



# MADE II Programme Closing Event Port Harcourt

Programme Dissemination | Results Sharing

Thursday 30<sup>th</sup>, January 2020



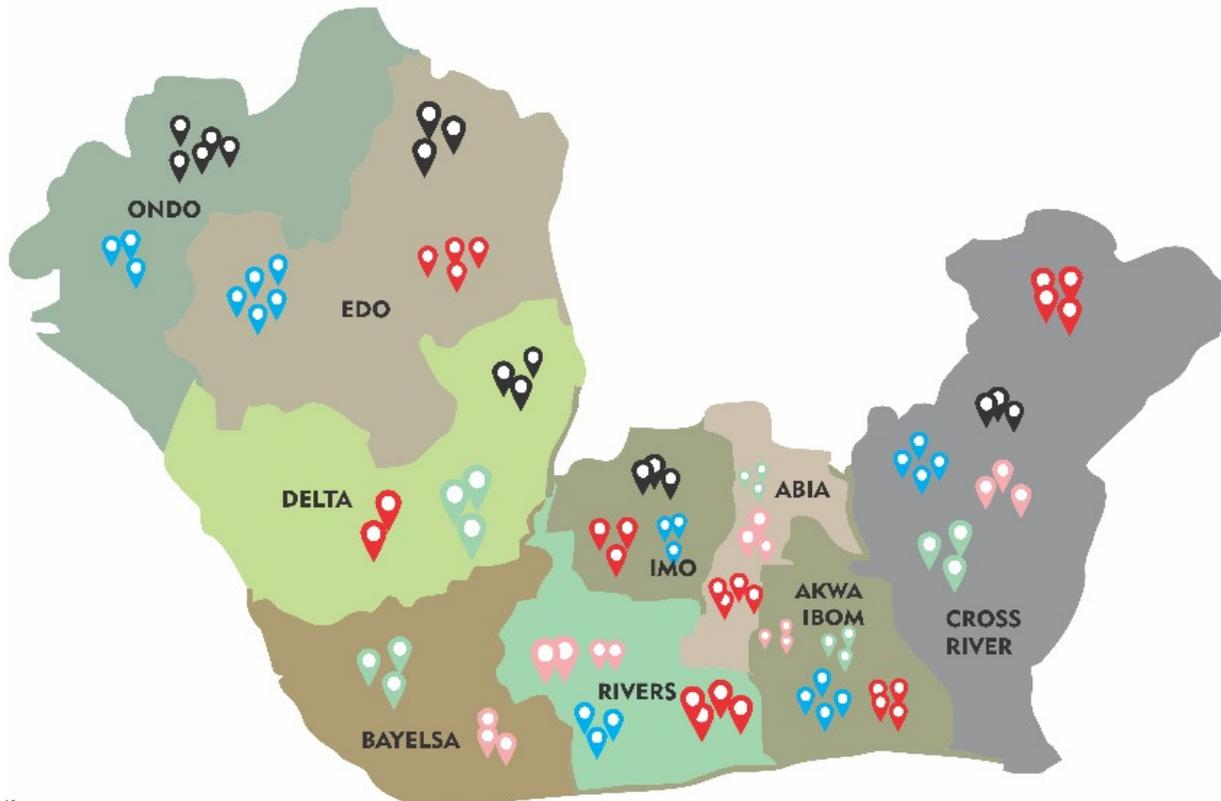
## Overview of Presentation



1. MADE Programme Footprints and partnership with PIND
2. MADE I results & Rationale for MADE II
3. MADE II Results
4. Our Approach – Partnerships, Service Provision model, scale pathway
5. Programme Highlights - Market changes
6. Gender Inclusion
7. What we measure & Incorporating GIS
78. Conclusions : Lessons learned and next steps



# Programme Footprints in the Niger Delta



## Partnership with PIND

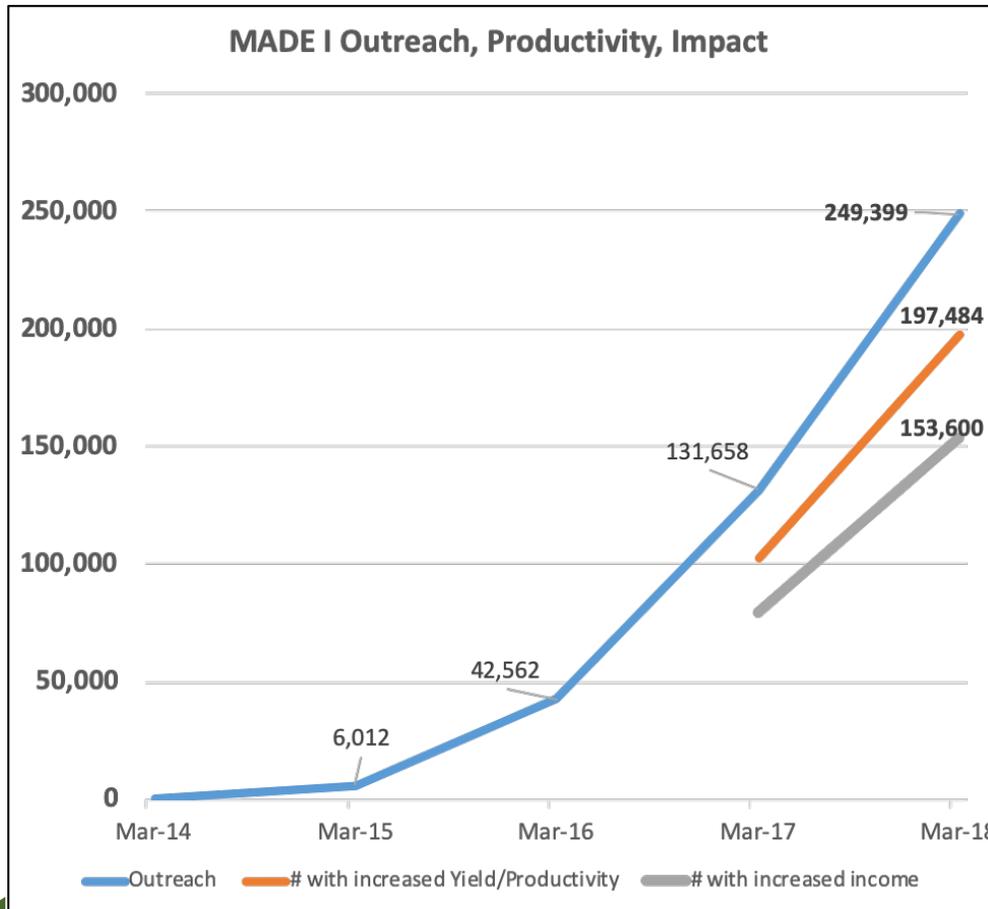


MADE entered the Niger Delta due to DFID and PIND collaboration.

- Collaborated on major studies
- Coordinated on activities to strengthen institutional and enabling environment
- Learned from each other and leveraged resources
- Healthy internal competition stimulated innovation and more rapid improvement



# MADE I Result & Rationale for MADE II



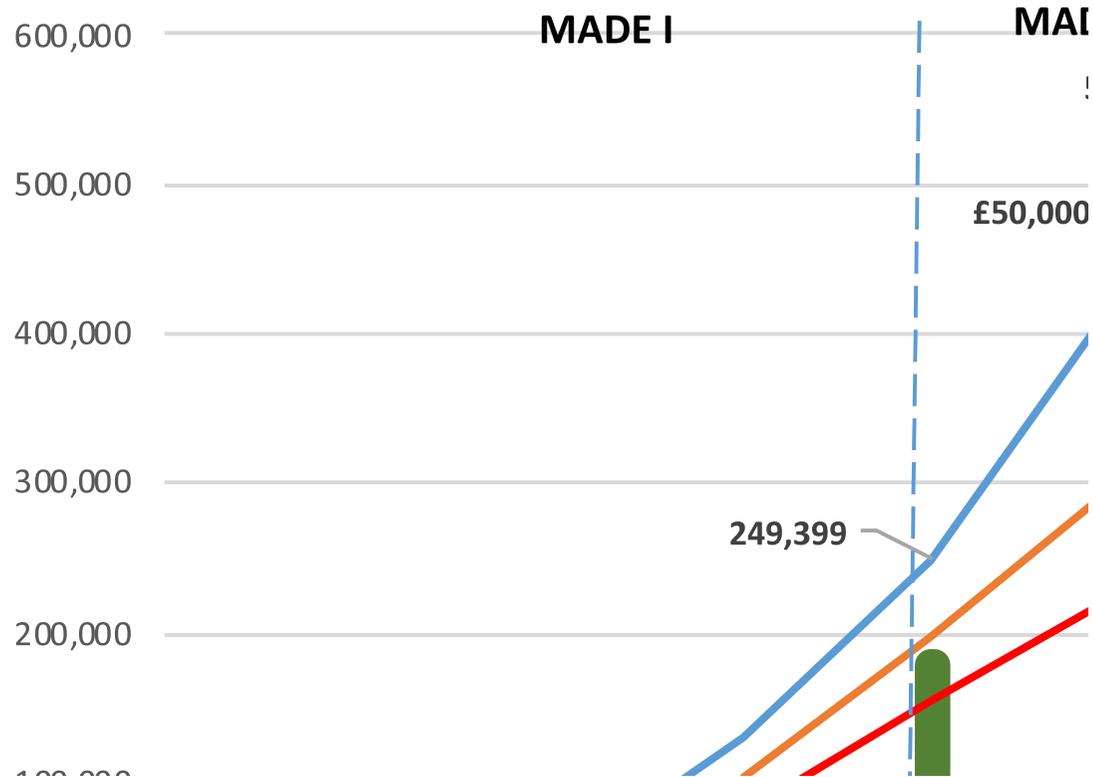
## **RATIONALE for MADE II:**

- Doubling the results in half the time with half the money
- Focus on the Frontline states
- Address economic causes of illegal migration and human trafficking in Edo state

# MADE II Results



MADE I and II Outreach, Productivity, and



## Achievements:

- Poor reached: 85%
- Women reached: 51%
- Frontline states: 52%
- NAIC: >£50 Mn

## Working with Local NGOs



### Developing co-facilitators – CAPABLE M4P

- Developed a cadre of 11 MSD trainers and mentors
- Trained 185 individuals from 101 organisations
- 11 co-facilitators facilitating interventions for PIND and MADE
- 45 service providers have improved services to new business models



# Partnering for Impact: PIND & Local NGOs



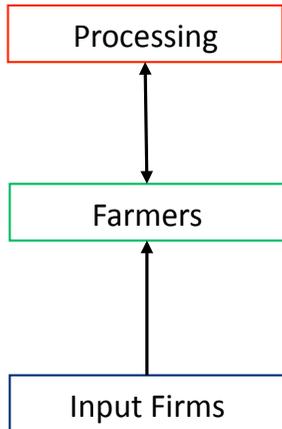
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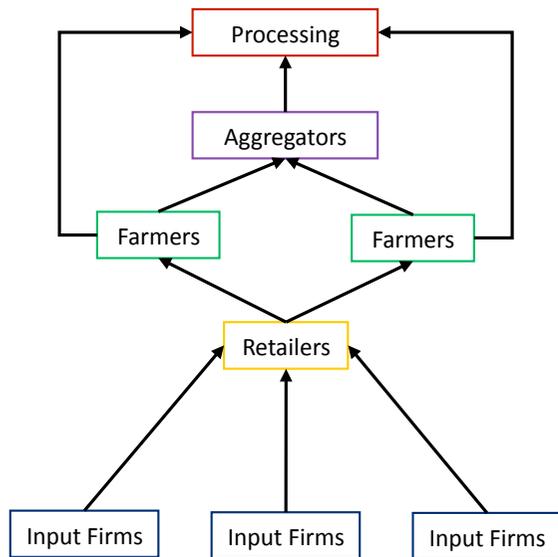
# Deepening Market Systems to reach Scale



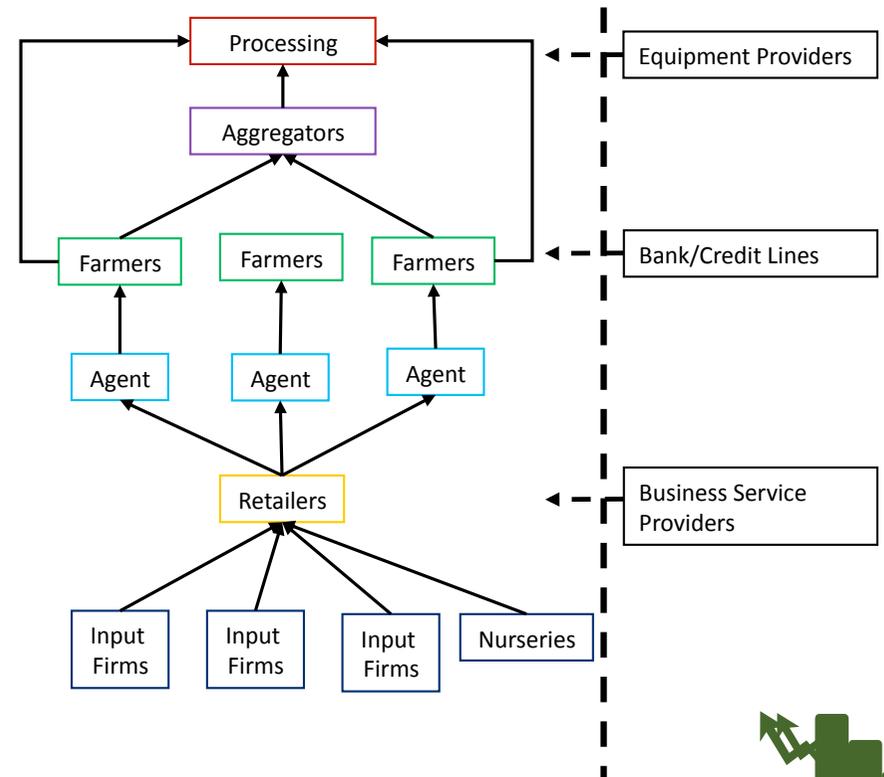
## 1. Market Engagement: a lead firm approach



## 2. Market Building – right sizing incentives



## 3. Market Deepening – network effects and multipliers



# Commercial Ag Extension & Service Provision



- Agro retailers and village based agents and spray service providers working with lead firms
- Feed companies working with ASPs and PSPs

- Aquaculture Service Providers (ASP) to Master ASP (MASP),
- Village level vaccinator to village level dealer to Poultry Service Provider to distributor

Lead firms embraced model and worked with service providers

Service Providers experience growth and expand service offering

Service providers replicating business model in new sectors

Service models suitable and applicable in new sectors

- Master VSE or developing networks of VBAs for demos
- MASP becoming PSP

- Apiculture service providers
- Ruminant feed finishing with veterinary SPs



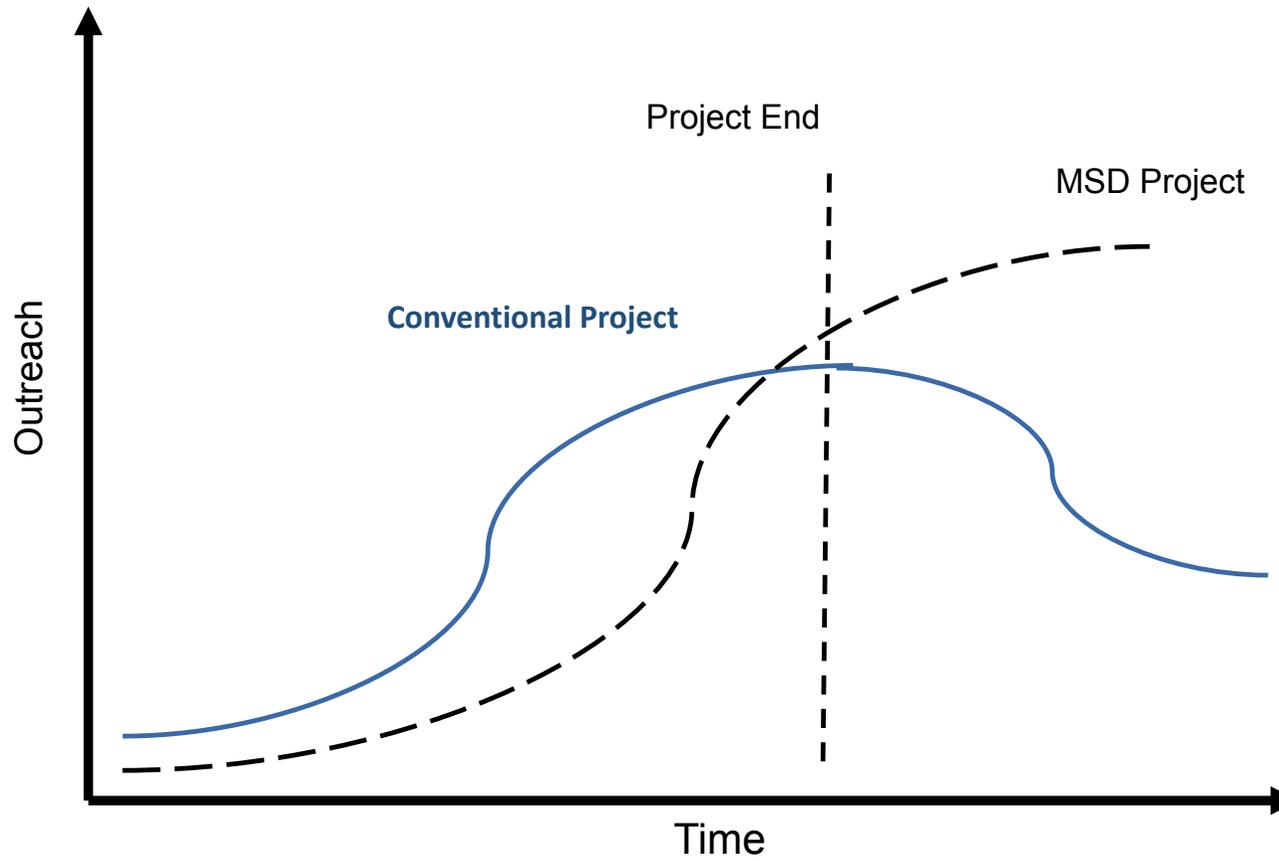
# Commercial Ag Extension & Service Provision



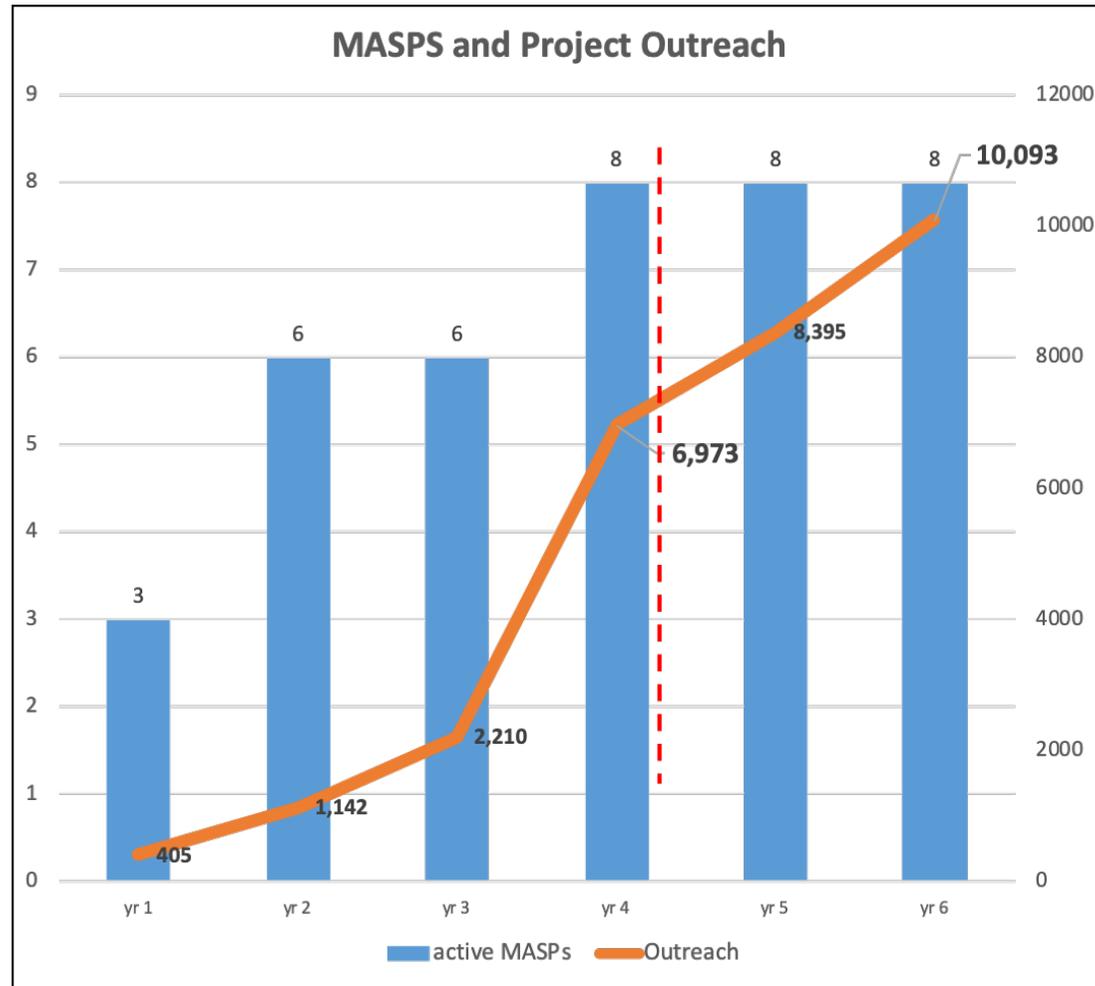
Momoh



# Sustainability of Service Provider Support



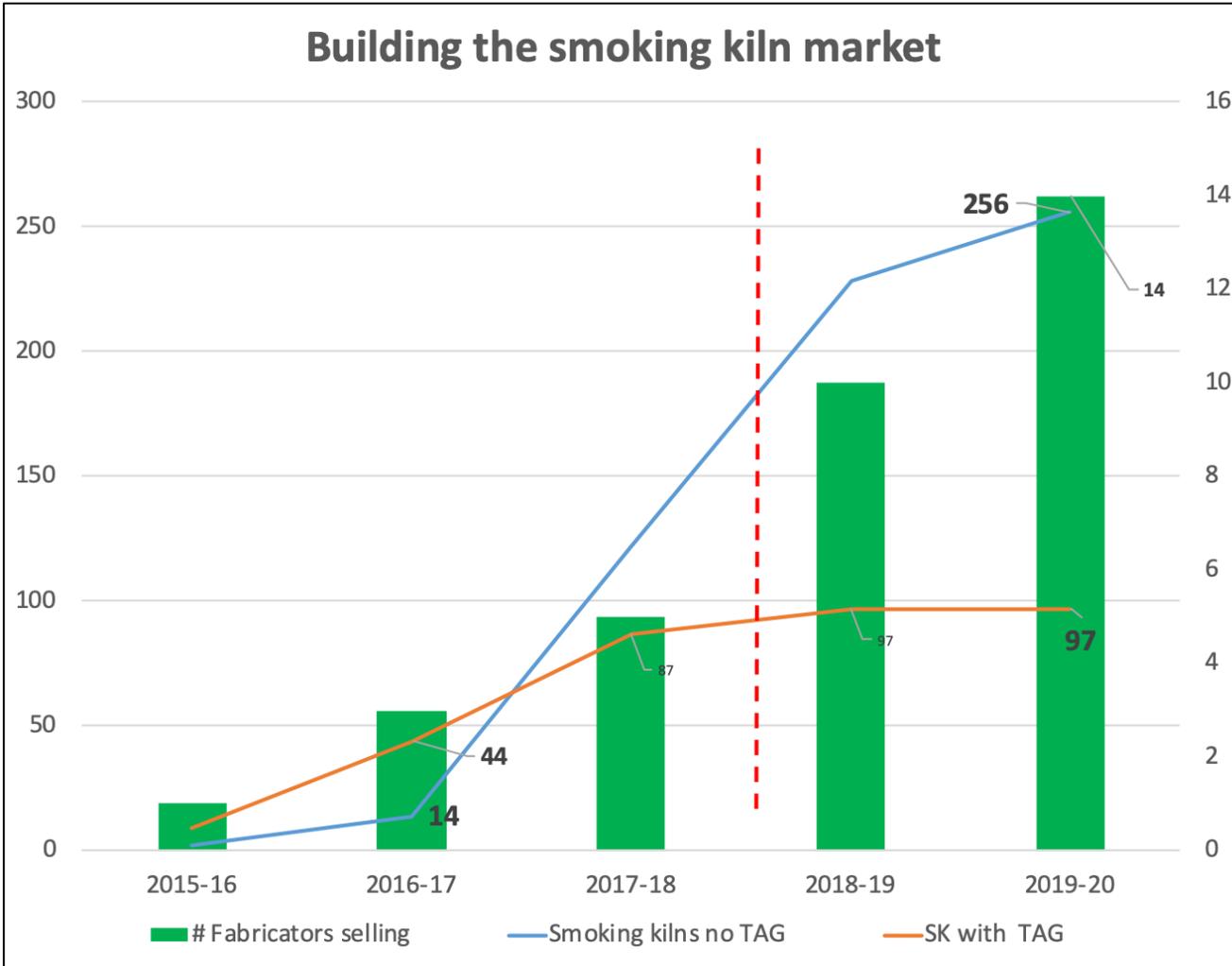
# Sustainability of Service Provider Support



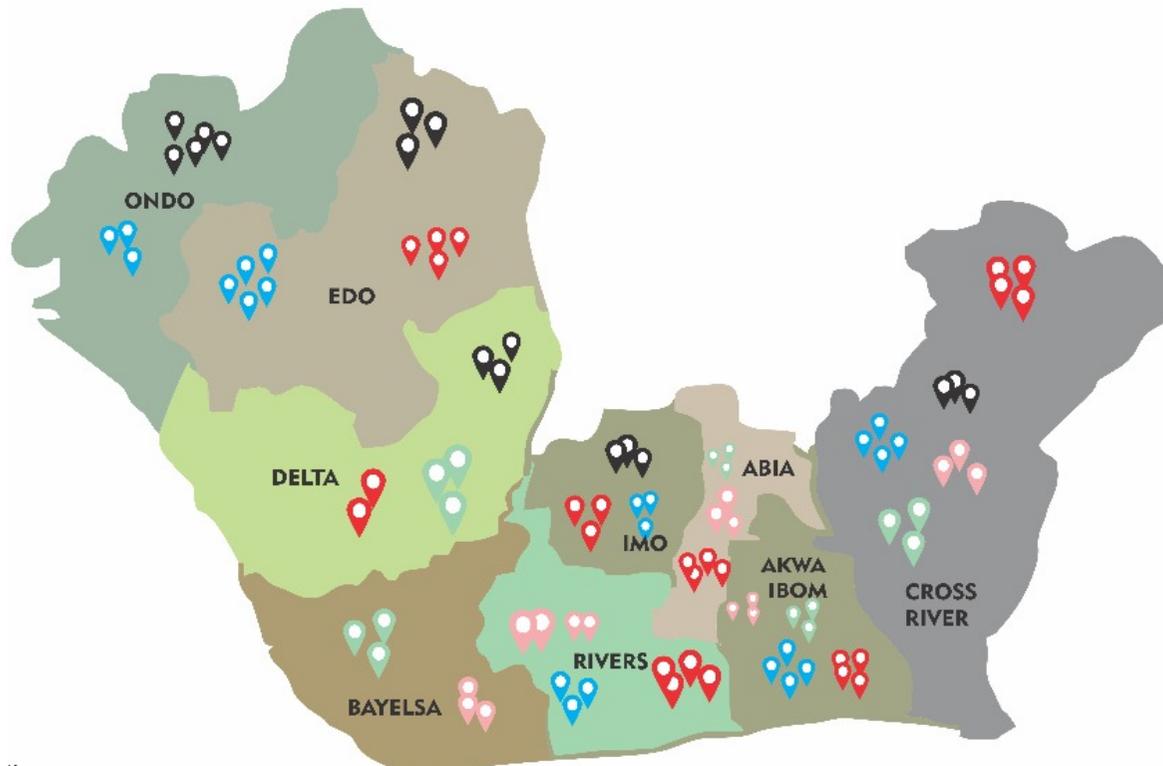
# The Growing Smoking Kiln Market



## Building the smoking kiln market



# Market Development Component Highlights



- Facilitated change and improve performance, sustainability, and pro-poor growth in selected markets
- Continued to work in sectors in which poor men and women are actively engaged
- Motivated market actors to change their behaviour in a sustainable and catalytic way
- Facilitated access to new knowledge, information, services and/or technologies
- Influenced local NGOs to embrace pro poor growth activities



## Major Market Systems Changes for Sustainability



- Input delivery (cassava, inputs, poultry, aquaculture, palm oil):
  - Input companies adopt value proposition of direct marketing to farmers through GAP, BMP, and demonstrations to build markets
  - Strengthened relationships/delivery channels between lead firms and retailers/service providers to deliver product to markets (farmers)
  - Expanded product lines, break bulk for more sales to small holder farmers
- Technology adoption (palm oil and fisheries)
  - Fabricators producing and selling new adapted products (SSPE, Smoking Kilns)
  - Retailers promoting new technology (MAH, Malaysian Knife) through demos



## Major Market Systems Changes for Sustainability



- **Commercial agricultural extension through SPs (all sectors)**
- Network of Master Service Providers driving linkages from input suppliers to farmers, technology adoption, and access to markets.
- Value propositions to stimulate uptake of services –NAEC – by SHF
- BSPs are now moving faster than project, innovating steadily

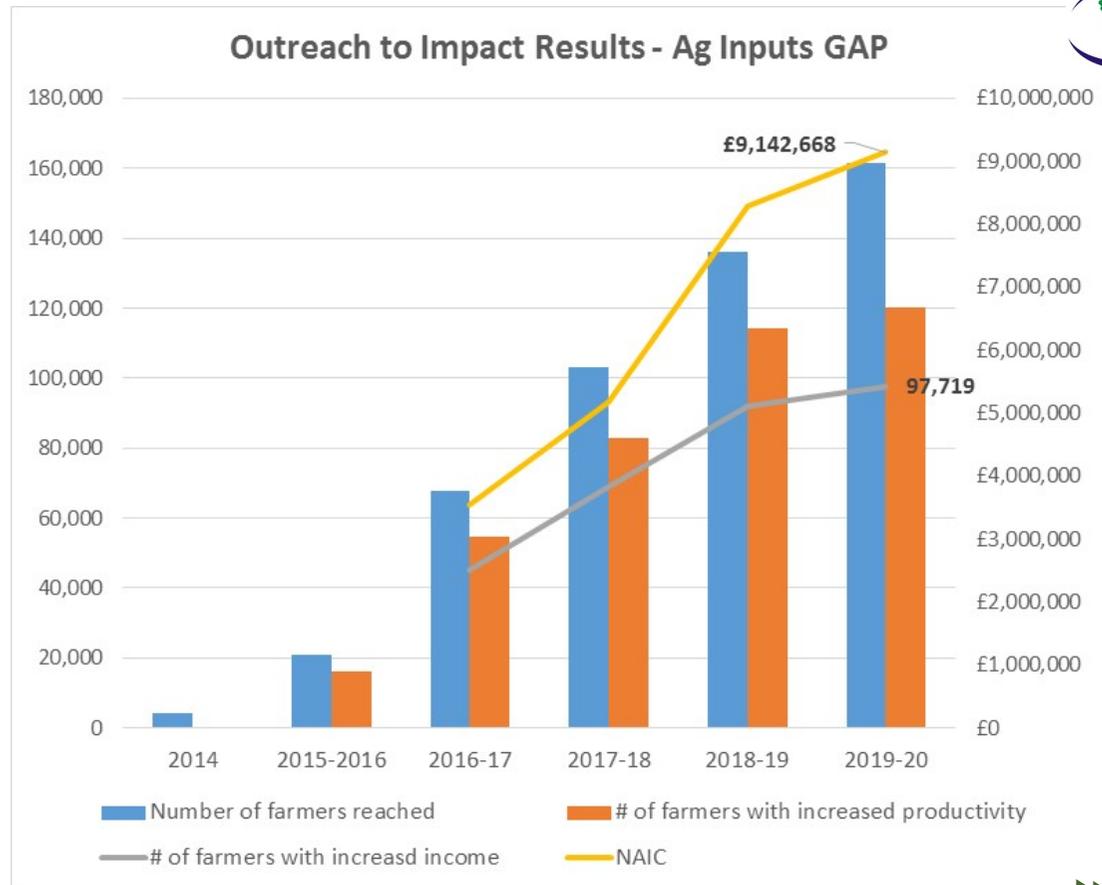


## Market Development: market changes achieved



### Agricultural Inputs:

- Lead firms Candel, Saro, Syngenta, Harvest field, Contec
  - Crowded in Bayer, Masterchem
- Linked to 689 agro retailers and 300 Spray Service providers
- Increased income for 97,700



# Market Development: market changes achieved



HarvestField

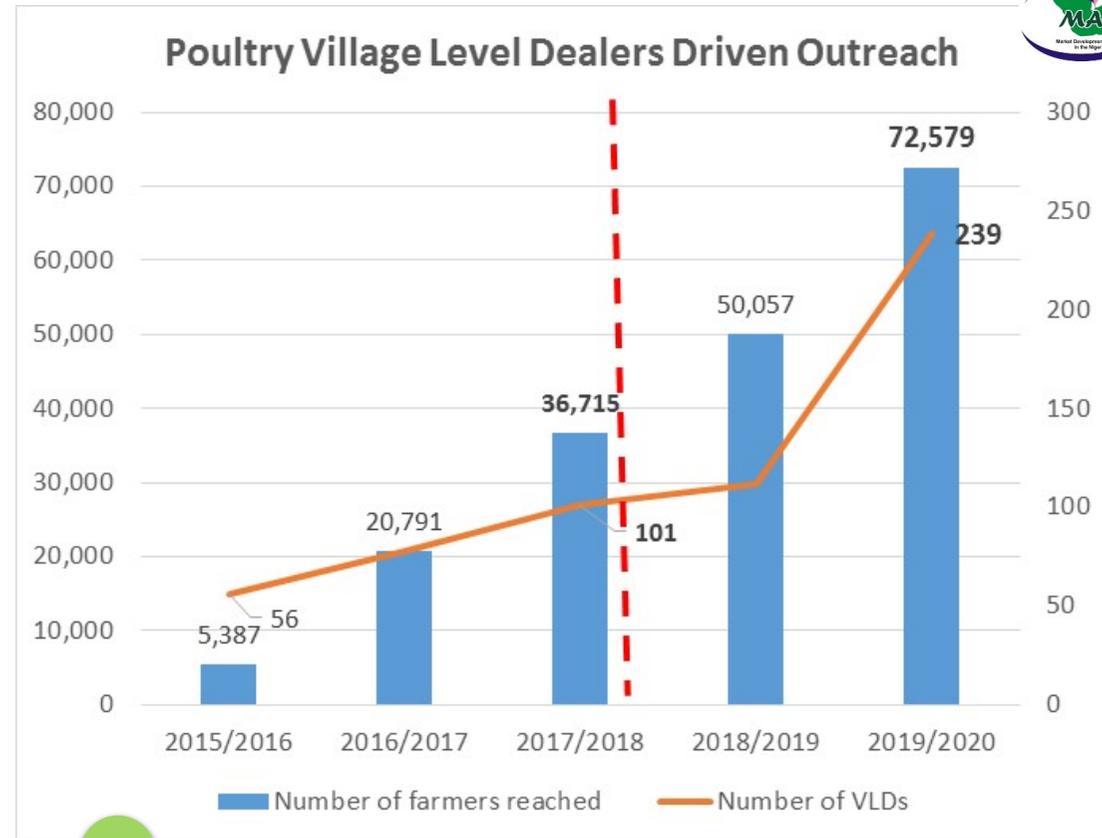


## Market Development – market changes achieved



# Poultry

- 3 major AgroVet Companies – TW, Zygonis, ACI,
  - Crowded in: Zoetics, Agricare STD
- Invested in bulk breaking in response to rural demand
- Investing in replicating model across the country



# Market Development: market changes achieved



Turner Wright

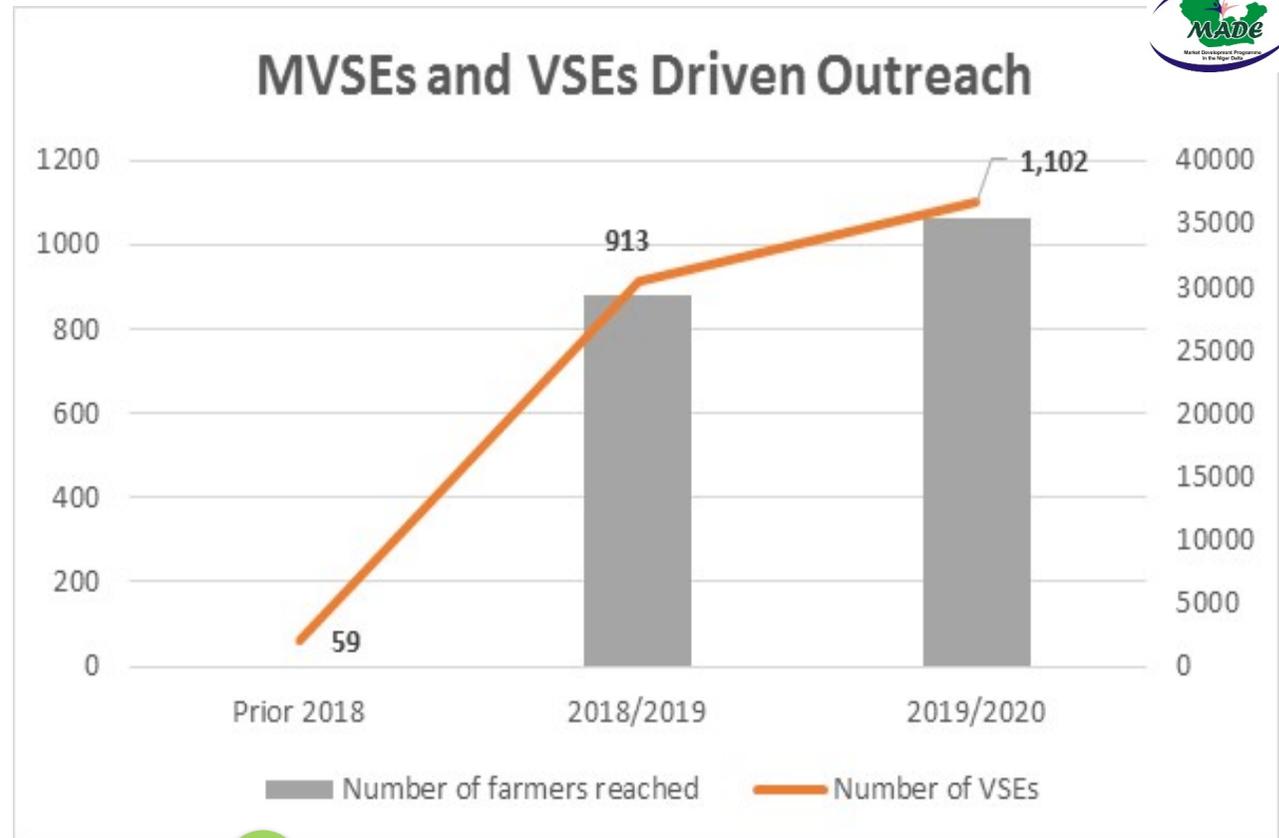


## Market Development: market changes achieved



### Cassava:

- Assisted 6 SME processors to improve markets and supply
- Developed network of Master Village Stem Entrepreneurs
  - Source stems, train and supply stems to VSE



# Market Development – market changes achieved



Winnosa





### Oil Palm:



- 18 fabricators sold 254SSPE to commercial millers
- 3 Marketers sold 64 Mechanical Adjustable Harvester and 1864 Malaysian Knives (MK)
- BMP training for 8941 farmers
- 4 Sprouted Nut producers worked through PNOs to sell 230,000 SN (1,500 HA)



# Market Development: market changes achieved



Blessed Silver



## Market Development: market changes achieved



### Fisheries:

- Adaptation of business models, integration of Pond Management Training (PMT)/ Nigerian Agricultural Enterprise Curriculum (NAEC) business tools into their training modules
- Adaptation and production of kilns for crayfish, heat converter, wheels to ease mobility, kiln redesign to enable more efficient collection of fish oil.



## Gender Mainstreaming



### **MADE addresses three identified constraints:**

- Under-representation of women in functional areas of target value chains
- Limited access to productive resources and
- Socio-cultural constraints limiting women's economic empowerment



### **MADE developed strategies to address these constraints, which include:**

- Partnership with women focused organisations – (QBWA, ROSEIS)
- Promoting targeted women economic empowerment strategies
- Agreeing women quota target with partners and supporting them achieve it
- Developed Gender Talk Group discussion series and supported peer education series



# Measuring our Performance & incorporating GIS



## Access outreach

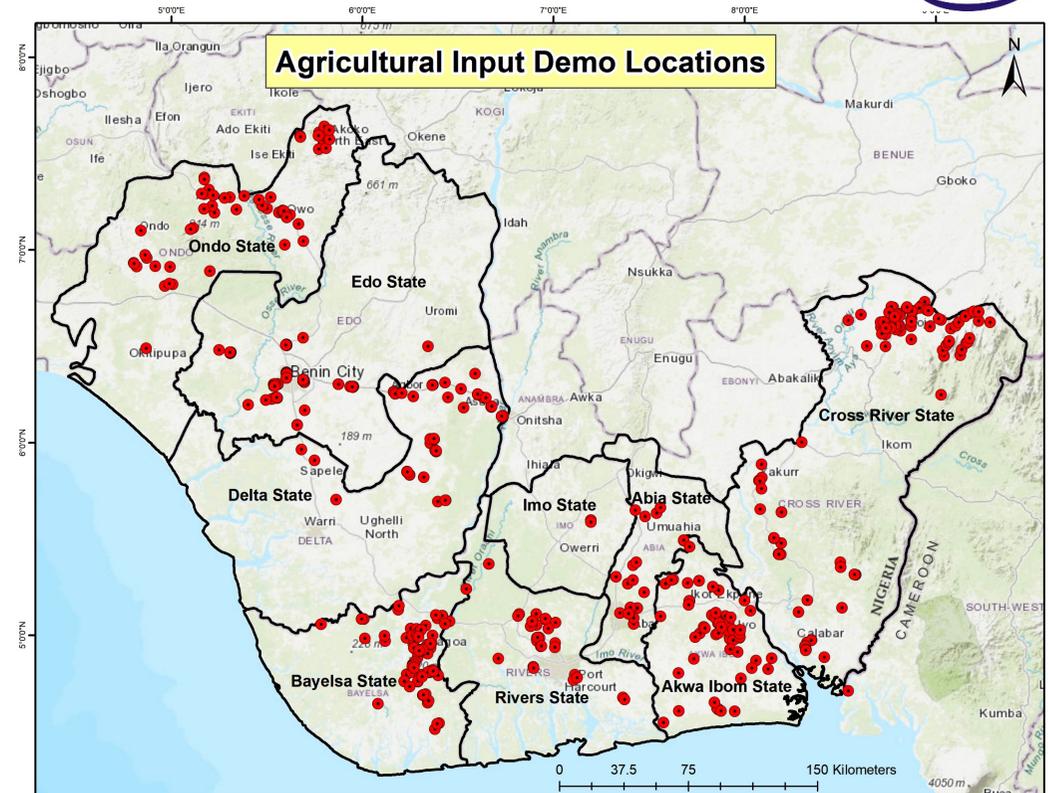
- Track target beneficiaries' & partners' improved performance
- Adopted GIS as a tool to map the programme's footprints

## Usage outreach

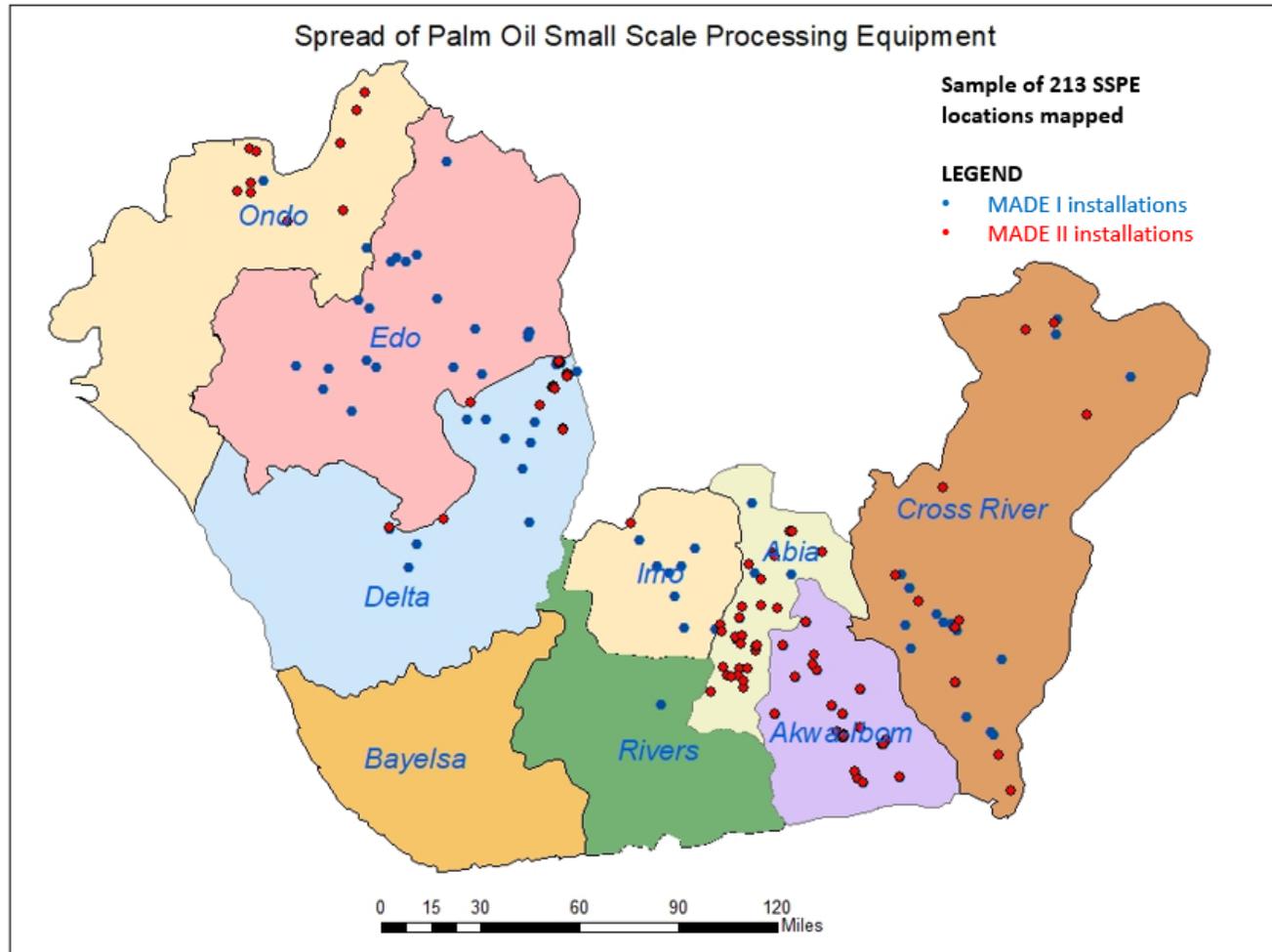
- Measured extent of adoption of innovations and practices

## Benefits outreach

- Surveys measuring productivity and income increases attributable to the programme
- Use of GIS to support programme performance analysis at impact level



# Measuring our Performance & incorporating GIS



## Lessons Learned



- Applying commercial approaches can make your initiatives more sustainable and increase impact in conflict environments
- Working through local market actors (co-facilitators and BSPs) created a **license to operate** for MADE and lead firms coming from outside the region
- Using an **adaptive** process, enabled **learning** from failures and stimulated **innovations**
- Using **targeted** and appropriately sized **output-based grants** eased Partners entry into Niger Delta to deliver their strategies
- Providing accompanying facilitation services to tie in supply chain and other relations stimulates investor confidence and commitment
- Co-facilitation and partnership – build an MSD ecosystem in the ND



## Moving Forward – MADE Partners



- Be careful of donor incentives that don't fit into your business strategy
- Look for **good collaboration** among the partners to build the market – creates efficiency
- Look for **good competition** with other companies to stimulate innovation and results
- Build capacity of your team for effective service delivery and organization growth
- Embed inclusive targeting and resilient strategy in initiatives delivery approach





**Thank You**

