culture that enabled adaptive management, leading to continuous improvement in programme operations and interventions delivery.

Knowledge sharing and dissemination: MADE shared its lessons learned on specific thematic areas to a wide range of stakeholders comprising donors and other donor funded programmes, international and local organisations, government partners, private sector companies and other market actors such as service providers, small businesses, etc. A total number of 14 learning and dissemination events were organised during MADE II on the following thematic areas, tailored to the specific audiences at the events. These are:

1. Co-facilitator and Service Provider learning and information sharing event (Port Harcourt);
2. Farmer Engagement Strategies as a Marketing Approach for Agricultural Input Companies (Lagos);
3. Spray Service Business Model Validation with Agricultural Input Companies (Lagos);
4. Use of Diagnostic Tools to Enhance Enterprise Understanding of Problems and Stimulate Sustainable Adoption of Commercially Driven Solutions: The Case of the Nigerian Agricultural Enterprise Curriculum – NAEC (Asaba);
5. Use of Smart Subsidies to Stimulate Market Demand: A Case of the Technology Adoption Grant - TAG Funds (Benin);
6. Use of Market Systems Approach to Stimulate Alternative Livelihoods Opportunities and Reduce Human Trafficking in Edo State (Benin);
7. Tools for Increasing Gender and Social Inclusion in Market Systems-led Programmes (two events in Abuja for donors and in Port Harcourt for implementing partners);
8. Lessons on Monitoring Market Systems-led Agricultural Projects in Conflict Areas and Use of GIS (two events organised in Abuja for donors and Port Harcourt for implementing partners);
9. Using Inclusive Models to Implement Demand-driven Skills Development (Benin);
10. Deepening the Pool of Strong Local Organisations and Commercially Driven Extension Services to Deliver Market Systems Development Programmes (Abuja);
11. Developing Commercial Models for Promoting Small-scale Animal Husbandry (Benin);
12. Final Dissemination event targeting the donor community (Abuja);
13. Final Dissemination event targeting the ESIP stakeholders (Benin); and
14. Final Dissemination event targeting MADE's market development implementing partners (Port Harcourt).

As part of close-out activities, the programme organised dissemination events in three locations – Abuja, Benin and Port Harcourt to share its story of change focusing on how the programme has evolved, impact and achievements as well as lessons learned. The presentations included videos of partners and panels of key stakeholders to discuss topics of major interest to the partners.

Knowledge storage and sharing: The Programme established a repository for the knowledge products and ensuring knowledge sharing with relevant internal and external stakeholders after the project ends:

- The learning products were uploaded on online platforms e.g. DAI’s website, the programme’s social media platforms such as Facebook, Twitter, Adobe Spark, Slideshare, and Isuu, etc.;
- Compilation of monograph series of the programme’s body of knowledge (e.g. specific intervention baseline and scoping studies, research monographs, mapping study reports, etc.) which can be shared across local and international platforms (such as the BEAM Exchange); and
- Disseminating knowledge products and monograph series to relevant stakeholders using portable devices, such as flash drives.

5.3.2 LESSONS LEARNED AND ADAPTIVE MANAGEMENT

MADE embraced adaptive management on its interventions and encouraged its partners to test and scale innovations that worked for them and their clients. In the palm oil and fisheries interventions, for instance, MADE supported partners to adapt the functionality of existing technologies to respond adaptively to the commercial realities of smallholder farmers who needed these technologies to increase their yields. These resulted in wide adoption of these technologies across the region. In the case of the poultry intervention, MADE encouraged its partners to innovate solutions that were suitable for the market segment of smallholder poultry farmers who hitherto were not recognised as viable markets for these partners. It enabled the partner veterinary pharmaceutical companies to develop distribution channels for their products and testing out what worked and what did not work, they were able to change their approaches which enabled them to achieve maximum impact. MADE demonstrated its commitment to learning but this will be explored further in the lessons learned section of this report.

5.4 NIGERIAN AGRICULTURAL ENTERPRISE CURRICULUM

In the Niger Delta, most farmers lack adequate business skills to run their economic activities profitably which is usually a precursor for loans or external funding. The Nigerian Agricultural Enterprise Curriculum (NAEC) was designed¹⁴ by MARKETS and Making Cents to address business and enterprise skills gap by training smallholder farmers to employ a commercial approach to farming activities. The original NAEC courses were developed primarily for cereal crops farmers as this was piloted in the northern part of the country. PIND tested the standard NAEC training in aquaculture hoping to leverage that basic programme which already existed to address the business skills problem. It did not work well (as it was for crops and not livestock) so it had to be adapted for aquaculture. The Aquaculture NAEC was developed by PIND in 2012, which PIND and MADE leveraged upon in conducting a training of trainers (TOT) in 2014 for 12 aquaculturists and local service providers on delivery of integrated PMT and NAEC trainings to farmers, and the beginning of the Aquaculture Service Provider (ASP) business model. The ASPs have been actively selling these trainings and other embedded aquaculture services in various locations across the Niger Delta. Following success with application of NAEC in aquaculture, MADE began adapting NAEC for poultry by collaborating with MARKETS II and Making Cents to develop the NAEC for Poultry course in late 2016. MADE and PIND used this in conducting a TOT for 19 poultry service providers as NAEC trainers for poultry integrating its delivery as part of the broad range of products and services that could be rendered by Village level Vaccinators (VLV) for poultry farmers.

¹⁴ Agricultural Enterprise Curriculum (AEC)

Over the course of MADE II, about 256 service providers comprising ASPs and VLVs/VLDs are selling direct NAEC trainings and embedded NAEC relevant services (this was adapted as some of the farmers do not have the time to participate in stand-alone NAEC trainings) with outreach to about 32,756 fish and poultry farmers. The ASPs and VLVs/VLDs indicated that NAEC trainings played an important role in building farmer awareness of their problems, which increases demand for services. The integration of NAEC has been beneficial to SPs who are now mainstreaming it into their businesses as an embedded service to teach their clients about their business and then use that knowledge as awareness to sell more services to them.

5.5 CAPACITY FOR LOCAL EMPOWERMENT (CAPABLE) M4P TRAINING AND MENTORSHIP SCHEME

When MADE began working in the Niger Delta, most development agencies and NGOs were applying

“Being accepted into the CAPABLE M4P training course in May 2017 turned out to be a watershed moment for us. The one-week training exposed us to a new way of thinking, which has since shaped the way we conceptualize design and implement our interventions across all sectors. We learned how to facilitate systemic change by addressing market failures from their root causes, rather than treating the symptoms.

*The rich training modules and pragmatic exercises made it seamless for us to facilitate an initial 3-month fisheries pilot intervention for MADE. By constantly asking the “Why question” from start to end of the intervention, we knew when to adapt the strategies to address specific constraints that were peculiar to the target beneficiaries. Integrating the MSD approach into our core strategy has amplified the level of impact our interventions. We have increased our outreach from 500 in the pilot to 2500 in subsequent activities.” – **Comfort Onyaga Executive Director, CLICE Foundation***

direct delivery approaches where services were provided by donor and government funded programmes to smallholder farmers. MADE’s logframe highlighted that to achieve lasting sustainable impact would require shifts in other donor and NGO programming to adopt market systems approaches and not crowd out good practices with completely subsidized interventions. During its first phase, MADE collaborated with the PIND Foundation to develop a cadre of M4P trainers to deliver the “M4P CAPABLE” training to strengthen the capacity of NGOs and local service providers working in the Niger Delta region. During MADE I, 88 senior managers from

45 NGOs and private service providers were trained to develop and deliver market systems interventions.

During MADE II, capacity building work continued through the CAPABLE M4P training for selected NGOs, service providers and lead firms on M4P principles and frameworks. Two trainings were delivered to 53 organisations, including several from ESIP. Learning from the first phase highlighted that co-facilitation is a skill set that improves with practice and that training is but a first step. Therefore, MADE employed many of the stronger organisations as co-facilitators and also provided them with structured mentoring to

“The CAPABLE M4P training and mentoring also gave us the confidence to begin to write concept notes to investors based on the market systems approach and we were invited even offshore to prove the concept and attract investors to the Nigerian market. This would not have been possible if we were not exposed to the market system development approach training. Much more important was the fact that PIND/MADE were able to give us a coach who mentored us for about six weeks. The training was good but the coaching further exposed us to sector analysis and opened up our sector further to us. Today, we have 27 people working for us and we are opening new avenues for our business to continue to thrive”

Mr. Badejo, CEO Arkshore

strengthen their capacity to be effective MSD facilitators, as well as to write proposals to other funders to deliver MSD interventions.

Under MADE II, the CAPABLE programme organised a training on 'Coaching and Mentoring' for a pool of 16 trainers in 2018 following which MADE supported mentoring for six co-facilitators (Ark Shore, CLICE Foundation, Green Shield Integrated Technology Nigeria Limited, Kolping Society of Nigeria, Kzanug Ahuaza Nig Ltd and Participatory Partnership for Community Development) working on cassava, aquaculture, palm oil, and business linkage. Eight new organisations (in addition to Kolping) cutting across NGOs and service providers (Amena Academy, Dorbudee Consulting, MacJim Foundation, Centre for Social Awareness, Advocacy and Ethics [CSAAE], Genius Hub, Conservation Alliance, Better Living Foundation and Capacity Development [BEFCAD], and Society for the Empowerment of Young Persons (SEYP) were also mentored in 2019. The mentoring culminated in December 2019 with the submission of proposals for possible funding by PIND.

MADE II recruited nine of the organisations as co-facilitators (CLICE Foundation, CARA, SHERDA, Kolping, Better Living, Kzanug, CEMB, Valueshore and MADEPIN), as a means of more effectively reaching target beneficiaries, especially in hard-to-reach and frontline states. Working in the five MSD sectors, these co-facilitators brought many assets to MADE, especially an understanding of the local context and in some instances, existing relationships with target beneficiary groups and prior development experience in the sectors.

The CAPABLE programme has provided a platform to reskill and retool these set of actors to infuse sustainability in the delivery of support to beneficiaries. It taught them to focus on support market constraints that have the potential for long-term and sustainable impact; and to identify their role as short-term facilitators and not become long-term value chain actors. From the 101 organisations trained over the last 5 years, 11 of the NGOs have become solid co-facilitators and will continue to work with PIND as well as to approach other donors to raise funding for new MSD interventions they are designing. In addition, most of the service providers have also stated how the training has gotten them to refocus their business services to target smallholder as regular clients, rather than relying on donors. The M4P CAPABLE initiative is changing the way that local businesses and NGOs are working in the Niger Delta.

5.6 ENVIRONMENTAL RESPONSIBILITY AND IMPACT

MADE I engaged an independent consultant to assess the environmental and social impacts of the planned market development interventions with a view to providing MADE and its partners with sufficient information to justify, on environmental grounds, the compliance of its actions to national and international regulations. A post implementation assessment was conducted towards the end of MADE I with the intent of ascertaining the extent of implementation of the mitigation measures recommended beforehand. The assessment observed low to moderate adverse effects on the environment (e.g. potential effect of improper and unsafe use of crop protection products on soils) that require mitigation measures programme. The findings guided delivery of MADE II implementation in compliance with environmental standards and regulations. The team instituted a quarterly monitoring process as the MRM Unit tracked the programme's progress with implementing the mitigation measures.

At the end of at the end of MADE II implementation, a summative assessment of the programme's environmental impact was carried out in four frontline states (i.e. Akwa-Ibom, Bayelsa, Delta and Rivers States), and two other states (Cross River and Edo). Cross River was selected due to concentration of MADE interventions in the state, while Edo was targeted due to ESIP interventions designed to stimulate economic activities and livelihood opportunities for victims of human trafficking in the state.

ENVIRONMENTAL IMPACT

The summative assessment report acknowledged an improvement with MADE II Project's environmental performance in terms of environmental stewardship and sustainability, especially in the poultry, agricultural inputs and fisheries sectors compared with MADE I. For instance, the partnership with Croplife in MADE II ensured training and certification of spraying service providers that provided crop protection services and appropriate advice to farmers. In the reviewer's opinion, this is attributed to the periodic monitoring which was carried out using the mitigation measures and the guidelines that were provided at end of MADE I.

OBSERVED POSITIVE IMPACT

The more specific positive impacts include:

Agricultural inputs: With adoption of good agronomic practices there is further reduction in practices that could drive environmental degradation, i.e.-bush burning practices. In addition, programme partners promoted better practices in terms of fertiliser application, better waste management practices, etc. Furthermore, spraying service providers offered crop protection services in line with input companies' recommended procedures that promote safety, human health and environmental stewardship.

Palm Oil: Farmers were increasingly using oil palm waste as organic manure in most of the farms visited. In addition, adoption of improved processing and harvesting technologies, which leads to increased output results in higher earning by smallholder oil palm farmers and reduced risk of plantation expansion to meet the demand for more fresh fruit bunches.

Poultry: The use of poultry droppings for cropping has improved and was practised by up to 75% of farmers the environmental review consultant interviewed. This promotes integrated agricultural system as a sustainable farming practice;

Fisheries: There was an increase in the number of farmers using pond waste water in gardens and vegetable cultivation. In addition, the consultant reportedly observed improved access to improved smoking technologies, which might lead to reduction in carbon dioxide (CO₂) and greenhouse gas (GHG) emissions.

ESIP interventions: Most of the interventions were generating organic waste. For instance, the Access to Markets and the Feed Finishing interventions mainly generate organic by-products i.e. farm waste used as organic manure in line with integrated agricultural practice. The Waste to Wealth initiative is also a good strategy as it promotes youth employment and better environmental stewardship.

OBSERVED ADVERSE IMPACT

The adverse effects noted are as follows:

Cassava: The most important effect is the contamination of land/soil by cassava effluents. Mitigation measure: While the programme's intervention focused on primary production, partners advised farmers and SME processors to construct safety tanks to contain cassava effluents, which will prevent the risk of contamination of nearby water bodies. Beginning in MADE I, mitigation measures were proposed to control and manage potential and actual impacts of the cassava intervention to as low as reasonably practicable (ALARP).

Agricultural Inputs: Water bodies close to farmlands may be contaminated with fertiliser and crop-protection chemicals. Mitigation measure: Adoption of trained personnel in the application of crop protection products that Croplife promoted has been a commendable effort towards preventing overuse of fertilizers and crop-protection chemicals. Using crop protection products in the right proportion also increases farm-based incomes through reduced production cost. Candel also promoted returning of empty containers to the manufactures as this promotes both human and environmental safety.

Fisheries: Pollution of water bodies with high nutrient pond wastewater. Mitigation measure: The pond management training promoted use of pond effluent for integrated agriculture to promote waste reuse and also increase crop production levels.

6.0 RISKS MANAGEMENT

MADE II programme conducted effective risk analysis in line with DFID six (6) risk categories. The risks elements are tracked, mitigated and updated in the programme risk register quarterly. Some identified and tracked risks during MADE II implementation are:

Delivery:

- The technical approach (market systems) will take time to deliver meaningful impact to the poor and most vulnerable groups.
- Weak technical capacity of partners impacting on deliverables, deadlines, reporting and budget management

Operational:

- Limited personnel with market systems expertise increasing investment to upgrade staff and partners capacity;
- Insecurity in the region limiting regular travels by the clients for oversights functions and to monitor implementation progress

Fiduciary:

- Partners weak financial control systems, fund management and difficulty in recovering unutilized programme funds

External

Context

- The conflict and instability in the Niger Delta resulting in poor economic development and low purchasing power impacted on the scale and quality of programme outcomes.

Safeguards:

- Programme intervention and approach causing unintended harm to the environment or the beneficiaries

Reputational:

- Programme engagements and partners representation that are controversial and pertains to conflict of interest leading to programme failure in a community

The updated programme risk register is attached to the report - annex 5.

At the programme approach level, the general risks that MADE faced include:

- Partner's reluctance to enter into new territory without support from donor partners buying down the risk as establishing a new market is risky because no such thing has been done before.
- The risk of how the government will respond makes the private companies reluctant to step out of their comfort zones to serve the end market directly as Government's ability to distort the market through direct interference remains a constant threat.
- Limited opportunity for private sector stakeholders to hold constructive dialogues with the government officials to promote transparency, accountability and continuity as the Nigerian market has been heavily dominated by the involvement of government in business.

7.0 SUSTAINABILITY AND EXIT STRATEGY

MADE began planning its exit strategy from day one. A good market systems development (MSD) programme will be building resilient and sustainable market systems driven by private partners throughout its life, but it needs to establish the vision early on. MADE has worked towards achieving sustainability from the beginning, creating viable market systems where new pro-poor business models have been adopted, adapted, and are continuing to expand and add new business models as we go forward. Market actors have evidenced sustainability changes such as:

- Better understanding of incentives within the sectors and aligning these incentives in such a way that they profitably sell products and services that reduces the cost of production and processing for the poor;
- The need for capacity upgrade and development of their business models. With the acquired new skills, service providers now create new products, technologies and services targeted at the small holders; and
- Directly investing in MADE piloted activities covering their expansion, staffing and operational costs. Private sector partners are now adapting, investing and expanding innovative product and service offering to poor beneficiaries in the region.

Since this transformation is continuous and takes much longer than the life of a finite project, especially for a region as vast as the Niger Delta, MADE focused on several other critical aspects that will lead to long term sustainability. The main elements of MADE's exit strategy have been:

- Establishing a clear vision for each sector with goals for a better functioning market system;
- Close strategic collaboration with the PIND Foundation to ensure alignment and follow up key strategic interventions going forward;
- Leveraging a new dynamic network of local service providers who are constantly innovating and designing new solutions to the problems facing smallholder farmers in the Niger Delta; and
- Creating a network of co-facilitators across the Niger Delta who believe in and are applying the market systems approach.

Strategic, evidence based, design of interventions and adaptive management. MADE's exit plan started with a vision for what the market systems would look like when it was functioning properly. MADE carried out a solid analysis of the sectors, developed an understanding of the underlying causes that were holding back sustainable pro-poor growth in the sectors, and developed a strategic brief with a theory of change to creating better functioning sectors. This strategic brief outlined the key market systems within the sector that would need to change, and then developed intervention justifications laying out a foundational approach to achieving the transformation of the sectors. These intervention justifications included results chains which allowed for regular monitoring and adaptation of the interventions over the years. This process has allowed MADE to graduate a number of interventions into the hands of the private sector lead firms as a functioning market system, as well as to pass on the strategies to the PIND Foundation and existing co-facilitators.

Strategic alignment with the PIND Foundation. MADE recognized that developing a region with a population nearing 40 million people will take far longer than the timeline of a project. As a local institution, the PIND Foundation has a mandate to develop the region over the long term. Led by strong coordination mechanisms and strategic alignment of the activities that they were implementing, MADE and PIND worked synergistically to address market systems constraints across the entire region. The close collaboration on developing strong underlying systems of local service providers and co-facilitators and common approaches to addressing the supporting local government institutions and enabling environment has allowed MADE to transfer over its strategic interventions that had not yet reached the vision established for each market system. PIND is continuing to facilitate development of

relationships between larger private firms, the new network of business service providers, and co-facilitators.

Dynamic local service providers. Perhaps the single most effective result of MADE's work has been the creation of an ever-growing pool of dynamic local service providers who are providing commercially driven extension services. The transformation of these local business development service providers from small one-person operations with ad-hoc contracts from donors, into companies that are now employing tens of people each to sell services to smallholders, has laid the foundation for future solutions and addressing new challenges. MADE provided strong counselling and mentorship to these business service providers to guide them on how to develop new, more adapted services to smallholder farmers and small businesses. They have now taken ownership of many of the market systems that MADE was focusing on and are continuing to adapt new products and services and growing their outreach to smallholder farmers on a steady basis. As ZAL (a service provider) said "Every problem that my clients face is a business opportunity for me to provide a solution", driving this continuing adaptation and outreach because it is in their business interest. Business service providers are now driving many of the aquaculture, poultry and cassava interventions, while fabricators are driving fisheries and palm oil interventions, and agro-retailers are expanding outreach for inputs.

A changing infrastructure of local supporting co-facilitators. MADE and PIND recognized that local NGO development organisations play an important role in the regional development and will continue to exist well after MADE ends, continuing to seek funding from a wide range of donors. Our concerted effort through the CAPABLE M4P initiative to create a broad pool of local organisations with a deep understanding of market systems approaches and practical experience delivering facilitative interventions is transforming the standards of NGO support in the Niger Delta. These organisations have moved from direct delivery approaches to facilitative approaches. MADE II relied heavily on local co-facilitators to serve as an extension of the programme management team to manage facilitative interventions across the region. Getting them to run the interventions, with close mentoring from project staff, has ingrained the approach into their strategies. Co-facilitators such as CARA, SHERDA, CLICE Foundation, Kolping, and GSI Tech are not only familiar with MADE's interventions and have seen their success, empowering them to leverage their new capacity to seek additional funding to drive these market systems-based interventions in the future.

From sound planning leading to a vision for sustainable systems, and then concentrated efforts to build local capacity to drive the interventions in sustainable ways, MADE has left behind numerous established and better functioning market systems as well as a stronger supporting infrastructure to drive future programming. This has been leveraged into the ESIP component of the MADE programme as well, even during its short tenure. Genius Hub and Amena Academy stated at the ESIP closeout event "MADE, you may be leaving, but we are the new MADE". Even at the Edo State government level, the director of EdoJobs stated "MADE's guidance has turned our strategic interventions into sustainable institutions. The Edo Innovates hub is now 100% sustainable. More importantly we have now adopted MADE's business planning approach into all of our new initiatives."

Programme Management

8.0 PROGRAMME MANAGEMENT

MADE II kicked off with the full-complement of technical staff on the Market Development (MD) component. In anticipation of the second component, the Edo State Investment Portfolio (ESIP) recruitment of additional technical staff for the component was conducted in March 2018 for the rapid start-up on MADE II inception phase. At field-level, technical implementation of the project was led by the value-chain Intervention Managers (IMs) supported by Intervention Officers (IOs). The IMs provided the leadership and line management for each value-chain and the MD and ESIP Portfolio Managers (PMs) provided technical management oversight to all components interventions activities and initiatives. The recruitment of staff and other human resource issues were managed carefully DAI Nigeria to ensure that all posts were staffed by suitably qualified candidates. Disruption arising from occasional staff resignations / departures was effectively minimised till second year. The management ensured the setting up of systems to handle the demands of the programme, and created an organisational culture where individuals felt responsible, empowered, and accountable for their performance and results delivery.

The project faced challenges in several areas including; finance, grants & contracts, administration and management. In relation to finance, the delay in signing the head MADE II contract with DFID, slowed down the Programme's ability to commit to long term engagements with the partners. This resulted in significant underspend in Quarter 1 and 2. The fluctuations in the value of the Naira, and its eventual devaluation, initially had an adverse impact on business environment and partners' willingness to invest in MADE's activities. Whilst this causes challenges in several sectors it also opened opportunities in others.

From an internal project management perspective, the delay in finalising negotiations with lead firms and other programme partners on start dates impacted accurate budgeting and forecasting and had a knock-on effect on activity implementation, contracts and grant management. Other challenges faced included; the difficulties of operating in a cash-based economy, the relatively weak capacity of partners to deliver and manage grant agreements, poor infrastructure and security issues, and the time required to accomplish many technical and administrative tasks. The programme set out a robust strategy to deliver the planned impacts and despite the challenges outlined above, MADE delivered on value for money

The development of relevant technical skills - M4P methodology, value-chain analysis, planning and monitoring, technical writing and interpersonal facilitation skills and other soft skills provided internally enhanced performance, especially that of the IMs, IOs and enabled the project to achieve its targets. MADE's finance and administration team, based in Abuja, Port Harcourt and the UK, worked effectively together to maintain and improve on the robust financial systems and processes in MADE II. Regular monitoring and financial controls system were ensured and strengthened based on audit recommendations. MADE had in place a robust system for procurements, to ensure fair and transparent process, designed to maximise value for money. Sections 7.1, 7.2 and 7.3 below provide updates on finance, administration and grant management of the programme.

2018-2019 Annual Review and Recommendations

The 2018 / 19 Annual Review was held from May 21st to 24th 2019 in Benin Edo state. This involved visits and engagement with MADE key partners in Edo and other states in Benin. The review feedback recognised that the project in the reporting period – (2018-19), had deepened and consolidated its work in five value chains – agricultural inputs, poultry, cassava, palm oil and fisheries– and saw results accelerate in line with targets and the theory of change on the Market Development component. The ESIP interventions were in the pilot and proof of concept stages.

The review team confirmed the evidence that outputs have led to the outcomes and impact and the partner companies are seeing the benefits of expanding their operations, as per the transformative aspect of the theory of change on the market development component while most of the ESIP interventions are just taking off and in pilots stages.

The review team identified the sustainability of some aspects of the programme especially the ESIP interventions, as a concern and highlighted sets of recommendations to strengthen the programme delivery, develop robust management systems to strengthen some weaknesses identified, and the costs and risks of managing the legacy of some weak intervention. The sets of recommendations, actions to be taken, who is responsible and when it will be delivered have been tracked and presented in Annex 5 of this report. The AR recommendation tracker was monitored and updated quarterly.

8.1 FINANCE

MADE II had a total budget of **£6,750,000** for the two years of implementation. This budget was categorized into Milestone payment, Other Direct Cost (ODC), and Activities & Grants with each of the component accounting for a total of **£3,738,840**, **£1,187,979** and **£1,823,181** respectively. While the milestone payment was based on deliverables met, other direct cost (ODC) and activities & grants were based on reimbursement of billable expenses.

The financial performance of the programme during the two years was good as the Programme spent a total of **£6,534,375**, about **97%** burn rate. The management of the monthly forecast and spend is within DFID acceptable variance limit of 3%, meeting the target for 19 months and missed the target 3 times. This impressive performance keeps MADE II within the KPI set by DFID (DFID expect that MADE is within the expected variance limit for 9 forecast out of the total of 12 forecast in a financial year).

Table 3 below further highlight the MADE2 budget category.

Budget Category	Value	%
Milestone	£3,738,840	55
ODC	£1,823,181	27
Activities and grant	£1,187,979	18
Total	£6,750,000	100

The Programme maintained spend within the percentage allocated per budget category. By end of programme, MADE II total spend was £6,534,376 with milestone, ODC, Activities & grants accounting for **£3,738,840**, **£1,720,078** and **£1,074,448** respectively and representing 57%, 27% and 16% of the total spent (see

Table 4 below).

Category	Budget	Percentage share of budget	Actual	Percentage share of spend	Budget/actual variance
Milestone	£3,738,840	55%	£3,738,840	57%	0
Grant & Activities	£1,823,181	27%	£1,720,078	27%	£103,103
ODC	£1,187,979	18%	£1,074,448	16%	£113,531
Total	£6,750,000	100%	£6,534,376	100%	£216,634

A further analysis of expenses incurred on ODC during implementation highlights some key cost drivers. These cost drivers include fixed cost (eg the cost of rent), and other variable costs, like the cost of vehicle running 'utilities, accommodation and subsistence. These costs were mainly driven by level of activity and the activity location. The Project negotiated some of these costs with vendors and other service providers for competitive prices and value, for instance, the programme enjoyed discount from hotels based on strong negotiation skills and leveraging other relationships. Prudence and value for

money were mainstreamed into our procurement process and it was also a major consideration in the decision of Office location. MADE Port Harcourt office shared space with the PIND Foundation, so, other cost like security, electricity, generator running and other office running cost in Port Harcourt was cost shared between PIND and MADE. The Abuja office also achieved a reduced cost of rent after relocating from the earlier office; The cost shared with the PDF Programme and the prudent management of space also led to quite substantial amount of saving.

A further analysis of ODC is as shown on the chart below:



Table 5

Cost Drivers	Amount	Percentage
Travels	£94,771	9%
Living cost	£364,050	34%
Other expenses	£600,175.43	56%
IT equipment	£15,451.57	1%
Total	£1,074,448	100%

8.2 ADMINISTRATION

Administration of the MADE programme was quite a challenging one. Due to the security situation in the region where we operate, some programme key personnel, especially expatriate could only spend limited time in Port Harcourt which was the operational base of the Programme. This made oversight function quite a challenging one as face to face contact was not possible on a regular basis. Other components of administration, such as logistics and security were outsourced to a logistics and security company Garda world; human resources, contracting and payment to staff and consultants was managed by DAI Nigeria (DAIN) -formerly GRID Consulting.

A Team of five key Finance and Administration staff comprising the Finance and Operations Director, field Finance and Operations Manager and three Admin and Finance Officers working in Port Harcourt, Abuja and Benin managed procurement, recruitment (with support from DAIN), finance and other office administration issues like asset and inventory management, facility management. These Finance and Admin team were managed and supported by the Project Manager, Project Accountant and an Operations Advisor all domiciled in the UK with regular monitoring/support visits.

The admin team managed the review and processing of payment, arranged travel logistics for the technical team, consultants and other technical assistants. The team also managed events/ activities for the Technical team, providing admin support during programme activities.

Security and Logistics

As earlier noted, Garda world contracted drivers for the MADE programme and provided an embedded Security Manager. The MADE Project received regular security update regularly and provided security training to the MADE II Programme helpful in navigating safely in the volatile region of the Niger Delta. MADE maintained a security standard operating practices (SOP) that ensured that all travels are approved and have been cleared by security Manager before Staff are conveyed to their activity location. There were instances where Staff had to work remotely due to heightened security situation and they were other instances where trip were rescheduled due to red security alert. Despite all these challenges, the MADE Project was focused and did not allow any of these security challenges to deter

the achievement of the project objective. The Project ran with a total of ten drivers, from the Port Harcourt, Benin and Abuja offices.

PROCUREMENT

MADE procurement was premised on achieving the best quality while also ensuring value for money, transparency and competitive bid remained the major drivers of the Process. MADE Project ensured compliance with the 3 quotes and compliance with DFID procurement rules. In very rare cases where a single source option is considered, the project provides strong justification for tending to this option.

The Programme procurement manual, which was developed with reference to Donor requirement are strictly followed and there are procurement rules for different thresholds. Procurement of assets are usually through DFID except DFID gives approval to the Project to procure by itself. Procurement was quite minimal in MADE II.

8.3 GRANTS MANAGEMENT

In the MADE II implementation phase, £441,551 (N210,153,553.14) was allocated to Grants. MADE set out various approaches of how to apply the funds in the form of grants and £355,847 (N169,362,909.00) was disbursed. The programme adhered to the principle of pay-for performance and, as shown in the complete grant table (Annex 6). MADE II only engaged the output-based support grant windows to simulate market development by lead firms, co-facilitators and social enterprise partners for the ESIP component. The Private Sector / Partner facilitation grants was instituted so that MADE II could initiate and manage technical activities to achieve the programme goals. It allowed MADE II to respond quickly and entrepreneurially to opportunities that arose with intervention partners and in their respective markets. The grant was to buy down the risk of market development for the private sector partners.

The facilitation fund provided support grants to private sector concern to cover their risk in innovating technologies, forging relationships, or developing new markets. In MADE II, the facilitation grants were also utilised to support market development activities for the co-facilitators working with MADE's target beneficiaries in the agricultural value chains and social enterprises working in the re-integration space to stimulate livelihood opportunities for victims of human trafficking and irregular migration. Table 6 detail contribution of cost shared with partners for the achievement of programme targets.

Table 6: Private sector investment

S/N	Recipient/grantee	MADE's contribution	Grantee's contribution	Total investment
1	Harvest field Limited	N8,500,000	N11,418,000	N19,918,000
2	Turner Wright Limited	N30,906,844	N50,426,956	N81,333,800
3	Contec Global	N12,000,000	N17,007,500	N29,007,500
4	Syngenta Nigeria Limited	N3,600,000	N5,688,000	N9,288,000

Due diligence

The programme conducted due diligence on partners engaged for both the market system and ESIP to ascertain their capacity in managing shared cost fund support and donor funds. The organizations were assessed based on financial management capacity, governance and internal control and ability to deliver. Some strengths and weaknesses of these organizations were established and strengthened. However, some organizations could not meet the requirements and were not considered for engagement.

Partners training for compliance

A training was conducted for programme partners - intervention partners and co-facilitators. The training was focused on financial management and monitoring and evaluation and clarifications on the market system interventions and mode of implementation to improved reporting, documentation, governance, and better understanding on market system intervention implementation.

Challenges Grant Fund Management

MADE II faced some challenges regarding the execution and disbursement of the grant programme. Engaging with the private sector and proffering a value proposition that are attractive to industry and help achieve a broader, pro-poor market objective was very challenging. The main difficulty involved balancing the incentives required for market participants to modify their behaviour or undertake new initiatives and document them in verifiable ways within a grant agreement. This took far more processing time and delayed grant payment than planned.

Partner Capacity and Interest. Lack of partner capacity was a major impediment. Many of the bigger industry participants were too busy focusing on running their business to meeting the paperwork and documentation required for payments due.

High level of Hand Holding. In cases where there was a genuine interest among partners and willingness to work together, it fell on MADE II personnel to do most of the groundwork to facilitate the necessary business relationships through MoUs to support the grants. In addition, some grantees maintained poor financial systems, became uncooperative in keeping or documenting outreach targets, poor delivery and had their grants terminated for non-performance and delayed delivery of outputs as planned.

9 VALUE FOR MONEY

9.1 PERFORMANCE FRAMEWORK

The Programme's VFM measurement approach relied on the metrics agreed with DFID, which assesses economy, efficiency, effectiveness and equity (the 4Es) as defined below:

- **Economy** refers to prudence with procurement of the right inputs for interventions at the best possible price, bearing in mind the quality of the anticipated results.
- **Efficiency** demands delivery of the maximum level of outputs at a given level of inputs.
- **Effectiveness** is how well the outputs from the interventions achieve both the desired outcomes and impacts on poverty reduction.
- **Equity** is the extent to which benefits flow are judged to be equitable, considering women and the poor are more vulnerable and require more attention.

Considering that ESIP component was added in MADE II, the VFM metrics developed for MADE I was revised to integrate additional measures (e.g. cost of reaching a potential victim of human trafficking) that are specific to ESIP.

9.2 OVERALL ASSESSMENT OF VFM PERFORMANCE

Apart from total operation as a percentage of total costs, the Programme achieved more favourable VFM in MADE II than the previous phase. Table 7 below provides a comparison between VFM achieved at end of MADE I (February 2018) and MADE II (February 2020). Annex 7 provides the end of MADE II VFM figures.

MADE II Total Cost: £6,497,579.79 (i.e. ODCs, Labour and Activities & Grants)			
VFM Dimension	VFM Indicator	MADE I VFM	MADE II VFM
Economy	Total operational costs ¹⁵ /total costs	21%	23%
Efficiency	Private sector investment leverage per £ spent	£0.84	£1.33
	Cost per farmer or entrepreneur benefitted (engaged with projects)	£ 54.17	£21.51
Effectiveness	Cost per farmer or small-scale rural entrepreneur recording an increase in sales, productivity and/or quality	£ 70.96	£33.00
	Beneficiary income gain per pound spent	£1.02	£4.33
	Cost per beneficiary under the MDS component (MDS)	N/A	£18.54
	Cost per beneficiary with increased income gain (MDS)	N/A	£108.08
Equity	Cost per female farmer or entrepreneur benefitted (engaged with projects)	£ 108.26	£21.51
	Cost per female farmer / small scale rural entrepreneur recording an increase in sales, productivity and / or quality	£ 158.74	£32.99
	Cost per poor farmer / small scale rural entrepreneur recording an increase in sales, productivity and / or quality	£ 94.15	£32.96

Table 7: Comparison of MADE I and MADE II VFM

¹⁵ Total operational costs equal ODCs + 12% of fees as admin and management cost.

Economy

The Programme established that at end of February 2020 the total operational cost expressed as a proportion of the entire programme cost was 23%, an increase from 21% at end of MADE I (February 2018). Decline in the total production cost over the two-year period is partly attributable to the initial cost of setting up ESIP from scratch.

Efficiency

The Programme recorded an improvement in leverage on private sector investment between the two phases of the programme. Leverage on private sector investment at end of MADE II was £1 spent to £1.33 leveraged, a significant improvement from the £1 spent to £0.84 leveraged at end of February 2018. The reason for this improvement is two-fold. Firstly, MADE II key performance indicators include an additional outcome indicator (outcome indicator 2.1) that measures the amount of investment in ESIP aspirational sectors. The private sector investment includes £8.5mn solely from ESIP that contributed to the improved value for money for economy. Secondly, the programme's grants management improved tracking of partners' contribution in MADE II. While partners have invested their resources in implementing the market development intervention beyond what has been tracked and reported as part of the VFM, a total investment of £181,807 was captured in the VFM calculation for economy.

The cost of reaching a farmer reduced from £54.17 to £21.51 (60% decrease) within the same period. This is largely due to delivery of a cumulative of 88,672 indirect results at outreach level (about one-third of total outreach). The indirect results at outreach level is mostly from the already mature market development interventions implemented for more than five years in the region. While the average cost of reaching a potential victim of human trafficking in the ESIP component was £18.54, the average cost per beneficiary with increased incomes under ESIP was £108.08. With only 5,707 potential victims of human trafficking experiencing increased incomes, the higher average cost was to be expected.

Effectiveness

While the average cost per farmer recording increased productivity dropped from £70.96 at end of February 2018 to £33 by end of MADE II. This represents 53% decline over the two-year period. With up to £12m net additional income that MADE I beneficiaries derived, which the programme computed at end of February 2020, the income gained per £1 spent improved from £1 spent, £1.22 gained at end of MADE I to £1 spent, £4.33 gained at end of MADE II. While the £12m is still direct results, the programme also achieved net additional income of indirect beneficiaries up to £5,144,958 (18% of MADE II net additional income). Some of the MADE I 'copy' farmers experienced increased productivity and eventual increase in incomes captured in MADE II.

Equity

The VFM figures for equity equally improved significantly. The average cost of female farmers engaged by the programme dropped from £108.26 to £21.51 (80% decline) within the same period. The average cost of female farmers recording increased productivity also declined from £158.74 by February 2018 to £32.99 (79% decrease) by February 2020, while the cost of a poor farmer recording increased productivity dropped from £94.15 to £32.96 (65% decrease) within the same period. As the programme had reached scale with a lot of indirect results delivered, the improved VFM performance on the equity scale was to be expected.

10 LESSONS LEARNED AND CONCLUSIONS

10.1 LESSONS LEARNED

To prove evidence of adaptive management and learning culture, below are cross-cutting lessons learned from the MADE II programme which would be valuable for donors and programmes:

1. *Operating in a conflict prone area requires working through local organisations with a license to operate.*

Operating in a conflict prone zone is not easy. MADE needed to continuously evaluate and monitor the conflict situation in order to reduce risks for itself and for its partners. This informed MADE's use of the M4P Capable training to build the awareness and ability of potential co-facilitators. These were critically important to operating successfully in a conflict affected environment. These co-facilitators (often local NGOs) had strong community connections, trusted relationships and were able to work in areas, or with certain communities, which otherwise would likely have been beyond the reach of MADE. This was particularly effective in overcoming the prevailing 'donor apathy' effect – expressed more commonly as "here comes the money" (to be exploited). Their feedback was instrumental in helping to adapt many interventions and to reaching the hardest to access places. Co-facilitators matured and expanded their activities into new sectors based on experience in MADE value chains.

2. *Partnership is a dynamic process that requires flexibility, problem solving, and capacity building for long term sustainable market systems development*

Partnership development is largely about building relationships and trust; defining a shared vision of success and mutual accountability, understanding each other's challenges, interests and assets, with shared risks. MADE truly lived up to the spirit of partnership.

Whilst MADE was removed from the point of transaction between suppliers and farmers, or fabricators and processors, we were always engaged and observant. By observing and learning, MADE was able to undertake its own reflection processes which meant it was able to engage in a problem-solving approach towards partners, particularly with the lead firms, service providers and other market actors. MADE embraced this call for diversity, for adaptation, and actively encouraged partners to test innovations that worked for them and their clients. In fact, this diversity became a strength of MADE as it was better able to manage performance risk and maximise performance potential.

We also saw that local organisations need sustained capacity development and mentoring alongside practical implementation in the medium term to internalise the MSD approach. Understanding and applying the MSD approach is complex, takes time, and requires changes in organisational behaviour. Introducing local organisations to the market systems approach enabled them to become creative in adopting 'beneficiary-centric' business models that were more sustainable than the direct delivery they were used to. Engaging them as co-facilitators built up their practical experience applying MSD. Continuous coaching and mentoring by skilled local MSD practitioners help to consolidate classroom learning, helping organisations to learn faster. Part of the long-term mentoring provided by MADE involved how the organisations are marketing themselves to donors and other possible funders, such as private companies. This dual approach of building technical MSD and marketing and fundraising skills, was successful in changing local organisations behaviour. MADE's approach to working with local organisations has provided effective in creating a wider ecosystem of actors undertaking a MSD approach in the Niger Delta.

3. *Diagnostic studies shape a better project design with partners*

It is critical that programmes begin their process of intervention with research and analysis in defining the focus of development interventions. This constantly shaped MADE I & II's programme delivery –

acting from an evidence-based, data driven point of view and informed the choice of partners to work with. Building on the diagnostic studies already conducted in MADE I, the programme saw the need to strengthen this particularly for the ESIP interventions an additional component in MADE II. We saw that we could enhance our perspective and understanding of the complex nature of human trafficking and irregular migration in Edo State if we acted from an informed position, we undertook continuous diagnostic studies steeped in research and analysis from the onset. This helped to clarify the project's scope of complexity, define its goals and set realistic milestones. It allowed for interventions to be tailored to the appropriate target beneficiaries.

4. *Use of regular feedback from M&E informs continuous adaptation of programme strategies.*

It is important to use the evidence from project interventions to inform continuous improvement in implementation to ensure the programme stays on track and achieve the desired objectives. Such a perspective recognises results measurement as a process of testing underlying assumptions about causal links and gaps that need to be filled. As availability of inputs, products, services and technologies promote and shape adoption rate significantly, good use of feedback loops improves intervention implementation and is important for the participating service providers and lead firms to improve their offer. Strengthening the feedback mechanism, through ongoing open communication between MADE and partners helped ensure that gaps in intervention delivery are addressed as appropriate on a continuous basis, allowing for more flexible management.

5. *Smallholder purchasing decisions are highly linked to clear value proposition and this is critical to attracting investments in the Niger Delta*

Contrary to popular belief that smallholder farmers cannot afford to pay for trainings and services, experience has shown that smallholder farmers can pay for extension services provided they are cost effective and have a clear value proposition that is responsive to their needs and desire to improve their earnings. Enabling lead firms to recognize this untapped market and pilot new investments in the region has remained at the heart of MADE's interventions. The lead firms quickly realized that there was a very large market of smallholder farmers that were not being served. This enhanced the value proposition for investments, which thrive on fertile ground where companies make money. Many companies were skeptical about investing in the Niger Delta given the people's negative disposition to agriculture as a means of livelihood. Economic distortions from the oil economy had somehow blurred the untapped potentials with smallholder farmers constituting the mainstay of agriculture in the region. The basic proposition from MADE was clear: delivering knowledge plus inputs (or access to higher value output markets) through demonstration activities – *leads to yield increases – which increases farmer incomes – which in turn stimulates farmers to demand more that incentivises lead firms to invest in supplying more.* This demonstration effect rationale was central to MADE's vision of sustainability and scale.

6. *Diversifying service delivery across sectors increases profitability for support market actors, providing more incentives to deliver services to farmers*

Service providers, in a bid to increase profits, are providing demonstrated services across value chains and sectors thus diversifying their service offering and clientele. The realisation of the similarities in approaches and tools, combined with underlying technical expertise (as veterinarians or agronomists), is leading service providers to expand their service offering across all the sectors. For example, a number of BSPs' report expanding their support from aquaculture to poultry and into small ruminants. In other cases, fabricators are upgrading equipment and farmers are now using this to process other products; for example, using fish smoking kilns for drying other products such as crayfish, cassava and vegetables. Some service providers have adapted their model to offer training as an embedded service; bundled together with other services and goods sold to farmers since farmers' willingness to pay for training services as a standalone was very low. Much of this 'change' is being facilitated by a growing sense of 'connectivity and confidence' demonstrated by these entrepreneurs who are now better able to see, and to respond to commercial opportunities providing services to smallholders that hitherto lay largely

obscured and untapped. This is a valuable lesson for other service providers looking to increase their income by providing suites of services across sectors, and will further embed the sustainability of their businesses, and following on, that of farmers' access to services.

7. Designing smart subsidies in a way that reinforces the ability of supply side actors to continue to implement initiatives.

The use of smart subsidies through the Technology Adoption Grant (TAG) in MADE 1 was validated in MADE II as the sales of the new technologies continued to expand, even without subsidy. By ensuring that the market actors drove the process from onset with MADE playing a facilitative role, this has enabled continued adaptation after the end of the TAG. In the palm-oil intervention, fabricators reported selling 41 new SSPEs without any support (and many more were probably not reported). We also saw the sale of 134 new improved fish smoking kilns without TAG during MADE II. This goes to reinforce that supply side actors are continuing to drive market system changes with or without the support of the programme.

8. Developing a framework for gender mainstreaming and WEE initiatives and integrating it at a very early stage is critical to addressing the specific needs of women and other socially excluded groups.

It is important that programmes, from the onset, build understanding of gender constraints and develop frameworks for how they intent to meet their targets particularly for disadvantaged groups such as women, children, etc. MADE developed strategies on the under-representation of women in the target value chains, their limited access to productive resources and the socio-cultural constraints that underpin women's inclusion. Partnership with women focused organizations and business membership organizations (e.g. QBWA) was found to be very effective in enabling MADE achieve its gender targets. Promoting targeted women economic empowerment strategies (e.g. access to Noiler breed of birds under the poultry intervention); agreeing with partners on a quota for women participation in activities and building their capacity to effectively reach women; and developing the Gender Talk Group discussion series which supported local NGOs to champion discussions aimed at awakening consciousness against socio-cultural constraints limiting women's active economic participation., were some of the other strategies MADE adopted that proved effective. The implementation of these strategies enabled MADE to reach its outreach target to women, and this was consistently built upon in MADE II, with an additional component on nutrition education.

10.2 CONCLUSIONS

The economic and social environment in the Niger Delta is unpredictable and volatile, and its political economy correspondingly complex and difficult. After six years of implementation of market systems development programme in the Niger Delta, a few conclusions can be made about delivering the approach in the project location and the critical success factors. MADE II by design was implemented as a flexible and nimble programme, capable of seizing opportunities as they arise, and of pulling out from interventions if they fail to deliver what is expected. Flexibility, however, was exercised within the context of a strong and clear strategic framework that allowed interventions become more systemic over time.

MADE II created a platform for market deepening, scaling up the level of activities and scaling out into new activity areas, particularly in the frontline states. Our reflective assessment focused attention on the underlying systemic constraints that adversely affect the lives and livelihoods of our target beneficiary groups in the markets. These are systemic constraints were technical and business skill gaps; improved technology and business linkages; and productivity, reducing losses and costs.

Clearly, the context for MADE was one of extreme dysfunction, thin and weak service markets, lack of interest in investment from the private sector to take advantage of the large possible market in the Niger Delta and traditional development efforts were focused on a short-term transfer of resources

delivering little more than an illusory puff of impact and further entrenching farmers in a cycle of dependency and despondency.

Applying an MSD approach was the complete reverse to prevailing norms, attitudes and actions, with targets that could only be met through leveraging the interest and resources of others and by working in partnership. But MADE surpassed its targets despite these prevailing constraints. As evident in the results, MADE worked hard and smart to provide sustainable solutions in the conflict-prone Niger Delta. The success of MADE lay in its ability to fundamentally change the prevailing narrative. We demonstrated that small holder farming can be viable; that servicing small holder farmers can be profitable; that working in the Niger Delta is feasible; that development agencies can and should work to empower farmer access and choice over time by developing market systems.

MADE II continued to recognise the need for a farmer engagement strategy that is also a good marketing tool for lead firms and service providers to deepen their impact in the Niger Delta. This remains so because of the support market actors' ability to demonstrate sound value proposition to commercially oriented smallholder farmers which leads them to respond positively to adopting new practices and inputs. MADE II continued to integrate capacity building through trainings, mentoring, provision of IEC materials, etc. to improve the performance of these local actors to strengthen their ability to provide improved farmer engagement activities with SHF.

The programme delivery and the results achieved have proven that it is possible to change the way key development actors engage the poor in a conflict-prone and fragile ecosystem. Today there is a very different environment in the Niger Delta. Service providers increasingly see the value of targeting their services and sales to end consumers/users as a much bigger market than the government or other donor funded projects. MADE contributed to that narrative change. The broad change in attitudes have also been proven as smallholders are now investing and paying for services because of the added value they gain. The formal large private sector firms cautious about entering and investing the Niger Delta are building and sustaining relationships with other market actors, laying a strong sustainable foundation for future inclusive growth in the targeted value chains.

MADE engaged some co-facilitators that know the area and the value chains very well and this contributed to very efficient use of resources in a conflict-prone environment. This approach enabled MADE II to prove the importance of developing local capacity to drive the initiatives in conflict areas.

MADE II results proves that when programmes get the systems right, this can improve their value for money significantly. The programme value for money increased every year because we got the underlying design of business models and our vision of the market systems right.

Annexes

ANNEX 1: LOGFRAME (PLANNED AND ACTUAL)-EXTENT OF ACHIEVEMENT AGAINST LOGFRAME INDICATOR TARGETS

IMPACT: Increased growth and income, especially for poor men and women, in target markets in the Niger Delta of Nigeria					
Impact Indicator 1	Baseline	Milestone 1: Actual (March 2019)	Milestone 2: Actual (March 2020)	March 2022	
Number of small/medium-scale farmers and entrepreneurs with at least 15% increased income (Cumulative of Direct and Indirect)	0	77,702 (72,398)	155,505 (157,489)	224,899	
	0 (# Poor)	66,047 (55,574)	132,094 (134,546)	191,164	
	0 (# Female)	38,851 (38,484)	77,702 (76,190)	112,450	
Impact Indicator 2	Baseline	Milestone 1: Actual (March 2019)	Milestone 2: Actual (March 2020)	March 2022	Assumptions
Net annual additional income change (NAIC) amongst small/medium-scale farmers and entrepreneurs (GBP) - (Cumulative of Direct and Indirect)	0	£6,156,000 (£7,598,658)	£18,169,873 (£28,108,940)	£42,102,773	Exchange rate remains stable, preventing astronomical increase in market prices for inputs and other variable costs
	0 (# Poor)	£3,693,600 (£3,858,929)	£9,211,832 (£19,581,650)	£23,151,705	
	0 (# Female)	£2,189,381 (£3,498,025)	£5,452,485 (£11,098,120)	£16,836,898	
OUTCOME I: Better performing poor small-scale farmers and entrepreneurs in target markets					
Outcome Indicator 1.1	Baseline	Milestone 1: Actual (March 2019)	Milestone 2: Actual (March 2020)	March 2022	Assumptions
Number of small/medium-scale farmers and entrepreneurs that record an increase in yields/productivity and sales (Cumulative of Direct and Indirect)	0	86,336 (104,273)	172,672 (196,902)	219,488	-Small/medium-scale farmers and entrepreneurs, both women and men, respond positively to changes in the market systems -Improvements in farming/business practices result in increased productivity, sales, and income. -Market actors 'crowd-in' behind early adopters and additional small/medium-scale farmers and entrepreneurs not reached by the programme directly 'copy' the same behaviours adopted by direct programme beneficiaries. -There are no external shocks--such as conflict or environmental disasters--that prevent market actors behaving as
	0 (# Poor)	73,386 (83,630)	146,771 (157,521)	186,565	
	0 (# Female)	43,168 (51,695)	86,336 (105,670)	109,744	

					expected.
Outcome Indicator 1.2	Baseline	Milestone 1: Actual (March 2019)	Milestone 2: Actual (March 2020)	March 2022	
Number of small/medium-scale farmers and entrepreneurs that make changes in their farming or business practices (Cumulative of Direct and Indirect)	0	107,920 (149,355)	215,840 (238,934)	274,360	
	0 (# Poor)	91,732 (117,010)	183,464 (191,147)	233,206	
	0 (# Female)	53,960 (68,300)	107,920 (115,564)	137,180	
Outcome 2: Increased growth in sectors considered 'aspirational' by potential victims of trafficking					
Outcome Indicator 2.1	Baseline	Milestone 1: Actual (March 2019)	Milestone 2: Actual (March 2020)	March 2022	Assumptions
Total investment in formal and informal sectors by potential victims of trafficking	£0	£2,500,000.00 (£3,644,466)	£10,000,000.00 (£8,546,615)		
OUTPUT 1: New and/or improved inputs, products, services and technologies that benefit poor people are introduced in target markets					
Output Indicator 1.1	Baseline	Milestone 1: Actual (March 2019)	Milestone 2: Actual (March 2020)	March 2022	Assumptions
Number of small/medium-scale farmers and entrepreneurs who are assisted to access new and/or improved inputs, products, services, and technologies (Cumulative of Direct and Indirect)	0	130,000 (169,604)	254,500 (268,860)	361,000	-Key market actors respond positively to incentives facilitated by programme interventions to provide better terms of trade -Women's engagement in targeted markets is sufficient, and socio-cultural and other constraints are not so strong as to prevent them from benefitting from the programme.
	0 (# Poor)	110,500 (142,467)	207,825 (227,554)	306,850	
	0 (# Female)	65,000 (82,014)	127,000 (133,063)	180,500	
Output Indicator 1.2	Baseline	Milestone 1: Actual (March 2019)	Milestone 2: Actual (March 2020)	March 2022	
Number of lead firms investing in MADE piloted innovations (Cumulative of Direct and Indirect)	22	28 (32)	35 (36)	45	
Output Indicator 1.3	Baseline	Milestone 1: Actual (March 2019)	Milestone 2: Actual (March 2020)	March 2022	
Number of service providers and entrepreneurs investing in MADE piloted markets (Cumulative of Direct & Indirect)	500	750 (956)	1,200 (1,982)	1,800	

OUTPUT 2: Development agencies, support service providers (private, public, and NGO) and private investors are influenced to change their approach to engaging with the poor in the Niger Delta region					
Output Indicator 2.1	Baseline	Milestone 1: Actual (March 2019)	Milestone 2: Actual (March 2020)	March 2022	Assumptions
Number of investors adopting additional pro-poor market development approaches (Cumulative of Direct and Indirect)	12	16 (16)	24(24)	28	-Other development programmes do not produce market distortions that prevent market actors from making changes that benefit small/medium-scale farmers and entrepreneurs in the long-term. 6. -Donor policy and practice does not shift against market development initiatives. -Overall policy, regulatory framework and legal environment remains conducive to market system initiatives.
Output Indicator 2.2	Baseline	Milestone 1: Actual (March 2019)	Milestone 2: Actual (March 2020)	March 2022	
Number of development agencies and NGOs influenced to implement additional market development interventions that attribute to the programme (Cumulative of Direct & Indirect)	11	13 (18)	19(19)	20	
Output 3: New and or Improved economic opportunities available for susceptible populations in Edo and Delta States					
Output Indicator 3.1	Baseline	Milestone 1: Actual (March 2019)	Milestone 2: Actual (March 2020)	March 2022	
Number of trafficking susceptible small/medium-scale farmers and entrepreneurs who are assisted to access new and/or improved inputs, products, services, and technologies (Cumulative of Direct and Indirect) in formal and informal sectors (in Edo and Delta States)	0	12,000 (9,627)	30,000 (33,262)	50,000	There are other organisations that will continue this capacity building after MADE Programme exit.
	0 (# Poor)	10,400 (8,041)	25,500 (26,609)	42,500	
	0 (# Female)	6,000 (4,595)	15,000(16,882)	25,000	
Output Indicator 3.2	Baseline	Milestone 1: Actual (March 2019)	Milestone 2: Actual (March 2020)	March 2022	
Number of lead firms investing in MADE piloted innovations (Cumulative of Direct and Indirect) in Edo and Delta States	1	Additional 4 (additional 8)	9(9)	Additional 10	

ANNEX 2: MADE II PROGRAMME'S RESULTS MEASUREMENT APPROACH

Intervention Specific Monitoring and Evaluation Framework

Following sector studies and intervention design, the programme's results measurement practice began with development of Intervention Guides (IG) which are excel files with results chains, support calculations, impact projections, measurement plan and other relevant worksheets. It records the purpose of the intervention and how it fits within MADE's sector strategies, identifies activities and their intended results, holds the plan for monitoring and measuring results, and contains information on impacts and lessons learned.

MADE II updated Intervention Guides (IGs) for the 11 interventions carried over from MADE I. New IGs were also developed for the seven new interventions implemented in the ESIP component. As programme realities changed during intervention, the IGs were reviewed and updated to ensure they continue to reflect the emerging realities and the results being achieved.

Setting Baselines

With the IGs developed, MADE II created baselines for ESIP interventions while MADE I close-out status of the market development interventions served as baseline for MADE II. The programme generated baseline information for all actors that MADE works with (i.e. lead firms, intermediaries such as service providers and farmers). These provided a description of constraints farmers and entrepreneurs were facing (including poor access to inputs, products, services and technologies), existing practices, their productivity levels, revenue and profits. These guided the programme to focus on interventions that address key constraints and opportunities identified, resulting in the desired overall changes in the sector to the benefit of the poor. While the baselines established served the dual purpose of estimating impact as well as providing valuable information that informs design of specific intervention strategy, the programme invested in rolling baselines and measured pre-intervention situation of target beneficiaries retrospectively during every outcome and impact assessment. This was the result of learning from the MADE I where the programme found that pre-intervention baselines did not reflect the population reached by the interventions.

Results Monitoring

MADE II generated quantitative and qualitative data changes that can be attributed to the programme delivery. The methodology for each level of results is outlined below:

Output level results

The programme created and managed a database of outreach, list of lead firms¹⁶, service providers, some case studies of investors adopting additional interventions, and of NGOs and development agencies influenced to implement market development interventions. The team then organises and aggregates the output level results for programme wide reporting. To avoid overlaps, beneficiary groups and their locations are cross-checked to spot interventions that can have overlaps. The team then removes all duplicate records before consolidating the outreach for programme wide reporting.

Outcome level results

MADE follows a multi-level approach for its surveys by sampling beneficiaries from all programme sectors that took part in programme interventions each quarter. On a quarterly basis these surveys captured behaviour change and on a semi-annual basis the surveys also captured increased productivity. Farmers that participated in programme interventions were selected from the outreach record provided

¹⁶ The programme defines lead firms as large companies (i.e. importers/ exporters, distributors, manufacturers, industrial processors, financial institutions, etc.) that seek to engage with large numbers of MADE's target beneficiaries as part of their core business model.

by partners to assess if they had adopted the practices or technologies introduced through the programme.

The methodology for assessment of the behaviour change of farmers and entrepreneurs is based on the narrative by George M. Beal and Joe M. Bohlen (1957)¹⁷ that adoption involves a five-step process which includes Awareness – Interest – Evaluation – Trial – Adoption. -. The measurement approach begins with compilation of practices introduced to farmers and entrepreneurs and incorporates these in survey questionnaires which are then reviewed with enumerators during team orientation, paying attention to what constitutes adoption in each practice.

Datasets at behaviour change level include a record of practices farmers self-reported as adopting. However only farmers who adopted at least three practices are counted as changing behaviour in line with the programme theory of change. Nonetheless, the programme recognises that farmers adopting single practices (sorting technique in pond development, proper feeding regime, planting of improved varieties, etc) can lead to increased productivity on their own. The percentage of farmers found to have changed behaviour is then extrapolated and applied to the whole population of farmers reached/made aware of the intervention.

The programme analyses the range of practice change farmers and entrepreneurs report during surveys to ensure that these are effective enough to lead to increased productivity. To further test the validity of these practices, the team tests the behaviour change to productivity assumption by interviewing them about their performance (i.e. yield and sales) that can be attributed to the programme interventions. Data at the ultimate outcome level reflect productivity increases attributable to the different interventions. Productivity gains differ by sector and intervention. To estimate increased productivity among farmers in primary production of crops, the team used questionnaires to elicit information about farm size and crop yields before and after the intervention. Crop yield per unit area was collected from farmers attending the different crop good agronomic practice demos (e.g. cassava, oil palm, cocoa, maize, rice, groundnut, yam, vegetables, etc). In the case of livestock farmers (i.e. those rearing fish and poultry), fish stock and flock size and associated mortality rates define productivity increases or otherwise. Other productivity metrics that the programme measured among fish and poultry farmers include feed conversion ratio and average weight.

Impact level results

MADE II conducted impact surveys on a semi-annual basis. During each of the two impact surveys, beneficiaries that reported increased productivity (both direct and indirect) were sampled through face to face interviews to establish the number of those reporting at least 15% increase in income. Income is defined as the difference between total revenue and total monetary costs associated with the crop yield at the outcome level described above. The income gained as estimated during the assessment include:

- Cost-savings from adoption of cost-saving strategies. Such as use of crop protection products in land preparation, compared to the traditional method of land clearing using labour and bush burning weeding. Or adoption of proper feeding regime for fisheries leading to reduced used of agriculture inputs.
- Savings in fisheries and poultry due to reduced mortality from adoption of best practices introduced
- Reduced post-harvest losses due to adoption of improved fish processing technology
- Increase in yield (i.e. palm oil, crops and livestock) from adoption of innovations and best practices

¹⁷ George M. Beal and Joe M. Bohlen (1957) 1 The Diffusion Process 1 Ames, Iowa Agricultural Extension Service Special Report 18.

The programme calculates net additional income attributable to each intervention by establishing the net profit considering any additional cost associated with innovations and practices introduced through the programme. For instance, farmers adopting improved stems incur additional cost of stems compared to the local varieties that they acquire from neighbours and relatives free of charge. The net additional income change is based on profitability analysis and differs by intervention. While the programme counts only those with up to 15% increase in income, the net additional income aggregates the net additional income of all clients that have reported benefits of participating in the programme intervention.

As net income can be influenced by inflation as an external economy at the macro-level, the programme ensures that estimation of NAIC is based on real price for the commodities that the Central Bank of Nigeria publishes. The database provided includes results reference sheets that illustrate the basis for claiming the impacts reported at end of the first phase. The results reference sheets created at end of MADE I programme implementation in February 2018 were updated at the end of each MADE II implementation year (March 2019 and February 2020).

The endline impact assessment conducted in the last two quarters of Year 2 included six mini studies/impact surveys that generated more qualitative information:

- A survey to determine the extent of beneficiaries' continuing adoption of the innovations and practices introduced to them. As 90% of MADE I beneficiaries sampled (N=247) reported that they have continued adoption¹⁸ of the new practices introduced to them, the NAIC for the last year of the programme included what MADE I beneficiaries realised for an additional year post implementation. M4P practice allow estimation of additional income post intervention for a maximum of two additional years provided there is proof of continuing adoption of the innovations and practices a programme promoted.;
- Disability inclusion survey to determine the extent to which promoted inclusion of people living with disability, which is in line with DFID's policy of leaving no one behind;
- Nutrition and intra-household gender relations surveys to determine the extent to which the increased incomes the programme facilitated may have contributed towards improved household nutrition;
- A survey of service providers to determine the number of new jobs created at the support market level;
- Environmental review of the MADE II, which ascertained positive and adverse effects on the environment and how the adverse effects were mitigated throughout the programme lifetime; and

¹⁸ Practices mostly continued include:

Ag Inputs: use of crop production products; correct application of fertilizers; use of improved seeds, and use of spray services for control of weed; pest and disease.

Cassava: Making of ridges; use of improved stems; application of herbicides and fertilizer; right cutting of stems and proper spacing.

Palm Oil: use of improved processing mills; use of improved mechanically adjustable harvester and Malaysian knife; pruning of oil palm stands; application of agro-chemicals for weed control.

Poultry: vaccination of birds; accessing vaccination services; use of drugs and medications; record keeping.

Fisheries: use of smoking kiln; water analysis; sanitizing the pond and regular treatment; sorting of fish; feeding the fish twice daily; covering the pond against predators and changing water.

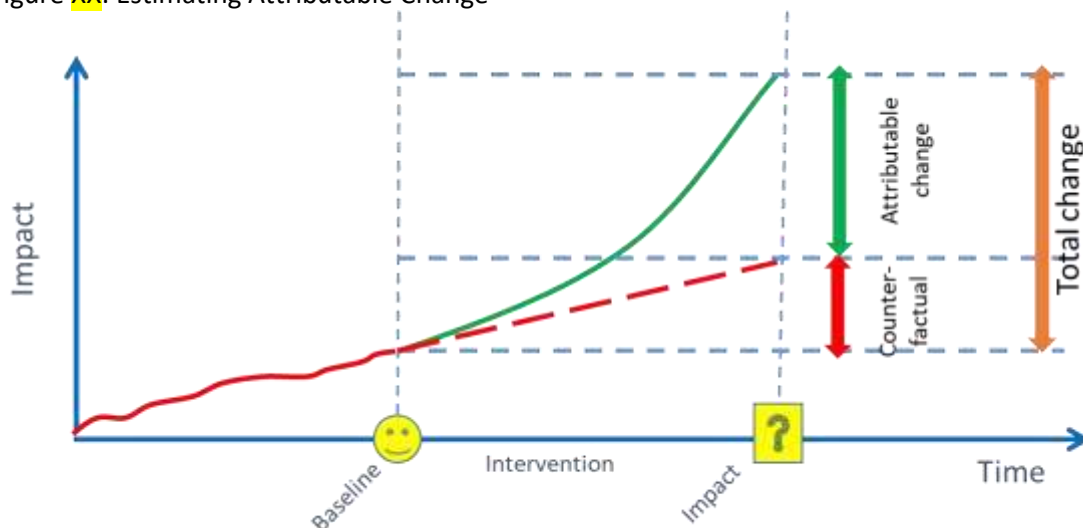
- Mini impact assessment conducted by an external consultant to generate qualitative information that complements the quantitative data the programme has generated over the programme lifetime.

Attribution Narrative

Attribution narrative seeks to establish the extent to which an observed change in a situation is due to an intervention as the changes that happen may be due to external factors (such as sudden price increases in market, or unexpected changes in the weather) other than interventions.

The programme used a combination of before-after analysis and comparison group to establish the extent to which results achieved can be linked back to the interventions. Attribution process begins with the use of results chains and collecting qualitative information on why changes are happening and how the changes happening link back to the intervention activities in line with the results chains. Once this is established the programme collected data about the "before and after" situations as means of establishing the counterfactual (i.e. what would have happened if there was no intervention).

Figure XX: Estimating Attributable Change



Measuring the 'before and after' situation among both treatment and control groups only gives the total change (orange arrow) that has happened to both groups. To estimate the attributable change (green arrow), the programme calculates the difference between the counterfactual and the total change observed/measured, which are reported as the programme's impact attributable to each intervention.

Given the possibility of factors external to the programme intervention influencing productivity/yield and income of smallholder farmers and entrepreneurs. Impact surveys involved treatment and control groups as part of the process of establishing the counterfactual as shown in the red arrow in Figure XX above.

CONTRIBUTION ANALYSIS

Some of the changes that MADE II has achieved was also due to the efforts of other actors in the sector. This is particularly the case for interventions under the ESIP component where the investment made into Edo State, especially by the government and other donor programmes, was likely due to a combination of reasons that included MADE II efforts. For these changes MADE II cannot claim to be the sole reason for the changes happening – i.e. clear attribution cannot be established. Hence in these cases MADE II

establishes contribution based on a 6 Step process developed by John Mayne¹⁹. The steps and how they were used by MADE II are illustrated below:

Steps for contribution analysis	As applied by MADE II
Step 1: Set out the question(s) to be addressed	The question for MADE II was: <i>“To what extent has ESIP influenced stakeholders to invest in the state and in sectors that are aspirational/attractive to potential victims of human trafficking.”</i>
Step 2: Develop a theory of change and risks to it	The TOC applied was the MADE II programme TOC
Step 3: Gather the existing evidence on the theory of change	Evidence on the TOC changes was collected – MADE II was able to get investment amounts from stakeholders.
Step 4: Assemble and assess the contribution story, and challenges to it	MADE II MRM team interviewed the programme Intervention Managers to find out “Why do they think that the investment amount was influenced by MADE?”
Step 5: Seek out additional evidence	Based on the above the programme developed additional questions to ask the stakeholders which captured when they invested, what factors influenced them, who influenced them, and how MADE influenced them.
Step 6: Revise and strengthen the contribution story	The answers to the above questions allowed the MADE II team to develop an evidence based rationale for its contribution in making stakeholders invest in ESIP interventions

¹⁹ Contribution Analysis paper developed by Intrac.

ANNEX 3: LEAD FIRMS ACTIVELY INVESTING IN MADE INTERVENTIONS

Investor	Specific investment
Agricultural Inputs	Investment
1. Syngenta Nigeria Limited 2. Saro Agrosiences 3. The Candel Company 4. Contec 5. Bayer 6. Crop Life 7. Harvestfield 8. Masterchem 9. CHC Agritech	Demonstrations of proper application of input and distribution of inputs to interested farmers
Cassava	
10. Godilogo 11. Jossy Ventures 12. Phila Joms 13. Winnosa 14. Ego Farms	-Improving farmers access to market for fresh tubers -Exposing farmers to good agronomic practices through their outgrower schemes -Multiplication and distribution of stems of improved varieties of cassava
Fisheries	
15. Agroprotein 16. CHI Farms	Fish feed distribution
Poultry	
17. Zygozis 18. Turner Wright 19. Agriproject Concept	-Access to quality vaccines in rural areas -Building a pool of village level dealers that are providing vaccination services to poultry farmers -Organising farmers' forum as means of exposing farmers to good poultry keeping practices
Palm Oil	
20. Texmaco 21. Best Gardens 22. ALLISEE Global Oil Palm Industries Limited: 23. S-ATM (Sustainable Agriculture Technology & Management) Nigeria Limited: 24. Ghana Sumatra Ltd: 25. PalmElit	-Firms promoting distribution of mechanical adjustable harvested (MAH) and access to certified oil palm seeds
Access to Finance	
26. Bank of Agriculture	Access to loan interest loan
Access to Market	
27. Elephant Group	-Outgrower targeting cassava farmers
Waste recycling	
28. Natural Eco Capital	Waste recycling
Access to market	
29. Okomu Oil Palm Plantation 30. <u>Asanita</u> 31. <u>Elephant Group</u>	Outgrower scheme targeting smallholder oil palm farmers
Apiculture	
32. Thrive Agric 33. Sehai Foods 34. A & Shine	Outgrower scheme targeting smallholder bee farmers
Feed finishing	

35. Animal Care Service Konsult	Commercial livestock production, feed milling, aquaculture, manufacturing, procurement and distribution of animal health products
Micro-Retailing	
36. Multipro	Distribution of fast-moving consumer goods

ANNEX 3A: INVESTORS ADOPTING ADDITIONAL INTERVENTIONS

Investor	Prior to March 2018	Ongoing implementation of market development interventions
1.Ego Farms	Ego Farms distributed 120 bundles of improved of cassava stems to farmers in Rivers	Ego Farms has continued conducting training for women on the use of HQCF and Pro-Vitamin A for snacks and confectionaries. In October 2019 the SME processor trained a total of 60 women pooled from LGAs in Rivers State.
2.Godilogo	In 2017 Godilogo distributed stems of improved varieties to over 600 farmers in Cross River. In 2018 Godilogo distributed as input credits two bundles of cassava stems (each bundle has 50 stems measuring 1 meter per stem) to a total of 150 farmers as input credits. Each farmer was expected to pay back four bundles at harvest so other farmers can access new stems in line with their practice.	As part of the input credit scheme, Godilogo has continued to redistribute to other farmers stems beneficiary farmers returned to the SME processor s. The processor has acquired a starch processing equipment shifting from HQCF production to starch.
3.Winnosa	Winnosa procured Contec agricultural inputs for establishment of 30 demo plots in Delta. Winosa started advertising her products on Kpoko FM and Crown FM in Warri. In addition, as a way of increasing awareness of her products, she conducted roadshows and has carried out five so far (two in Warri and three in Aba). The cassava SME processor engaged in partnership with the Delta state government to supply <i>garri</i> for export (18 tonnes per month).	The Cassava processor has continued advertising her products on radio. Winosa is collaborating with the Delta State Government to supply garri for exports. So far, she has sold to the government 72 tonnes to the government (18 tonnes each on four occasions).
4. Jossy Ventures	In 2017 Jossy Ventures sold stems of pro-vitamin A improved varieties of cassava at N300 per bundle to 2,000 (80% women, 20% men) farmers in Bayelsa. .Jossy expanded sales of her products to Rivers. The SME processor started working with the Ministry of Agriculture and FADAMA (World Bank funded Programme) to scale up delivery of extension services to cassava farmers.	The cassava SME (small and medium scale enterprise) processor continued distributing improved cassava stems to farmers in Bayelsa. Two staff were sponsored to Kano to learn how to process Wheat and Sorghum for her products. The factory in the third quarter of 2019 began processing of Pro-Vitamin A (Orange) Potatoes for producers in neighbouring Delta State communities.
5. Zigha's Ayibakuro Limited (ZAL)	ZAL distributed 213 bags of cassava stems to farming cooperatives and members of All Farmers Association,	The BDSP is coaching and mentoring more SMEs to access loans through the online platform created.

	<p>Bayelsa State.</p> <p>ZAL created an online platform ('Business Linkages Program) and linked SMEs to market and financial institutions. The platform is also an online training platform for business analysis, coaching and mentoring that can improve SMEs' access to loans. ZAL also began collaborating with BDSPs (business development service providers) in Rivers, Delta and Akwa Ibom.</p>	
6.The Candel Company	The Candel Company began a bottle buy back for reuse at a fee paid to the farmer.	The bottle buy back model is still being implemented. Farmers sell empty bottles of agro-chemicals to CANDEL for recycling.
7. Biospheric Scientific	<p>Biospheric Scientific demonstrated the effectiveness of Solito, a product by Syngenta, to rice farmers in Ondo State. In 2018, Biospheric Scientific started a programme on aggregation and mobilisation of rice and cocoa farmers for support services (Finance, e-extension on GAP (good agronomic practices), & Market using NIRSAL's(Nigerian Incentive-Based Risk Sharing for Agricultural Lending) anchor borrowers programme (ABP).</p>	Biospheric trained some youth in Ondo State on value addition for rice and cocoa crops. The company also launched a crowd funding platform for investors targeting rice and cocoa smallholder farmers.
8. Muhat Engineering	Muhat Engineering, lead SSPE (small scale processing equipment) fabricator in Edo, began developing a 30,000-litre capacity storage tank	Muhat has made adaptations to a new mill installed in Idaeto South Local Government Area in Imo State adding a screen to the digester screw press to reduce the amount of sludge that enters the collector, and this reduces the amount of time used in clarification (clarification is the process that ensures removal of all impurities from the oil).
9. Blessed Silver	Blessed Silver, SSPE fabricator in Edo, began fabricating bunch stripper and kernel separator in addition to the SSPE that MADE piloted.	Blessed Silver has continued to run demonstrations on the advantages and benefits of using the SSPE. In addition, the fabricator is engaging KU FM (Kukuruku FM) to advertise the improved processing technology. Blessed Silver also has two sales agents in Edo and Delta states and staff strength increasing from 8 to 16 in the last quarter.
10. Ummico	Ummico, SSPE fabricator, established a new mill in Akwa Ibom and is offering milling services to farmers. To further promote adoption of the improved mill, he uses SSPEs solely. The mill became operational in August 2018.	Ummico has continued to provide palm oil milling services to farmers and other processors in Akwa Ibom
11. Aqua Green	Aqua Green, a master aquaculture service provider, increased investments in the Niger Delta, covering training of farmers in feed formulation; linkage between farmers and fabricators of machines for feed formulation;	The master aquaculture service provider (MASP) has continued to deliver the intervention to train more farmers in Rivers State.

	provision of a wide range of professional services to farmers, including water testing and counselling services and sales of inputs (fingerlings, tarpaulins as mobile ponds, etc) and fish processing, which provides farmers with a ready market.	
12. Turner Wright	Turner Wright started taking the village level dealer's model into Northern Nigeria with a target to reach 500,000 smallholder poultry farmers	Aside ongoing implementation of the farmer engagement model in the North, Turner Wright has continued to produce smaller packs of vaccines recording additional sales of N17.5 million within the last 8 months in the Niger Delta Region.
13. Bangadanose		In 2018 Bangadanose designed an intervention around barbeque fish and other fish related edibles to solve the problem of market glut and also to make it attractive for the youths. The MASP trained farmers on how to make grilled fish, fish <i>suya</i> , fish pizza, fish shawarma, rolls and biscuits. Up to 50 people have been trained on pastries and fish processing. The MASP has continued to train fish farmers and additional aquaculture service providers (ASPs.). Bangadanose ASPs who became MASPs have recruited more ASPs serving under them. These new MASPs collaborate with Bangadanose in delivering pond management trainings outside Cross River State.
14. Diyen Agro Services		Diyen Agro Services, MASP in Delta State started renting out his ponds to new entrants in fish farming as a means of addressing barrier to entry. He also offered advisory services to farmers and piloted off-taker business model using his pond for the pilot. The service provider has continued to train fish farmers and new entrants on improved fish farming technologies. The MASP has recently introduced Tilapia fish farming as one component of the training with up to 90 fish farmers benefiting from the training in Delta State.
15. Bifem Engineering		Bifem Engineering, smoking kiln fabricator in Cross River started collaborating with organisations to promote adoption of the fish smoking kilns. He collaborated with Lions Club in Calabar in sensitising farmers about the benefits and functionality of the improved processing technologies. Bifem collaborated with Lagos State Government in improving access to the kilns outside the Niger Delta. From March 2018 to date, he produced a total of 10 kilns for the Lagos State Government. The fabricator has continued to produce the smoking kiln with modifications in response to feedback from fish smokers. The fabricator's modifications include

		production of kilns with smaller meshes for processing of crayfish, adjustments of the heat converter, redesign of the kiln to enable more efficient collection of fish oil and production of detachable components of the 100kg capacity smoking kiln.
16. Zygoxis		Zygoxis has continued to sell smaller vials of thermostable vaccines within the Niger Delta Region with additional sales of N14 million in the third quarter of 2019.
17. Good Samaritan International Tech		Good Samaritan International (GSI) Tech supported group sales by aggregating chickens for off-taking in Ondo State. GSI Tech is scaling out the Rehoboth Agriculture Enterprise Programme (REAP) programme in Edo State with 37 youths trained in October 2019.
18. Arkshore		In 2018, Arkshore provided business development services to farmers in Ondo State. As part of staff capacity strengthening for more effective service delivery to fish farmers and entrepreneurs, Arkshore, a business development service provider sponsored one staff to a training on improved fish farming in Thailand.
19. Geofred		Geofred, a master aquaculture service provider, worked with fabricators in 2018 to promote use of smoking technology in Bayelsa State. Geofred in Bayelsa has continued to provide advisory and training services to 76 small-scale fish farmers in Bayelsa State
20. Idaewor Farms		Idaewor Farms, Cassava SME processor who have gained knowledge and experience from SME processors engaged in MADE I and procures up to 2tonnes of cassava roots from cassava farmer per week.
21. Lentus Foods		Lentus Foods is one of the Cassava SME processors who gained knowledge and experience from SME processors engaged in MADE I. The processor buys cassava roots from MADE programme farmers who are part of its out-grower scheme.
22. Edygreen		Edygreen, one of MADE's trained smoking kiln fabricators, adapted the machine to produce a mobile smoking kiln that can be used to dry other foods. The firm continued promoting the improved fish processing technology targeting youth, women and potential entrepreneurs reaching up to 30 people. The fabricator now provides fish smoking services to consumers using one of the fabricated kilns with two female staff in its employ.
23. Slawd Peters		Slawd Peters modified the SSPE to accommodate more Dura, the predominant

		variety in the region. With the model introduced the Digester Screw Press (DSP) could take the mixture of 40% Dura and 60% Tenera but with the modification the DSP can now work with 80% Dura and 20% Tenera. Slawd Peters also made another machine, the horizontal digester, capable of extracting more palm oil.
24. PayByana		PayByana under the micro retailing intervention trained 27 (12 females) unemployed youths to facilitate transactions, onboard new and active micro-retailers and new FMCG distributors. PayByana has hired 4 (1 female) out of these 27 youths trained based on their performance and prior experience.

Annex 3B: NGOs and Development Agencies Adopting Market Development Approaches

NGO or development agency	Prior to March 2018	Ongoing implementation of market development interventions
1. Life and Peace Development Organization (LAPDO)	The NGO adopted M4P approach in their cassava agricultural productivity intervention in Ondo State, following M4P Capable training. LAPDO in partnership with Ondo State Agricultural Development Programme carried out a train-the-trainer event on fish fingerlings production targeting 60 women from the 18 LGAs of Ondo State. The NGO also linked 200 cassava women farmers to a processor Bobby Adeniyi (Bobby farms limited) using the out-grower's scheme,	LAPDO is registering 300 farmers for contract farming in continuation of the out-grower scheme with Bobby Farms Limited.
2. Green Code	Green Code, a co-facilitator in the cassava sector. The NGO collaborated with Contec to improve access to inputs by cassava farmers in Cross River State. In June 2018 Greencode distributed 12 bundles of improved cassava stems (419 and Vit A) to 60 farmers in Akwa Esuk, Akpabuyo LGA of Cross River State.	Greencode began promoting improved cassava stems and good agronomic practices through radio programmes slots in Cross River State.
3. Self Help and Rural Development Association (SHERDA)	The NGO and co-facilitator in the palm oil value chain provided improved inputs to female rice farmers in Bayelsa. In February 2018, SHERDA trained 40 (5 women farmers) on how to introduce bee colonies in their farms to boost pollination for increased yield and raise additional income from honey production.	SHERDA engaged BAYER to train farmers on best oil palm management practices.
4. CLICE Foundation	CLICE Foundation in Cross River State trained youth in Agwagune (Biase LGA of Cross River) on how to make charcoal from firewood as a business and to	CLICE is flagging of an agri-business training programme for youth and women in Delta State in collaboration with Government Enterprise and Empowerment Programme

	handle the challenge of smoking kiln energy source.	and Youth Employment and Social Support Operation Programme.
5.Reach Out & Smile Initiative for Social Empowerment (ROSISE)	Reach Out & Smile Initiative for Social Empowerment (ROSISE), a business membership organization. In collaboration with BDSPs, ROSISE facilitated access to financial literacy by smallholder farmers and linked 50 farmers to Bank of Agriculture	ROSISE has adopted the Gender Talk Guide and uses it for meetings with smallholder women farmers in her network.
6.Disabilities Awareness Welfare Development Rights Initiative (DAWDRIN)	They started a business clinic in Imo State. DAWDRIN continued her business clinic in 2018 and has modified the NAEC to include topics such as building business relationships and requirements for accessing loans. The NGO is also assisting fish farmers to access fingerlings, improved fish processing technology as well as creating market linkages.	DAWDRIN continued to assist farmers to access improved seed varieties. Up to 10 lead farmers were supplied with maize, cucumber seeds as well as sprouted oil palm nuts. DAWDRIN engaged 10 extension workers who educate cassava farmers on good agronomic practices.
7.CUSO International	CUSO International, a development agency. The development agency adopted agricultural radio programme after participation in M4P training. The Green Entrepreneur programme is ongoing.	CUSO continued to monitor business performances of YouLead Programme beneficiaries and creating market linkages.
8.Wider Perspectives	In 2017 Wider Perspectives linked trained SMEs to large buyers and mobilize funds to some of the SMEs that require funds for expansion.	The business development service provider has continued to link SMEs to large buyers. Over 1,000 small-scale entrepreneurs have been linked so far across the Niger Delta.
9.Value Shore		The NGO began mentoring and capacity development training for a fishing co-operative society in Bodo City, Ogoni Kingdom of Rivers State. The initiative is being implemented in collaboration with Community Resource Empowerment and Development Foundation (CREDEF).Valueshore has continued to train and mentor the cooperative society in Bodo city while linking members to large markets for sales of fish.
10. Quintessential Business Women's Association (QBWA)		QBWA volunteers began applying their learning from the farmers' engagement model in training women cooperatives and individual farmers, including youth participating in the Federal Government supported N-AGRO, a component of N-POWER initiative. QBWA transferred the knowledge and skills to about 1000 people (mainly youth) in Delta State. QBWA introduced agricultural extension services and value addition to the N-AGRO participants. QBWA under the N-AGRO component of N-POWER initiative has continued to trained more people reaching more than 1,000 youth in Delta State.
11.Name Foundation		Name Foundation in 2018 carried out media

		awareness program in partnership with ITV and Bronze FM airing programs to sensitize the public on the effects of irregular migration and human trafficking.
12.CARA Development		CARA assisted more farmers to access cassava stems of improved variety CARA has developed database of smallholder cassava farmers for linkage to aggregators and cassava processors.
13.Idia Renaissance		Idia created market linkages for products and services of 42 trainees through advertisement of their products on Genius Hub website.
14.Edo Exporters Cluster		Edo exporters' cluster is pioneering the feed finishing intervention in Edo state. They continue to stimulate interest and investment in this intervention. Having invested so far in purchase of land and construction of goat ranch for fattening of ruminants. Edo exporters' cluster in collaboration with paravets have continued to mobilize an train farmers.
15. Amena Academy		<p>Amena Academy has adopted a new business model to train, certify and place returnees and potential victims of human trafficking in full-time employment in the hospitality industry. The intervention is bridging the skill supply-demand gaps in the industry. So far, Amena Academy has trained and exposed 120 potential upstarts and young farmers to different opportunities and areas of interests in demand-driven agri-processing.</p> <p>Amena Academy has also trained 30 (23 female) youths on housekeeping and stewarding, which comprised a practical session on food & table presentation and proper customer relations and service.</p>
16. REPAIR Foundation		REPAIR foundation is collaborating with the Edo State Women for Agriculture and Enterprise to implement a poultry intervention that institutionalise a supply chain relationship with 1,800 smallholder farmers (mostly vulnerable women) in the 18 LGAs to grow Noiler birds for egg or meat to meet market demand.
17.KOLPIN Society of Nigeria		KOLPIN Society of Nigeria, a co-facilitator in the cassava sector, collaborated with Contec to improve access to inputs by cassava farmers in Abia State. 2. As part of an input credit scheme, in July 2018, the faith-based organisation distributed 60 bundles of improved cassava stems to 110 farmers in Abia and Imo States. Each farmer is expected to multiply the stems and pay back twice the quantity of stems received for onward distribution to other farmers in the next

		planting season. KOLPIN Society has supported CHC Agritech in reaching out to crop and livestock smallholder farmers with demonstration of their products. They now have established 6 major distributors and 8 dealers for their products in Niger Delta. They have also held 4 group demos in Abia, Delta, Edo, and Imo involving 120 smallholder farmers in crops and livestock.
18. Society for Empowerment of Young Persons (SEYP)		Society for empowerment of young persons (SEYP) who participated in CAPABLE M4P training delivered by MADE in collaboration with PIND has trained 167 (131 female) local producers on black soap production in the skills to product intervention.
19. Manpower Development and Environmental Protection Initiative (MADE-PIN)		The NGO adapted NAEC for fisheries as the organisation has been training fish farmers and fisherfolks on enterprise development. In addition, through the PIND sponsored Partners for Peace structure (P4P), MADEPIN promoted the smoking kiln technology across 16 communities in Bayelsa State.

ANNEX4: PROGRAMME RISK REGISTER

Downside Risks				Gross Risk				Net Risk						Category	Max	Max
Risk No.	Risk Category	Risk Description	Risk Owner	Impact	Likelihood	Risk Factor	Mitigation	Negative Impact	Likelihood	Risk Factor	Acceptable Risk Appetite? Yes/No	Additional Mitigation Actions	Risk Manager	Review Date	Gross	Net
1	Delivery	Market system interventions will take time to deliver meaningful impact to most vulnerable groups susceptible to modern day slavery (MDS)	ESIP	4	3	12	Intervention design considers opportunities for the most vulnerable groups and focus on initiatives that will deliver sustainable benefits to the poor quickly.	2	2	4	Yes	None required further	Rufus	July 15 2019	12	4
2	Delivery	Consultants and staff delay completion and delivery of assignment deliverables within the allowed period of performance impacting on period allowed by DFID to present expenses and invoice for payment	Programme Management	3	3	9	Effective staff supervision is provided by line managers and mitigating measures are introduced into partners contract and strict delivery monitoring is in place. Expenses from consultants will be processed and reimbursed immediately after field work	2	2	4	Yes	None required further	Comfort	July 15 2019	9	4
3	Delivery	Grantees miss deadlines for delivery of agreed milestones targets, which impacts achievement of the logframe targets and spend	Grants	4	3	12	Mitigating measures are introduced into partners contract to enforce strict performance monitoring.	2	2	4	Yes	None required further	Comfort	July 15 2019	12	4

Downside Risks				Gross Risk				Net Risk						Category	Max	Max
Risk No.	Risk Category	Risk Description	Risk Owner	Impact	Likelihood	Risk Factor	Mitigation	Negative Impact	Likelihood	Risk Factor	Acceptable Risk Appetite? Yes/No	Additional Mitigation Actions	Risk Manager	Review Date	Gross	Net
4	Delivery	Weak capacity of local NGOs to executed effective and sustainable re-integration programmes for returnees and potential victims of human trafficking, which often leads to market distortion through use of subsidies to empower beneficiaries.	ESIP	3	3	9	Facilitate engagement with relevant stakeholders to strengthen their capacity to design sustainable projects to minimize market distortion Ensure programme partners have a better understanding and benefit of the programme's approach to their business model and local ownership of interventions	2	2	4	Yes	None required further	Rufus	July 15 2019	9	4
5	Delivery	Weak capacity to manage budget overspend / significant under spend by programme components due to implementation delays and activities commitment above the available budget for the current financial year	Finance	3	3	9	Strict workplan monitoring and adherence to budget limits are ensured Portfolio managers monitor workplan closely to minimise activities mission drift that leads to activities over commitment	1	2	2	f	None required further	Comfort	July 15 2019	9	2

Downside Risks				Gross Risk				Net Risk						Category	Max	Max
Risk No.	Risk Category	Risk Description	Risk Owner	Impact	Likelihood	Risk Factor	Mitigation	Negative Impact	Likelihood	Risk Factor	Acceptable Risk Appetite? Yes/No	Additional Mitigation Actions	Risk Manager	Review Date	Gross	Net
6	Operational	<p>Weak programme staff capacity in market systems development and facilitation approach to deliver the MADE programme to reach scale and sustainably</p> <p>DFID programme teams not able to effectively oversee the implementation of the programme through field visits due to security reasons in the Niger Delta - red zone locations</p>	Programme Management	3	3	9	<p>Staff and partners are exposed to market systems development training to strengthen delivery capacity through the M4P Capable training</p> <p>Programme leadership backstops and mentors programme staff and partners through on the job learning and support other external and specialized trainings</p> <p>Engage the SE SS Regional Co-ordinator to explore using the quarterly programme manager's meeting as an avenue to see updates on programme implementation.</p>	2	2	4		None required further	Tunde	July 15 2019	9	4

Downside Risks				Gross Risk				Net Risk							Category	Max	Max
Risk No.	Risk Category	Risk Description	Risk Owner	Impact	Likelihood	Risk Factor	Mitigation	Negative Impact	Likelihood	Risk Factor	Acceptable Risk Appetite? Yes/No	Additional Mitigation Actions	Risk Manager	Review Date		Gross	Net
7	Fiduciary	Weak Internal financial control and wrong coding of expenditures as well as inaccuracies in accounting, reporting and invoicing systems.	Finance	3	3	9	Capacity of programme admin staff in all the offices are strengthened and close monitoring of postings documentation is in place	2	2	4	Yes	None required further	Comfort	July 15 2019		9	4
8	Fiduciary	Weak management control of funds released to partners and delay in remitting and reconciling advances	Finance	4	3	12	Capacity of partners contact person with the programme are strengthened to ensure appropriate reporting is understood and adhered. Partners spend are closely monitored to ensure remittances and reconciliation are on time to minimize misdirection of grants and activities funds	2	2	4	Yes	None required further	Comfort	July 15 2019		12	4

Downside Risks				Gross Risk				Net Risk						Category	Max	Max
Risk No.	Risk Category	Risk Description	Risk Owner	Impact	Likelihood	Risk Factor	Mitigation	Negative Impact	Likelihood	Risk Factor	Acceptable Risk Appetite? Yes/No	Additional Mitigation Actions	Risk Manager	Review Date	Gross	Net
9	Fiduciary	Difficulty of recovering guarantees and funds provided to partners - BoA and Cosmopolitan Bank, for programme activity execution which leveraged opportunities for programme beneficiaries	Finance	4	3	12	Continuous engagement with the Partners' management team (BoA and Cosmopolitan Bank) to support contract terms compliance and refund.	2	4	8	Yes	Engagement of a lawyer to pursue legal process with Partners' management team to support contract terms compliance and refund	Comfort	July 15 2020	12	8

Downside Risks				Gross Risk				Net Risk						Category	Max	Max	
Risk No.	Risk Category	Risk Description	Risk Owner	Impact	Likelihood	Risk Factor	Mitigation	Negative Impact	Likelihood	Risk Factor	Acceptable Risk Appetite? Yes/No	Additional Mitigation Actions	Risk Manager	Review Date	Gross	Net	
10	Fiduciary	Weak internal management controls on petrol administration purchased for programme vehicles.	ESIP/ Market Development	3	4	12	Supervision of drivers refuelling project vehicles by programme staff or consultants in the vehicle, particularly while in the field. More efficient tracking of fuel consumption level and correlating that with the odometer reading for each vehicle. Movement of vehicles in and out of the Office premises must be recorded with gate security; Daily comprehensive reporting of all the project vehicles must be shared with the Finance and Admin Manager; DAI-MADE to liaise with Total to have an alert system for fuel purchased installed; Monthly report of total fuel consumed compared with distance covered analysis to be shared by drivers; figures subject to closer scrutiny and reconciliation by GardaWorld, and QA by MADE. MADE ensures fuel voucher (Total Card) is kept in more secure location in the office.	2	2	4	yes	None required further	Donald	30-Sep-19		12	4

Downside Risks				Gross Risk				Net Risk						Category	Max	Max
Risk No.	Risk Category	Risk Description	Risk Owner	Impact	Likelihood	Risk Factor	Mitigation	Negative Impact	Likelihood	Risk Factor	Acceptable Risk Appetite? Yes/No	Additional Mitigation Actions	Risk Manager	Review Date	Gross	Net
11	External Context	<u>Cultism and Conflict</u> Increased cult activities resulting in sharp increase in conflict & insecurity in the Delta, impacting on programme reach and activities	Programme Management	3	3	9	Engage local organization as co-facilitators to minimize staff risk delivering activities in fragile communities. Strengthen programme intelligence gathering and reconnaissance	2	2	4	Yes	None required further	Tunde	July 15 2019	9	4
12	External Context	Economic challenges at the household, firm and national levels due to inflation, recession, and reduced purchasing power, limit adoption of business models and innovations introduced through the programme	MRM	3	3	9	Invest resources to monitor the impact on micro economy on the programme interventions regularly	3	2	6	Yes	Programme design will ensure intervention excluding the poor are not promoted and focus on intervention with limited barriers to entry	Sylvanus	July 15 2019	9	6

Downside Risks				Gross Risk				Net Risk						Category	Max	Max
Risk No.	Risk Category	Risk Description	Risk Owner	Impact	Likelihood	Risk Factor	Mitigation	Negative Impact	Likelihood	Risk Factor	Acceptable Risk Appetite? Yes/No	Additional Mitigation Actions	Risk Manager	Review Date	Gross	Net
13	Safeguards	Intervention activities promoted by the project causing pollution, environment degradation, deforestation etc	ESIP/ Market Development	3	3	9	Environmental review of all programme interventions are monitored and conducted regularly. Strengthen the environmental mitigation framework and ensure stakeholders have shared vision and take ownership of the process	2	2	4	Yes	None required further	Ganiat/ Rufus	July 15 2019	9	4
14	Safeguards	Farmers' adoption of sprouted oil palm nuts could impact secondary forest due to new planting.	ESIP/ Market Development	3	3	9	Best management practice demos include standard of practice for ensuing minimal impact on the environment	2	2	4	Yes	None required further	Soji	July 15 2019	9	4
15	Safeguards	Payment or repayment of training fees by returnees and potential migrants is likely to an unintended harm as it could potentially be "trap or enslavement" for the target group	ESIP	3	3	9	Support Amena Academy appropriate develop a policy and liaise with returnees/potential migrants and their support providers to ensure target beneficiaries make informed decision about participating the skills for jobs training	2	2	4	Yes	None required further	Michelle	30-Sep-19	9	4

Downside Risks				Gross Risk				Net Risk							Category	Max	Max
Risk No.	Risk Category	Risk Description	Risk Owner	Impact	Likelihood	Risk Factor	Mitigation	Negative Impact	Likelihood	Risk Factor	Acceptable Risk Appetite? Yes/No	Additional Mitigation Actions	Risk Manager	Review Date		Gross	Net
16	Reputational	Staff and Partners engaging in controversial social relationships in the field during programme implementation or be involved in a conflict of interest related matter leading to programme failure in a community	Programme Management	4	3	12	Staff and partners are exposed to DAI ethics and compliance procedures upon engagement and must attend a refresher training bi-annually. Programme leadership continually monitors issues of conflict of interests and reputational issues during programme execution.	2	2	4	Yes	None required further	Comfort	July 15 2019		12	4

ANNEX 5: 2019 MADE ANNUAL REVIEW RECOMMENDATIONS TRACKER

Category	DFID's comments	MADE's Response and Action	Timeline	Lead responsibility	Status
Technical Delivery	In its final year, MADE II needs to put greater emphasis on strengthening intervention sustainability and, put in place plans for exit strategies particularly for the more mature interventions	MADE is implementing 2 key exit strategies for the five sectors - On- going partnership with co-facilitators (MADE providing capacity and mentoring support) to continue to provide facilitated support to successful mature interventions- a. CARA- Agric. Inputs, Cassava, Poultry b. Kolping Society of Nigeria- Cassava c. SHERDA- Palm Oil d. CLICE – Fisheries	September 2019 to January, 2020	Ganiat	The co-facilitators supported the deepening of the support market in Q2 and Q3. The facilitators' now champion the activities working with other programmes and lead firms
Cross cutting	The final year should also see much greater emphasis given to communications, advocacy and external engagement, building on MADE strengths in knowledge management and learning.	The programme has prioritised dissemination of lessons in the last year of the programme. A total of seven learning events (including two dissemination events) are planned for the rest of programme duration. In addition, the programme will take advantage of special events/collaborate with partners/professional bodies and engage diverse channels to communicate programme results/impacts/success stories and resource materials.	June 2019 to January 2020	Sylvanus / Fidelis	Advocacy and learning events were hosted in Q3 and Q4 with relevant stakeholders in attendance
Technical Delivery -	Two years is too short for ESIP to achieve its ambitions targets; and therefore, it should	In June 2019, the programme shared some of the learning with stakeholders in Edo State. At least two more events will be held to deepen	June 2019 to January 2020	Rufus/ Sylvanus	Relevant learning events on skills and service provision were organized in Q3 and a

Category	DFID's comments	MADE's Response and Action	Timeline	Lead responsibility	Status
ESIP	be seen as laying the foundations for future investment and innovation led programming in the Niger Delta. It is recommended that MADE II as part of its Year 2 workplan, share the learning/understanding it has gained with DFID funded programme SOTIN and relevant stakeholders.	understanding of the use of market-based approaches to improve livelihoods and reduce incidence of human trafficking in Edo and Northern Delta. The programme will also update the political economy analysis with respect to programming in the Edo State.			close out event was hosted in Q4 where proper handover to partners was facilitated
Technical Delivery - ESIP	Both the outcome and output indicators may need to be revisited or at least more finely tuned for ESIP and investment related activities by end of July 2019. Investment, for example, relates to 'aspirational sectors' rather than just outside investors but a clearer definition and measurement approach are required to make these targets operational	MADE to propose changes to the ESIP targets and clarifications on the nuances relating to investments in aspirational sector	Q2-Q3	Rufus/Sylvanus	Proposed memo for the changes was drafted and approved in Q3
Grant Management	MADE should work with utmost urgency to resolve all the outstanding finances issues with Bank of Agriculture & Cosmopolitan Bank, ensuring that funds are recovered –	MADE will engage with the two banks to follow up with the recovery. If non-responsive, the programme will seek DFID's permission to use legal means to recover the outstanding funds.	Q2-Q4	Comfort / Tunde / Alan	Received repayment statements from Bank of Agriculture till 31 st December 2019. Cosmopolitan Bank have

Category	DFID's comments	MADE's Response and Action	Timeline	Lead responsibility	Status
	particularly with regards value / period of loans for borrowers that may extend beyond the length of the programme				been non-responsive, even after DAI's engagement and their promise to comply with updating the programme on repayment regularly
Risk	The risk register will need to be reviewed quarterly particularly with regards to interventions which are unlikely to be sustainable or incomplete; including a proper risk analysis for the ESIP component	Beginning in Quarter 1 of Year 2 (end of June 2019), the risk register will be updated and annexed to the quarterly progress report.	Q1-Q4	Tunde / Sylvanus	Risk register updated and submitted with the Quarterly Progress report
Programme Management	With regards to future programming after MADE II finishes in February 2020 and gap between 2020 and March 2021 when PropCom ends, it is recommended that DFID explores options before the end of this calendar year	We will make recommendations for likely organisation to work with to take the work forward and who the best partners could be	Q2-Q4	Tunde/Ganiat	MADE jointly developed a proposal for the REACH Programme. Towards the closeout of MADE, our technical team met with the PIND foundation Economic growth team to explore opportunities in not yet mature sectors that could be pushed further by PIND. MADE partners were introduced to PIND during the close out events and necessary kick-off meetings

Category	DFID's comments	MADE's Response and Action	Timeline	Lead responsibility	Status
					had been facilitated
Knowledge Management	The programme should ensure that it fully documents key lessons and experiences about the business models introduced through the programme; and share or disseminate widely	The programme plans to complete documentation of all the business models began in Year 1 and will share the models and lessons from partners' adoption of the business models more widely.	July 2019 to January 2020	Sylvanus	Learning papers were developed and disseminated through multiple events organised in 2 nd to 4 th Quarter. These knowledge products were also shared during the close out events to partners and other programmes. MADE is setting up a sharing platform where other parties can access the resource after MADE.
Programme Management	There is greater need for monitoring by DFID through at least 2 field visits over the remaining life time of the programme; and where possible drawing on resources from the South East / South South Regional Co-ordinator and other HMG staff who can support monitoring	Security situation permitting, MADE will extend invite to the client to be a part of the programme routine field visits, events and planning meetings	Q2-Q4	Tunde	The SRO visited the Benin office for the Q3 planning meeting and programme activities. Further, the client attended some of the learning and closeout events

Category	DFID's comments	MADE's Response and Action	Timeline	Lead responsibility	Status
Technical Delivery	In its final year, MADE II needs to put greater emphasis on strengthening sustainability of interventions by ensuring continued presence of private sectors in low-income markets that make business sense to them including co-operative solutions that will enhance the market power of smallholder farmers	In recognition of access to market as key sustainable driver for adoption of new practices and use of products/services and technologies, MADE is putting greater emphasis on facilitating market linkages and strategic partnerships between relevant market actors which further drives the initiatives across the sectors.	August 2019 to January, 2020	Ganiat	<p>The intervention business models (GAP, VSE ASP, VLD, HSP) were documented and shared with key associations –Crop Life (GAP for Ag. input firms), ICSAN (VSE for cassava producers), NVMA (VLD for poultry input firms and distributors), FISON (ASP for fish input firms), OPGAN and POFON (HSP for oil palm producers)</p> <p>For cassava, MADE supported linkages of beneficiary farmers groups with commercial processors in Abia, Rivers, and Edo states for uptake of cassava roots. For fisheries, Aquaculture Service Providers (ASPs) entered into commercial relationship with feed companies to further promote PMT and NAEC for fish farmers, while some MASPs are linking and aggregating demand for wet fish for bulk buyers in Imo and Delta states. For palm oil,</p>

Category	DFID's comments	MADE's Response and Action	Timeline	Lead responsibility	Status
					<p>linkage meetings were held between commercial millers and bulk buyers in Akwa Ibom, Rivers and Edo states. For Poultry, MADE supported the capacity strengthening of aggregators in Bayelsa, Edo and Delta states for aggregation of birds and delivery of relevant information and services to small scale farmers.</p> <p>Key market actors are using these models to further invest and scale their operations.</p>
Technical Delivery	The mature market development activities in MADE II are building on MADE I and have led to achieving increased numbers in cassava, agricultural inputs; therefore, we recommend that the priority for MADE II is to	MADE will facilitate deepening of the business models and lessons learnt with CropLife Nigeria (association of input companies) towards getting CropLife Nigeria as an anchor to provide support to member companies to adopt similar strategies. For the Oil Palm, MADE will work with PIND to	September 2019 to January, 2020	Ganiat	For agric. input, MADE facilitated the transfer of its GAP and SSP interventions with the business models and lessons learnt to CropLife Nigeria (association of input companies) towards getting CropLife Nigeria as an anchor

Category	DFID's comments	MADE's Response and Action	Timeline	Lead responsibility	Status
	<p>identify these matured activities / interventions with early optimal exit routes / strategies.</p>	<p>review intervention outcomes and co-design strategies for building capacities of key market actors and associations</p> <p>For its cassava intervention, MADE will integrate beneficiary farmers into commercially sustainable markets to further drive adoption of productivity enhancing technologies.</p>			<p>to provide support to member companies to adopt similar strategies. In addition, MADE worked with CARA (co-facilitator) to enable commercial relationships between new lead input companies and the local support service providers (agro-dealers, sprayers) while also identifying and supporting off-taker arrangements and also provide information to PIND for follow up and monitoring of interventions.</p> <p>For oil palm, MADE worked with PIND to review intervention outcomes and co-design strategies for building capacities of key market actors and associations (OPGAN, NPPAN, POFON, AMEFAN) to drive market initiatives targeted at increasing productivity of smallholder farmers and millers. These</p>

Category	DFID's comments	MADE's Response and Action	Timeline	Lead responsibility	Status
					<p>resulted in the conduct of a technology review session with key associations of fabricators and the conduct of an oil palm investor forum for key stakeholders to be aware of and take advantage of opportunities within the sector. In addition, MADE provided technical support to SHERDA (co-facilitator) to further identify and engage key input/ service providers towards adopting tested pro-poor business models which resulted in Masterchem (an oil palm fertiliser blend firm) adopting the farmer engagement strategy</p> <p>For cassava, MADE provided technical support to CARA and KSN (co-facilitators) to implement initiatives linking smallholder farmers to processors</p>
Cross Cutting - Advocacy	Work is stepped up on regulatory enforcement to protect smallholder farmers from exposure to the	MADE will engage with the key stakeholders to further understand the issues and potential impact on smallholder farmers leading to the development of an advocacy brief with CropLife	Q2 to Q3	Fidelis / Ganiat	Advocacy events were facilitated by MADE in partnership with, PrOpCom Markarfi, and PIND to

Category	DFID's comments	MADE's Response and Action	Timeline	Lead responsibility	Status
	<p>increasing availability of sub-standard and counterfeited crop protection products and to remove them from the market. Improved regulatory enforcement is also needed to ensure the supply of appropriately sized drugs and vaccines to meet the demand of small-scale poultry farmers.</p>	<p>Nigeria for advocacy with relevant regulatory authorities within the states (Min. of Agriculture) and Federal level (NAFDAC)</p>			<p>support the market actor in Q3</p> <p>MADE engaged with CropLife Nigeria to discuss and present the issue and potential impact on smallholder farmers. Crop Life Nigeria is taking an active role in engaging with NAFDAC which is leading to the registration of all agro-retailers across the country to better monitor their activities and also ensure they all attend mandatory trainings on safe and responsible use of crop protection products. MADE also worked with key poultry associations to support the development of a policy brief on actions required in ensuring the supply of appropriately sized drugs and vaccines for small-scale poultry farmers. For oil palm, MADE worked with POFON to support the development of a policy brief</p>

Category	DFID's comments	MADE's Response and Action	Timeline	Lead responsibility	Status
					on actions required in ensuring inclusive growth of the oil palm sector in Nigeria
Technical Delivery	It is recommended that further work is undertaken on supporting reputable service providers to provide maintenance and repairs with agro clusters. Availability of localised after sales support service is required for sustenance of newly introduced technologies.	MADE will collaborate with PIND- ATED to conduct a workshop in partnership with Agricultural Machineries and Equipment Fabricators Association of Nigeria (AMEFAN) in the third quarter	November 2019	Ganiat	MADE in partnership with PIND organised a workshop for AMEFAN members to be aware of opportunities within the small scale segment and identify areas of investment and capacity support to provide improved technologies and after sales services in Q3.
Technical Delivery	During this last year of MADE II, the project should focus on strengthening and expanding the role of the service providers to drive MADE's interventions. The service providers have been extremely dynamic in their adoption and expansion of MADE promoted products.	MADE will embarked on reviewing and documenting its intervention business models (GAP, VSE ASP, VLD, with plans for dissemination	November 2019 to December 2020	Ganiat	MADE documented its intervention business models (GAP, VSE ASP, VLD, and disseminated the outputs (via targeted meetings and workshops and other relevant platforms) to relevant stakeholders in the third and fourth quarters
Technical Delivery	MADE II should more deeply analyse the transformations taking place in key investors,	MADE will focus on analysing the models/approaches, the outcomes, wider system changes and transformation taking place within	Q3 to Q4	Ganiat / Sylvanus	These formed part of the learning documents for presentations at learning

Category	DFID's comments	MADE's Response and Action	Timeline	Lead responsibility	Status
	lead firms, service providers to better understand and report on wider impact they are having.	the sectors.			events held in Q3
Technical Delivery	As some interesting work has been done on the demographics of vulnerable groups, this needs to inform programme priorities going forward. Age, gender location (urban or rural, just Edo or include other Delta) are all relevant to the choice of sectors and nature of interventions. However, the programme should not identify opportunities first and then try to retrofit the target beneficiaries.	MADE to define the categories of our beneficiaries in alignment with the realities in the state	Q2 to Q3	Rufus/Tunde	Proposed memo for the changes was drafted and approved in Q3
MRM	Both the outcome and output indicators may need to be revisited or at least more finely tuned for ESIP and investment related activities. Investment for example relates to 'aspirational sectors' rather than just outside investors but a clearer definition and measurement approach are	The programme is developing a memo proposing recalibration of output and outcome indicators related to ESIP and will share this with DFID by mid-July 2019 for advice and approval. While the global target of 155,000 with increased incomes will be retained for the entire programme, the programme is considering reallocation of outreach, outcome and impact targets from ESIP to Market Development Component of the programme. This is in consideration of the	July 2019	Sylvanus	Proposed memo for the changes was drafted and approved in Q3

Category	DFID's comments	MADE's Response and Action	Timeline	Lead responsibility	Status
	required to make these targets operational	amount of time left for implementation of the planned interventions. The memo will include some clarification of how investment will be counted beyond what outside investors will bring to Edo State.			
Programme Management	A few of the recommendations have been addressed; however, many of them are ongoing and will continue in year 2 as part of programme implementation of systems and processes set up by DAI	The management team will continue to implement the recommendations to strengthening the programme processes	Q2 to Q4	Tunde	Programme systems were strengthened, and processes and compliance level improved through to Q4

ANNEX 6: SUMMARY OF GRANTS AWARDED

S/N	Recipient/grantee	Purpose	Grant Amount signed	Actual Paid	Status
1	<i>Harvestfield Limited</i>	Operationalize and expand farmer engagement operations in agric input	N8,500,000	N8,500,000	Deliverables met
2	<i>Turner Wright Limited</i>	Operationalize and expand farmer engagement operations in poultry	N30,906,844	N30,906,844	Deliverables met
3	<i>Contec Global</i>	Operationalize and expand farmer engagement operations agric input	N12,000,000	N12,000,000	Deliverables met
4	<i>Syngenta Nigeria Limited</i>	Operationalize and expand farmer engagement operations agric input	N12,000,000	N3,600,000	Deliverables not met
5	<i>Manpower Development and Environmental Protection Initiative (MADEPIN)</i>	Provision of Technical Support for Promotion of Private Sector Driven Supply of fish processing technology	N5,805,000	N5,805,000	Deliverables met
6	<i>Self Help and Rural Development Association (SHERDA)</i>	Promotion of private sector driven supply of improved oil palm seedling in Niger Delta	N14,000,000	N8,914,578	Deliverables not fully met
7	<i>CARA Development Foundation</i>	Improving Access to Improved Stems Varieties-Strengthening Capacities of Village Seed Entrepreneurs (VSEs)	N9,844,000	N8,316,500	Deliverables not fully met
8	<i>Capacity Enhancement and Manpower Development Foundation</i>	Provision of Technical Support for Promotion of Private Sector Driven Supply of fish processing technology	N5,805,000	N5,805,000	Deliverables met
9	<i>Comfort Literacy Intervention and Capacity Enhancement Foundation (CLICE)</i>	Provision of Technical Support for Promotion of Private Sector Driven Supply of fish processing technology	N8,805,252	N7,121,300	Deliverables not fully met
10	<i>Valueshore Global Resources Ltd.</i>	Provision of Technical Support for Promotion of Private Sector Driven Supply of fish processing technology	N5,805,000	N5,805,000	Deliverables met
11	<i>KZANUG AHUAZ NIGERIA LTD</i>	Improving access to improved stem varieties – strengthening capacities of village seed entrepreneurs and improving access to good agronomic practices and quality input.	N5,423,000	N4,626,952	Deliverables not fully met
12	<i>Kolping Society of Nigeria (KSN)</i>	Improving access to improved stem varieties –	N7,423,000	N6,743,000	Deliverables not fully met

		strengthening capacities of village seed entrepreneurs and improving access to good agronomic practices and quality input.			
13	<i>Better Living Foundation & Capacity</i>	Provision of Technical Support for Promotion of Private Sector Driven Supply of fish processing technology	N5,805,000	N2,277,000	Deliverables not met
14	<i>Croplife Nigeria</i>	Provision of technical support for strengthening capacities of agro service providers and retailers within the Niger Delta Area	N17,678,000	N13,622,800	Deliverables not fully met
15	<i>Edo Exporters Clusters</i>	Mobilize, sensitize, promote and demonstrate the benefits of adoption of an inclusive business model in Feed Finishing (Fattening) of Small Ruminants that will strengthen economic opportunities of households and smallholders' commercial relationships in Edo and northern Delta States	N3,700,000	N2,890,320	Deliverables met but with some unaccepted expenses
16	<i>Amena Academy</i>	Skills development and employment placement targeted at creating aspirational opportunities in the hospitality industry for returnees and potential victims of human trafficking	N4,450,000	N4,450,000	Deliverables met
17	<i>Oklan Best</i>	Improving access to market for rural producers in Edo State, through Oklan Best expanding its sourcing – supply chain to Edo for offtake of garri, groundnut, palm oil, black soap, honey, vegetables, and other made in Edo products	N7,000,000	N4,230,000	Yet to finalize deliverables and payment
18	<i>Disability Awareness Welfare Development & Rights Initiative (DAWDRIN)</i>	Gender Talk Group	N1,405,000	N1,405,000	Deliverable met
19	<i>Benin Film Academy</i>	Portfolio of interventions and associated activities to unlock constraints limiting the performance of the Edo entertainment industry	N8,480,582	N8,029,000	Yet to finalize deliverables and balance payment
20	<i>A and Shine</i>	To facilitate an Apiculture (Beekeeping) Intervention in Edo State	N2,000,000	N1,000,000	Deliverables met but to finalize payment
21	<i>Kubsoma Glory Limited</i>	Waste Recycling management	N1,500,000	N1,200,000	Deliverables met but to finalize balance payment
22	<i>Name Foundation</i>	To implementing a pilot access to information	N1,949,745	N1,949,745	Deliverables met

		intervention targeted at providing technical support to Speed FM Benin to produce commercially attractive and demand-driven agriculture programmes that will appeal to advertisers.			
23	<i>Natural Eco Capital</i>	Waste Recycling management	N1,850,000	N1,850,000	Deliverables met
24	<i>Centre for Bee Research and Development</i>	To facilitate an Apiculture (Beekeeping) Intervention in Edo State	N3,600,000	N3,600,000	Deliverables not fully met but to refund N1,377,000
25	<i>Genius Hub</i>	to mobilize trainers to carry out commercialized trainings to local producers in Edo South senatorial district	N3,436,000	N1,020,300	Yet to finalize deliverables and payment as N636,000 is hanging.
26	<i>Venator Partners (TRACE)</i>	Entertainment Stakeholders Investment Forum designed to attract investments into the entertainment sector in Edo State	N4,680,000	N4,680,000	Deliverables met
27	<i>Hill Harvest Limited</i>	Improving access to market for rural producers in Edo State	N10,000,000	N4,191,000	Deliverables partly met
28	<i>Ibez Consulting</i>	To use handy jack to register 2000 artisans in Edo State	N1,157,730.14	N500,000	Deliverables not met
29	<i>Animal Care</i>	Implantation of farmers training activities in the feed finishing intervention	N5,144,400	N4,322,000	Deliverables not fully met
	<i>Total</i>		N210,153,533.14	N169,362,909.00	The variance is as result of some deliverables not met or fully met

ANNEX 7: MADE II VALUE FOR MONEY METRICS

MADE II Total Cost: £6,497,579.79 (i.e. ODCs, Labour and Activities & Grants)		
VFM Dimension	VFM Indicator	Year 2, Quarter 3 VfM performance
Economy	Total operational costs ²⁰ /total costs	£1,494,443.35/£6,497,579.79 = 23% <i>*total operational costs from start of hybrid contract</i> <i>**total costs from start of hybrid contract</i>
	Private sector investment leverage per £ spent	Total private sector investment: £8,652,713.43 Therefore £8,652,713.43/£6,497,579.79 = £1.33
Effectiveness	Cost per farmer or entrepreneur benefitted (engaged with projects)	Total number of farmers: 302,122 Therefore £6,497,579.79/302,122 = £21.51
	Cost per farmer or small-scale rural entrepreneur recording an increase in sales, productivity and/or quality	Total number of farmers: 196,902 Therefore £6,497,579.79/196,902 = £33.00
	Beneficiary income gain per pound spent	Net additional income: £28,108,940 Therefore £28,108,940/£6,497,579.79 = £4.33
	Cost per beneficiary under the MDS component (MDS)	Total number of farmers: 33,262 Therefore £616,815.62/33,262 = £18.54
Equity	Cost per beneficiary with increased income gain (MDS)	Total number of farmers: 5,707 Therefore £616,815.62/5,707 = £108.08
	Cost per female farmer or entrepreneur benefitted (engaged with projects)	Total number of female farmers: 149,945 Approximate cost of reaching women = £3,224,748 Therefore £3,224,748/149,945 = £21.51
	Cost per female farmer / small scale rural entrepreneur recording an increase in sales, productivity and / or quality	Total number of farmers: 105,670 Therefore £3,486,601/ 105,670 = £32.99
	Cost per poor farmer / small scale rural entrepreneur recording an increase in sales, productivity and / or quality	Total number of farmers: 157,521 Therefore £5,191,566/157,521 = 32.96

²⁰ Total operational costs equal ODCs + 12% of fees as admin and management cost.