



MIDTERM INTERNAL ASSESSMENT OF MARKET DEVELOPMENT IN THE NIGER DELTA

For
Market Development in the Niger Delta (MADE) Programme
DAI - Europe

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ACRONYM

A2F	Access to Finance
AIC	Agriculture Input Company
BDSP	Business Development Service Providers
BMO	Business Membership Organisation
BMP	Better Management Practices
BoA	Bank of Agriculture
BRACED	Bayelsa, Rivers, Akwa Ibom, Cross River, Edo and Delta
CBO	Community Based Organisation
CPP	Crop Protection Products
DFID	Department for International Development
ECIF	Equity Collateral Investment Fund
FFB	Fresh Fruit Bunches
FI	Financial Institutions
FLG	Finished Leather Goods
GAP	Good Agricultural Practice
GTG	Gender Talk Group
HQCF	High Quality Cassava Flour
ICT	Information and Communications Technology
LGA	Local Government Authority
LSP	Local Service Provider
MADE	Market Development in the Niger Delta
MAH	Mechanical Adjustable Harvester
MK	Malaysian Knife
MFI	Micro-Finance Institution
MRM	Monitoring and Results Measurement
NAEC	National Agricultural Enterprise Curriculum
NAIC	Net Additional Income Change
NCD	New Castle Disease
NDDC	Niger Delta Development Commission
NVRI	National Veterinary Research Institute
PIND	Partner Initiative in the Niger Delta
PMT	Pond Management Training
QBWA	Quintessential Business Women Association
SSPE	Small Scale Processing Equipment
USAID	United States Agency for International Development
VFM	Value for Money
VLV	Village Level Vaccinator
WEE	Women's Economic Empowerment

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EXECUTIVE SUMMARY

Development International Incorporated (DAI) is implementing a £14 million Department for International Development (DfID), UK funded programme titled Market Development in the Niger Delta (MADE) in the nine states of Nigeria (Abia, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and Rivers). Niger Delta is home to over 31 million people and generates all the oil for Nigeria. MADE is predominantly a rural agricultural market systems development programme to create an efficient market system that produces equitable outcomes for the poor. The programme started with design phase in September 2013 and due to end in March 2018. It is working in the core sectors of fisheries (aquaculture and smoked fish), cassava, palm oil, poultry, leather goods and cross-cutting sectors of agricultural inputs, and access to finance.

MADE aims to increase the income of at least 150,000 beneficiaries by stimulating sustainable growth in selected markets and improving the situation of poor men and women in these markets. The mid-term assessment seeks to assess the progress of the programme towards effectiveness (outputs to outcomes) and to understand the pathways to impact through testing the outcome to impact assumptions in the theory of change. The assessment examines the effectiveness of individual interventions as well and provides recommendations for improving implementation. A desktop review of relevant programme documents and interview of programme people, partners, beneficiaries and other relevant stakeholders is done by the consultant team to evaluate the programme.

The programme developed a broader strategic framework with interventions for the selected sectors focusing on improving technical and skill gaps, creating access to improved technology along with business linkage as well as improving productivity and reducing the cost for the beneficiaries. It also has specific a focus on women economic empowerment for all its activities and ensured having a robust monitoring and results measurement system to offer a good value for money to the donor and capture the learning from the programme. As per the logframe, MADE developed specific targets to measure its performance at the levels of outcome, output and impact.

Agriculture involves almost half of the people in the Niger Delta, so MADE's choice of sectors are very relevant for the region. The programme also has a conscious effort in the approach of developing market systems that can benefit men and women beyond the lifetime of the programme. In the agricultural sectors MADE is ensuring exposure of the farmers to Best Management Practices (BMP), Good Agronomic Practices (GAP), linkages to Agro chemical lead firms (crop protection products), provision of improved seedlings, vaccination, Good Poultry Keeping Practices (GPKP) and adoption of improved technologies (through technology adoption grant-TAG). All these activities are generating impact in the form of increased participation from the beneficiaries, better relationships with the lead firms, consistent supply of knowledge and products and ultimately additional income through the adoption of good

practices. It is clear that small/medium-scale farmers and entrepreneurs, both women and men respond positively to changes in the market systems and the programme partners (lead firms and service providers) are also getting benefitted and likely to continue their efforts.

MADE is on target or surpassed log frame indicators as of March 2017, as reported in the year 3 annual report.

- 131,658 beneficiaries reached in total;
- 102,710 smallholder farmers and entrepreneurs recorded increased yields/productivity and sales,
- 79,170 smallholder farmers and entrepreneurs recorded at least 15% increase in income
- With a total net additional income increase of £4,128,665.

The programme leveraged impressive sum from its partners with each £ spent, which amounted to £ 5,607,548.31 during April 2016 – March 2017 period. MADE also influenced 18 other organisations to carry out pro-poor market development activities, which is important for creating an overall conducive environment for the systemic approach. MADE achieved these results in partnership with 22 lead firms and 341 service providers (the number increased to 24 lead firms and 365 service providers at the time of assessment) and continuously reducing the cost of reaching and benefitting each person from the beginning. While the average cost of reaching each person across interventions was £ 150 at the end of March 2016, the same stood at £ 78.79 at the end of March 2017. This means the programme is getting to a better Value for Money (VfM) ratio, which stands at 0.39. This is still far from the programme target of achieving a VfM ratio of 2.54 in 2020, after two years of completion of the programme, but the trajectory shows that MADE will deliver it.

In achieving the outreach and impact numbers, certain sectors contributed the most for MADE. Agricultural input sector work has 50% of total beneficiary outreach with Cassava sector has another 21%. The contribution of Access to Finance and Finished Leather Goods was low. In terms of beneficiary reached by state, Cross River (24%) and Ondo (16%) took the first and second place, both of which are non-frontline states. But the programme has made fast progress since the end-of-year 2, with the achievement of good numbers across all the states and in almost all the sectors. The percentage of female beneficiaries is also good, standing at close to half of the total beneficiary for MADE. The collaboration with other organisations like PIND, Propcom-Maikarfi, USAID MARKETS, HarvestPlus, NDDC and State Governments of Abia and Akwa Ibom helped in achieving the overall objectives of MADE.

We reviewed each of the sectors that MADE is engaged in and looked at the strategy of the sectors along with designed interventions (result chains, monitoring plan, partners and incentives etc.). Agriculture Inputs, Cassava, Palm Oil, Poultry, Fisheries (aquaculture and smoked fish) have good strategies and following through those strategies. Some market

conditions helped MADE like the devaluation of Naira in the Cassava sector, but the team also has a good understanding of the market conditions, identified right partners and carried out right activities. Women economic empowerment played a central role and there are good success stories around female engagement. There are areas for improvement in these sectors, like linkage with large millers in Palm Oil and processing of commercial products (HQCF, grits and chips) in Cassava, but these will not hamper the achievement of MADE targets. Two of the sectors that are not performing well enough are Finished Leather Goods and Access to Finance, despite engaging significant resources. The strategies for these sectors are not properly developed and needs a revisit or the programme can drop these sectors and divert resources to the sectors to achieve better results.

1. BACKGROUND OF THE PROGRAMME

1.1 Rationale of MADE

The Niger Delta is a critical region for Nigeria's social and economic development: the serious problems of poverty and instability in the Niger Delta have an impact not only on the 31 million people living in the Delta but also on Nigeria as a whole. Poverty levels in the Delta are not as high as in the far north of Nigeria, but across a range of poverty indicators, it is arguably the next poorest region. Data from the Conflict Analysis commissioned by MADE suggested that in the Niger Delta:

- (a) Little more than a third of households have access to electricity;
- (b) The number of doctors per head of population is between a half and a third of the national average, and access to healthcare in remote areas falls as low as 2-5%;
- (c) 30-40% of children are enrolled in primary school, compared with a national average of 76%;
- (d) An estimated half to three-quarters of households do not have access to safe drinking water¹.

Eight of the nine states experience poverty rates above 50% (the exception being Akwa Ibom at 46.5%), while two are above the national average of 65% – Cross River at 67.8% and Delta at 72.5%².

Furthermore, the concentration of oil industries in the region has created wage and commodities inflation raising the cost of living and intensifying the experience of poverty among the poor. Overall, this has led to feelings of injustice (given the wealth which the region generates from oil), and this has fuelled the criminality and eruptions of violence and insecurity common in the region – further aggravating and perpetuating the incidence of poverty. According to the UNDP human development report (2006), self-reported poverty for the region is very high, at almost 75%.

1.2 Programme Summary

Market Development in the Niger Delta (MADE) is a £14m DFID funded programme implemented by Development Alternatives Incorporated (DAI). It is a rural and agricultural market systems development programme for the nine states of the Niger Delta. The programme design is based on the recognition that poverty is the result of the structure of market systems in which the poor participate. The approach is also based on the understanding that when markets work efficiently and produce equitable outcomes for the poor³, such markets become powerful vehicles for delivering growth and poverty reduction. MADE is using the Making Markets Work for the Poor (M4P) approach to drive sustainable development at

¹ Sebastian Taylor 'Niger Delta Conflict Analysis', MADE Conflict Analysis. (December 2013).

² National Bureau of Statistics, Annual Abstract of Statistics, 2011.

³ Given an initial challenge with defining poor farmers across board using land assets, MADE recently proposed some variation in defining 'poor' and 'not-so-poor' beneficiaries. It is now proposed that while land assets (ownership of up to 4 hectares of land) can define poor farmers growing crops, flock size will be a better index of poverty for poultry keepers and number of fresh fruit bunches for mill users who have less secure access to land.

scale in the Niger Delta, focusing on poor women and men who strive to earn a living there. Nigeria has high income disparity between men and women, and the states of the Niger Delta are amongst the worst performers. Women often operate in the most marginalised market sectors, and undertake crowded roles in value chains, which have little room for maximising returns. By raising incomes and improving market linkages, the programme has an opportunity to help to both address poverty and contribute to longer term stability.

The programme is currently working in the core sectors of fisheries (aquaculture and smoked fish), cassava, palm oil, poultry, leather goods, and cross-cutting sectors of agricultural inputs, and access to finance, with a large number of interventions in each sector. It has also placed an important emphasis on building the implementation capacity for market systems development approaches in the Niger Delta. In most sectors, MADE is engaged with lead firms to drive activities, but in some where no good lead firms existed, the programme has worked with networks of smaller service providers to drive results. MADE is working in all nine states of the Niger Delta.

The design phase of the MADE programme (September 2013 to February 2014) focused on establishing the project in the Niger Delta as well as conducting thematic and technical research and analysis. This enabled MADE to select and design sector interventions aligned to the programme's objectives. The selected sectors are palm oil, aquaculture, smoked fish, and poultry, along with the service sector of agricultural inputs.

The Pilot phase started in March 2014 and ran up to 31 August 2014. The focus of this phase was on prototyping, testing and refining interventions through demonstration activities across three selected value chains – Agricultural inputs, fisheries and oil palm. Other activities included to test the assumptions laid out in the sectorial analyses, set up the baseline for the M&E performance measurement, and develop a network of private sector partnerships for collaboration.

The current Implementation phase has a life span of 3.5 years, starting in September 2014 and ending on 28 February 2018. A final evaluation of the programme will be conducted in 2020, two years after the implementation phase.

1.3 Expected Results of MADE

The goal of the Programme is to increase the income of at least 150,000 poor men and women in the Niger Delta by promoting a market development programme that supports the non-oil economy by

- (a) Stimulating sustainable, pro-poor growth in selected rural markets, and
- (b) Improving the position of poor men and women in these markets, to make them more inclusive for poor people.

Implementation of the MADE Programme is expected to result in systemic change in each of the target markets. These changes, which include greater efficiency and production of resources, is expected to benefit the poor in the different target markets. For smallholder farmers, such benefits can include improved access to input and support services that drive primary production and more efficient processing, which will then result in increased yield/productivity and sales and eventual increased gross margins. Entrepreneurs on the other hand, are expected to experience higher margins, increased volumes and improved market access. Consumers are also expected to benefit from the programme in terms of better access to products and services, lower prices and wider choices.

MADE Programme logframe, revised in 2017 to reflect the programme realities, contains a total of nine key performance indicators, two at impact level, two at outcome level and a total of five at the output level.

Programme Level	Indicators
Impact - Increased growth and income, especially for poor men and women, in target markets in the Niger Delta of Nigeria	<ul style="list-style-type: none"> - Number of small/medium-scale farmers and entrepreneurs with at least 15% increased income - Net annual additional income change (NAIC) amongst small/medium-scale farmers and entrepreneurs
Outcome - Better performing poor small-scale farmers and entrepreneurs in target markets	<ul style="list-style-type: none"> - Number of small/medium-scale farmers and entrepreneurs that record an increase in yields/productivity and sales - Number of small/medium-scale farmers and entrepreneurs that make changes in their farming or business practices
Output 1 - New and/or improved inputs, products, services and technologies that benefit poor people are introduced in target markets	<ul style="list-style-type: none"> - Number of small/medium-scale farmers and entrepreneurs who are assisted to access new and/or improved inputs, products, services, and technologies - Number of lead firms investing in MADE piloted innovations - Number of service providers and entrepreneurs investing in MADE piloted markets
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	<ul style="list-style-type: none"> - Number of investors adopting additional 4 pro-poor market development approaches - Number of development agencies and NGOs influenced to implement additional market development interventions that attribute to the programme

The goal of the programme is to increase the income of smallholder farmers and entrepreneurs in target markets. For this reason, the two impact indicators are to measure beneficiaries' income change attributable to the programme.

The outcome level indicators capture both the benefits of market systems improvement such as higher yield/productivity and sales for smallholder farmers and entrepreneurs as well as target beneficiaries' adoption of innovations and best practices introduced through the market development interventions. Given the facilitative role of MADE, the Programme works in most of the sectors through lead firms, who then engage with local service providers to reach smallholder farmers and entrepreneurs.

Two outputs are expected from implementation of the planned interventions. The first focuses on better access to inputs, products, technologies and services, while the second focuses on how the programme influences a wide range of actors (development agencies, support service providers at the private, public, and NGO level and private investors) to change their approach to engaging with the poor in the Niger Delta region. The two outputs were designed to be interlinked in the MADE logframe and to feed off one another to create a sounder environment for change. This is because it takes strong and committed partners to engage with MADE to deliver the results, but to ensure sustainability of outcomes, the partners must own (and continually adapt) their interventions and develop new ones.

2. MIDTERM ASSESSMENT BACKGROUND

This chapter describes in a snapshot the background for this midterm assessment. This assessment was an independent one. The consultants did not have any prior involvement or connection with MADE programme. The purpose of the assessment was to identify successes, lessons learned, effectiveness of MADE as a project, and help inform future activities under MADE project. The **primary use** of the MTE was for **accountability and learning**. The recommendations will cover both the remaining period of the project as well as serve for the proposed next phase.

2.1 Scope of Work

The assignment seeks to assess the progress towards effectiveness (outputs to outcomes) and to understand the pathways to impact through testing the outcome to impact assumptions in the theory of change (given in the ToR in Annex 1) that underpins this project. The assessment, in examining the logical framework and other documents, and in consultation with project proponents, tries to identify unexpected or unplanned issues that may have hindered or facilitated the success of the project. Additionally, the review is expected to outline the lessons learned, which is aimed at capturing key lessons to assess what worked best during project implementation.

2.2 Specific Objectives

The midterm internal assessment has two primary objectives. These are:

- a. examine, as far as possible, the effectiveness of individual interventions under the MADE and;
- b. provide recommendations for improving implementation during the remainder of the programme duration and aid the design/implementation of similar programmes in future.

Furthermore, the midterm internal assessment is expected to go beyond assessing implementation of project activities, reach and the effects of interventions on end-users. It should also assess:

- i. the overall relevance of the project, in the Niger Delta context, in influencing private sector investment;
- ii. its potential for sustainable economic growth and;
- iii. its potential for wider replicability/adaptability of some of the activities in similar locations and other future interventions/programmes.

2.3 Assessment Questions

It is expected that the assessment questions will be guided by the OECD DAC criteria for evaluating development assistance, which are: relevance, efficiency, effectiveness, impact and

sustainability. The additional criteria of **coverage and inclusiveness** are also relevant here. It is anticipated that the assessment will address the following questions:

Table 1: Mid-Term Assessment for DFID MADE project

Category	Type of questions to consider
Relevance	<ul style="list-style-type: none"> a. To what extent are the objectives of the MADE still valid? b. Is the MADE supporting activities/projects/programmes that are consistent with the overall objectives of the project? c. Are the activities of the MADE consistent with the intended impacts and effects of the project? d. What contribution has the project made or is expected to make to reducing poverty and gender inclusiveness in the Niger Delta?
Effectiveness	<ul style="list-style-type: none"> a. To what extent have outcomes been delivered/likely to be achieved? b. What are the major factors influencing the achievement or non-achievement of outcomes? c. To what extent has the project delivered its intended outputs to time and to cost? d. How have benefits been distributed among the poor and women?
Efficiency	<ul style="list-style-type: none"> a. Were activities cost-efficient? What are major cost drivers for the different types of activities under MADE? b. Were projects outputs delivered on time? c. Were project activities implemented in the most efficient way compared to alternatives?
Impact	<ul style="list-style-type: none"> a. What change (positive or negative, direct/indirect, intended/non intended), if any, has happened as a result of MADE? b. What has been the impact (on local, social, economic, environmental, and other development indicators) of the first three years of project implementation? c. What real quantifiable difference has the intervention made to beneficiaries in the above-mentioned areas?
Sustainability	<ul style="list-style-type: none"> a. To what extent will the benefits, outcomes and impacts of the project continue after donor funding ceased? b. How did the interventions interact with other factors in the local and regional economy? c. What were the major factors which influence (d) the likely achievement or non-achievement of sustainability of the project?

Source: Terms of Reference of Mid-term Assessment

The in-country assessment started on 15 July 2017 and continued through 27 July 2017 (both inclusive). Before 15 July, the team received the ToR, reviewed it, received background and internal documents from the project (a list of the internal documents reviewed are given in annex) and developed assessment strategy. During the in-country assessment, the consultants interacted with all levels of project personnel, partner organizations (lead firms and service providers) and beneficiaries in the states of Rivers, Cross River, Akwa Ibom, Abia and Bayelsa as well as in Lagos. The consultants developed this report based on in-country findings and secondary information provided by the project.

3. METHODOLOGY OF THE ASSESSMENT

The assessment has been carried out through a desk review, interviews with various stakeholders and field visits. For all steps the evaluators have elaborated guidelines, checklists and a basic interview format in order to ensure that all key assessment questions were included. These different components of the methodology had been agreed upon prior to the implementation of this assessment with the client. They served well to collect the required information for responding to the assessment questions with sufficient reliability.

3.1 Desk review

The team members have studied and read all relevant project documents: MADE business case, baseline report, annual reports, quarterly reports, milestone and operations reports, poverty and gender assessment, initial and updated logframes with the justification for the change in the logframe, strategy briefs and intervention plans for each of the sectors. For the desk study the consultants had developed their guidelines in order to ensure and facilitate the extraction of relevant information. The consultants used their initial findings to fine tune their interview format and questions for the subsequent meetings, interviews and consultations. After this phase the consultants produced their inception report describing and explaining the methodology, calendar and data collection plan.

3.2 Interviews and meetings

Jointly with the MADE team, agreement on interview and meeting schedules had been reached, striking a balance between the limited available time for field visits and data collection on the one hand and the key stakeholders and field visits necessary to acquire the best view on results and performance of the project on the other hand. The two consultants have worked together pair-wise during the entire data collection period in order to foster daily sharing of findings, sharpening their observations, exchanging their national and international experiences, and adjusting schedules for next days' meetings and interviews. In view of the short data collection period in the field and the long travel distances, this teaming was the most practical and effective way of working. Data collection took place by means of Key Informant Interviews (KII) as well as for the Focus Group Discussions (FGD).

The key stakeholders interviewed consisted of the following categories: MADE management and implementing staff; PIND staff, input supply companies, farmers, fish growers and processors (men and women), service providers. It was particularly beneficial for the consultants to have an overview of each of the markets, which was prepared prior to the field visit for the DFID annual review, which took place in June 2017. In this way the key actors of the markets have been involved in this assessment. The sampling followed was based on the criterion of **diversity**: the need to interview all key stakeholders and collect their specific perspective on the changes and results of the project. A Skype interview with the project director was also conducted to address a few issues not addressed by other team members. As part of the assessment, the consultants reviewed MADE's main interventions in seven

different sectors and met lead firms and project partners across the nine states of the Niger Delta.

The main data collection method used during interviews and meetings was an open question format for KII and FGD. The FGD served in particular for the discussions with the primary beneficiaries of the project, farmers, producers and processors. An example of such an interview format is presented in Annex 3.

3.3 Debrief session

The consultants presented their preliminary findings, comments and recommendations at a debrief session on the last day of their stay in Lagos. This debrief was attended by key project staff while the team leader and technical lead joined via skype. In general the feedback of the consultants was well received. Some points were discussed and findings were adjusted. The debrief has served well as the final validation step.

3.4 Limitations of the assessment

The most obvious limitations which the evaluators faced were the long travel distances as the MADE programme sites are widely scattered in the Niger Delta. That situation did not allow for visiting all sites. Only those sites have been visited where the project agreed the consultants to visit. MADE selection was to avoid areas already visited during the AR (which was conducted just before the MTA) and also to ensure good security but this may have led to a bias towards the better sites.

The MADE programme team suggested the field sites to be visited and furnished the list with key stakeholders to be met. The assessment team had a role in the final selection of sites, assuring that for each person & group met there would be sufficient time for the interviews and proper data collection and comparison.

Though this is not a limitation as such, it is proper to note that the consultants have limited themselves to limited number of service providers, who are increasingly making them important for achieving the programme results. The development of MADE is still too soon to talk about final income increase through the activities by lead firms and service providers in the selected sectors.

3.5 Stakeholder participation

During the assessment the MADE programme staff were not involved in data collection themselves. The independent character of the assessment had to be strictly adhered to. MADE staff only served as one of the key sources of information; both formally during interviews and more informally when the consultants travelled with MADE staff to the programme sites. Although MADE staff presence during the interviews/FGDs might have introduced a bias in data collection, leading to desirable answers from recipients or beneficiaries of the programme.

3.6 Adherence to assessment norms and standards

The consultants & evaluators have adhered to the norms and standards set for good assessment and evaluation. The communication and information on the purpose of the assessment has been open and transparent.

4. FINDINGS

MADE sectors, the interventions and how the cross-cutting initiatives contribute to the achievement of overall objectives is presented in the following strategic framework.

MADE Strategic Framework:			
Sectors	Intervention Area to unlock systemic constraints relating to Technical and Business Skill gaps	Intervention Area to unlock systemic constraints relating to Improved Technology and Business Linkages	Intervention Area to unlock systemic constraints relating to Productivity, Losses and Cost Reduction
	Initiatives Across Sectors of Focus	Initiatives Across Sectors of Focus	Initiatives Across Sectors of Focus
Agriculture Inputs	Improving productivity of cocoa, rice, maize, cassava and vegetables through farmers' adoption of good agronomic practices	Catalysing agricultural input companies' establishment of commercially viable and reliable distribution channels for agricultural inputs	Increasing quality uptake in the use of fertilizer, crop protection products and seeds through adoption of good agricultural practices (GAP)
	Promoting application of ICT in dissemination of agricultural information to smallholder farmers by value added service companies		
Cassava	Improving productivity through adoption of good agronomic practices	Increasing opportunities for adoption of cassava tubers as substitutes in feed production	Establishing linkages between processors of high quality cassava farms (HQCF) and smallholder farmers for uptake of fresh tubers
	Promoting adoption of best management practices by smallholders through good	Improving oil palm harvesting efficiency through adoption of Mechanical Adjustable	Improving palm oil processing efficiency and increased oil yield through adoption of small-scale processing equipment

Palm Oil	agronomic practice demos set up by agricultural input companies	Harvester and Malaysian Knife by smallholder farmers and plantations	
			Establishing linkages between smallholder producers and large plantations for uptake of fresh fruit bunches
Fisheries	Improving productivity of fish farming by smallholder farmers through pond management training and NAEC		Increasing fish processing efficiency and reducing post-harvest losses through adoption of improved fish processing equipment
Micro and Small Scale Poultry	Improving productivity of rural poultry through farmers education and enterprise development training		Increasing uptake and improved access to and use of NCD vaccination by rural poultry farmers
Finished Leather Goods	Improving quality, distribution and sales of finished leather goods	Improving production skills and access to appropriate production technology	Improving sectorial coordination and business membership services delivery
Cross-Cuttings	Gender &WEE: Improving the programme's gender targeting and influencing private sector actors to become more gender sensitive and more inclusive in their pro-poor interventions through implementation of gender mainstreaming activities in the different value chains		
	Knowledge Management & Communications: Implementing effective and efficient coordination, lesson learning and information dissemination aimed at increasing market actors' interests in investing in pro-poor market development interventions and wider adoption of MADE piloted interventions.		
	Advocacy and Partnerships: establishing strategic linkage, synergy, vertical and horizontal relationships with implementing partners, government MDAs, and service providers aimed at strengthening its interventions.		
	Monitoring & Results Management: provide support to the value chains to achieve coherent measurement and reporting of the results, enable lessons learning and continuous adaptation of the MADE Programme strategies.		
	Access to Finance (AtF): 1) Improving the business management capacity of smallholder farmers and entrepreneurs and 2) Increasing smallholder farmers' and entrepreneurs' access to low interest loan products from financial institutions		

This strategic framework provides a snapshot of the initiatives undertaken by the programme in different sectors of focus. The programme has developed a robust monitoring and impact assessment system with an overall theory of change and individual impact logics and M&E plan for each of the interventions. The midterm assessment was very qualitative in nature, hence all the data and information presented in this report are taken from the project sources, M&E data, milestone and operations reports and quarterly reports. The data collection and storage system in the project is quite comprehensive and follows the standard DCED practices, so the information from the programme reports is quite plausible.

The programme has segregated its target in specific timeline to ensure achievement of the overall targets by the end of the project. As per the technical annual report of March 2017, the programme has surpassed the logframe targets for all five output indicators. The information is presented below:

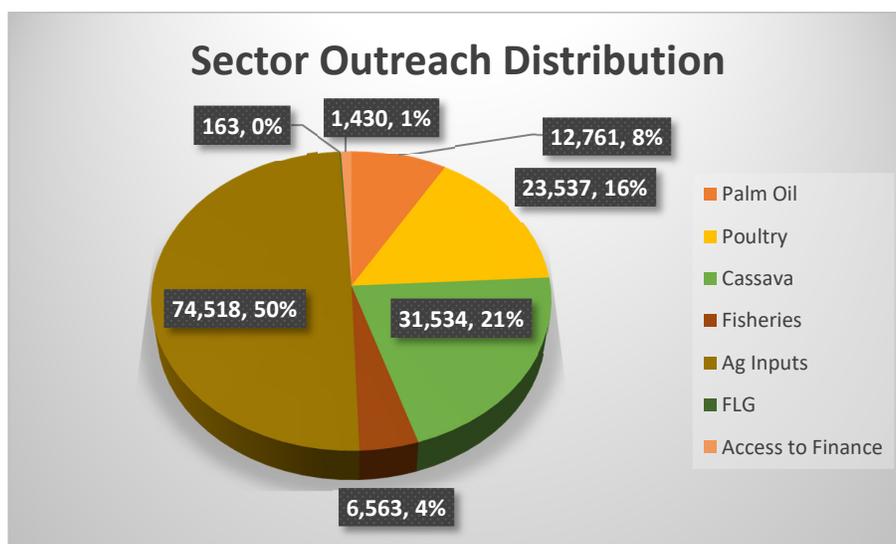
Table 2: Programme Achievement of Output Indicators

Output	Performance indicator	Target (March 2017)	Actual achievement	% achieved
Output 1.1	Farmers accessing new services	Total: 112,500 #poor 95,625 #female: 56,250	131,658 107,959 61,820	117% 113% 109%
Output 1.2	Lead firms investing	18	22	122%
Output 1.3	Service providers investing	275	341	124%
Output 2.1	Investors adopting pro-poor approaches	5	8	160%
Output 2.2	Development agencies and NGOs influenced	4	5	125%

Source: Annual Milestone Report for Year 3

The achievements in the output targets also contributed in the achievement of the outcome targets and the programme reported following its own M&E system that the two outcome targets are also surpassed – 124% of the smallholder farmers changed farming and/or business practices and 119% of the smallholder farmers recorded increased yields. This achievement of the programme happened largely because it identified and engaged with the right lead firms whose business interests are aligned with the programme objectives. The lead firms engaged local service providers to cover the vast areas of Niger Delta and that also had a very positive effect. The achievement is not equally distributed among all the sectors where the programme is intervening though, there is actually wide variance among different sectors. Agriculture inputs single-handedly contributed around 50% of the total numbers claimed by the programme. The project outreach figures as per the sector of focus as of June 2017 is presented in the following diagram.

Figure 1: MADE Sector Outreach Distribution as of June 2017



The unequal distribution in outreach is not necessarily a problem for the overall achievements of the programme, but it shows some of the beneficiaries in the programme sectors of focus are left out. The tiny number of 163 in finished leather goods sector is also a problem as the number cannot justify the efforts and resources that the programme has put in it. MADE took over finished leather sector work from GEMS 1, another DFID funded project, when GEMS 1 closed almost two years back. But the assessment to determine the entry point and actual activities to address the constraints is taking longer than expected. Given the remaining time period that MADE has, it is unlikely that the programme will be able to make any big impact in the finished leather sector. Despite this inequality among value chains, the project is on course in achieving its overall targets as per the logframe.

4.1 Relevance

- To what extent are the objectives of the MADE still valid?
- Is the MADE supporting activities /projects/ programmes that are consistent with the overall objectives of the project?
- Are the activities of the MADE consistent with the intended impacts and effects of the project?
- What contribution has the project made or is expected to make to reducing poverty and gender inclusiveness in the Niger Delta?

The problem of poverty and insecurity in the Niger Delta, which affects not just people living in the Niger Delta but across Nigeria, is still the reality as it was when MADE as a programme was conceptualised. The program hopes among other things through its activities to bridge the high disparity in

income between men and women and ensure gender mainstreaming. MADE has responded to this challenge by creating market development initiatives that focuses on 5 core sectors (Cassava, Poultry, Fisheries, Palm Oil and Finished Leather Goods) and some cross-cutting areas

(Agricultural Inputs, Access to Finance etc.). These programmes are to create wealth and employment, particularly among women in the Niger Delta Region.

MADE has the core objective of

- (a) Stimulating sustainable, pro poor growth in selected rural markets, and
- (b) Improving the position of poor men and women in these markets, to make them more inclusive for the poor.

MADE has focused on the value chains where it can have a maximum impact of wealth creation and employment within the given timeframe. To this extent the Programme in its third year with a reach of 131,658 beneficiary (61,820 women and 69,838 men) is well poised to achieve the **outcome target** of 167,822 beneficiaries within the life of the project (March 2018). The MADE project has also provided good value for money spent while getting the outreach numbers. It is projected in six years that the project will deliver additional net income of £36 million at a cost of around £15 million. So it's still valid and will continue to address those challenges in the Niger Delta at a good Return on Investment (ROI).

The MADE activities are focused largely on the agricultural sectors which are the primary source of employment in the Niger Delta. The main agricultural products in the Niger Delta are Cassava, Yams, Rice, Plantain, Banana, Cocoyam, Maize, Cocoa, Rubber, Fruits, Timber, Fish, Palm produce and Vegetables. Despite this wide variety of agricultural products, the region still suffers from weak productivity. The situation has not always been this way. The region has suffered from environmental degradation since the exploitation and exploration of oil in the Niger delta. Cash crops like Cocoa, Rubber, Cotton and Groundnuts have seen significant decreased production over the years.⁴ This is in the face of strong demand for these products within the region and beyond for which Niger Delta states have been a major supplier to the rest of the country.

MADE is supporting activities in the Niger Delta region where such interventions are most likely to have the maximum impact on wealth creation and employment, particularly among women in areas of palm oil, poultry, aquaculture and fisheries, smoked fish and agricultural inputs. It is also expected that the program activities will have positive effect on the criminality and violence associated with the region as a result of preserved neglect in the provision of infrastructure and social amenities to the region. The task of developing market takes long time and we believe MADE efforts are in the right path, but it will require additional time to develop the market systems around MADE interventions.

Through engagements in agricultural sectors, MADE is ensuring exposure of the farmers to Best Management Practices (BMP), Good Agronomics Practices (GAP), linkages to agro chemical lead firms (crop protection products), provision of improved seedlings, and adoption of improved technologies (through technology adoption grant (TAG)). All these activities are generating impact in the form of increased participation from the beneficiaries, better relationships with the lead firms, consistent supply of knowledge and products and ultimately additional income through adoption of good practices.

⁴ Where Vultures Feast (Okonta and Douglas, 2001) from https://en.wikipedia.org/wiki/Conflict_in_the_Niger_Delta

In the non-agricultural sectors of finished leather goods that MADE inherited from GEMS 1 project a couple of years back and in the area of access to finance, the story is somewhat different though. The planned interventions and activities in these two areas are either not implemented or not generating intended impact, as evidenced in the value chain-wise outreach figures. The Programme needs to revisit the strategy and activities in these two sectors to ensure greater impact for the people engaged in finished leather and farmers in general (for A2F).

The **outcome indicator 1** in logframe is the number of small/medium-scale farmers and entrepreneurs that record an increase in yields/productivity and sales (Cumulative of Direct and Indirect) and as of March 2017 the programme reported 86,063 farmers, out of which 73,153 are poor, and 43,031 are women. Also looking at **outcome indicator 2**, the Number of small/medium-scale farmers and entrepreneurs that make changes in their farming or business practices (Cumulative of Direct and Indirect), reached 95,625 farmers with 81,281 being poor and 47,813 are women by the end of March 2017. From the figures it is evident that the programme is conscious about its target of poor and women beneficiaries and striving to achieve not just the overall figure of impact, but putting efforts to make the impact equitable. What these also mean are:

- Small/medium-scale farmers and entrepreneurs, both women and men, respond positively to changes in the market systems facilitated by programme interventions and improve their farming/business practices.
- Improvements in farming/business practices result in improved on-farm and enterprise performance, particularly in terms of increase productivity, sales, and income.
- In response to market system changes facilitated by programme interventions, other 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 has been no major external shocks--such as conflict or environmental disasters--that prevented market actors behaving as expected.
- The country's fiscal policy continued to support availability of hard currency as major Lead Firms often import needed inputs
- Indirect beneficiaries (farmers who have copied the direct beneficiaries or who have been crowded in through new lead firms) derive the same level of benefits as direct beneficiaries

4.2 Effectiveness

- To what extent have outcomes been delivered/likely to be achieved?
- What are the major factors influencing the achievement or non-achievement of outcomes?
- To what extent has the project delivered its intended outputs to time and to cost?
- How have benefits been distributed among the poor and women?

As per the monitoring data of the programme, as of March 2017, 86,063 beneficiaries for outcome indicator 1 and 95,625 beneficiaries in target markets are performing better through increased productivity and adoption/ changes in farming or business practices. The

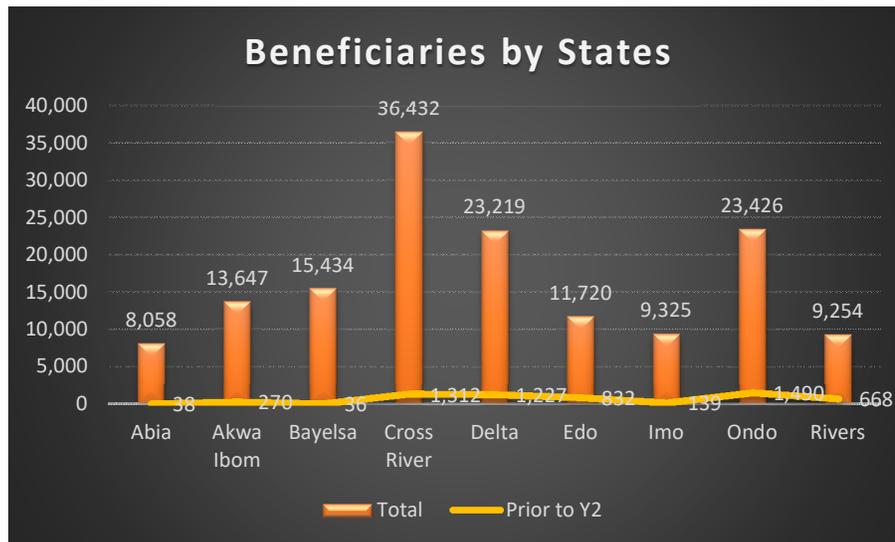
programme management has put an effective work plan with detailed activities to scale these numbers to at least 167,822 and 279,423 by March 2018 and March 2020 respectively for outcome indicator 1 and for outcome indicator 2, scale to at least 186,469 and 310,470 beneficiaries by March 2018 and March 2020 respectively. As the pilot interventions become successful and moved on into the scale-up phase, focus is achieving results. In particular, once a need have been identified, the programme is required to move speedily because it already has the well documented strategy on hand to replicate the same. The MADE organisation structure allows the top management to support an activity in an efficient manner. For instance, the need to establish more modular cassava processing plants to encourage more efficient processing of cassava tubers into various by-products. This will increase the relationship between Small SMEs and farmers and reduce the distance/associated cost of transport between the SMEs and farmers. MADE has moved to this type of intervention from providing GAP training as is the case in Akpabuyo in Calabar. This is in line with the basic principle and adaptive nature of an M4P programme. The adaptive nature of M4P programmes is that interventions evolve over time in response to market changes or suitability of partners. Therefore there is a need for continually review each intervention to ensure that they remain valid and the projected results likely. The programme has adapted to the dynamic nature of its interventions to provide more realistic medium and long-term targets for the projection of results. The programme is likely to achieve and surpass the targets set out in the logframe within the given timeframe.

The major factors influencing achievements are manifolds:

- Effective guidance from the programme director, programme manager and donor
- Quality of the new team leader in terms of technical knowledge and vast network together with a number of good team members
- Identification and partnership with the right lead firms and aligning the activities with the interest of these firms.
- Identifying and implementing interventions like Best Management Practices (BMT), Pond Management Training (PMT), and best agronomics practices in association with lead firms and service providers that proved beneficial for the target people.
- The model of creating service providers for the lead firms helped the programme reach large number of people and at the same time ensured continued presence of information and products near the target people.
- Effective and extensive MRM system of MADE is helping getting the numbers relatively quickly and ensuring suggestions for required changes in the implementation

The programme was a bit behind up to its implementation in year 2, but did a catch up to get to the target numbers by the end of year 3 as evidenced in the annual report and quarterly reports. Up to the end of year 1, while the programme managed to get an outreach figure of just 6,012, and at the end of year 2, reported an outreach figure of 42,652; MADE reported a staggering outreach figure of 150,515 at the end of year 3.

Figure 2: MADE Beneficiaries by States Prior to Year 2 and at the End of Year 3



There was a very active effort from the programme management and team members to ensure this. Also, after the pilot phases are over, the partner companies and service providers were able to take up more ambitious targets with confidence and the programme also supported the scale-up initiatives. It is also common in the market development programmes that the activities take pace after a couple of years when the strategies are developed, partnerships forged and there is greater trust and confidence among the stakeholders. The programme is also in line with the cost for achieving the results so far and it will be more efficient in terms of value for money in the final year of implementation with the plan in place.

A noteworthy exception happened in the access to finance (A2F) market where the programme was not able to deliver intended activities and associated results within the time period. This is partly because of lack of knowledge by the programme staff about the available options to implement activities instead of the current one pursued by the programme. There are number of reasons behind this.

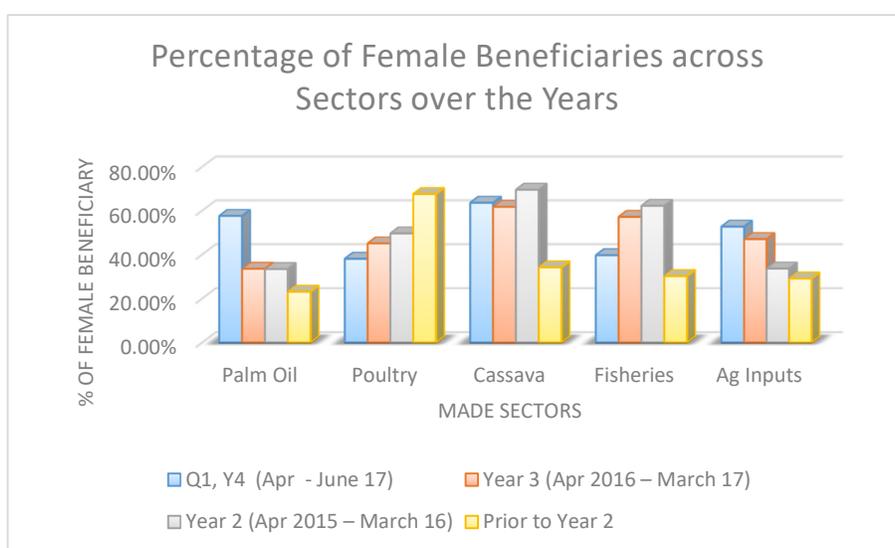
- Firstly, looking for financial solution to an intervention by MADE team without broader consultation with the experts in the field (financial institutions and other financial experts including other projects in Nigeria that tried A2F interventions) for input/opinion.
- Secondly, A2F intervention did not show a clear understanding of the needs of the beneficiaries and the challenges faced by these beneficiaries in A2F processes.
- Thirdly, the programme needed to document demonstrable evidences that the poor are bankable to ensure genuine interest from the financial institutions.

Currently the programme is trying to get individual loans from the partner financial institutes with credit guarantee scheme but the approval rate and actual disbursement is extremely slow and the beneficiaries are getting increasingly frustrated, especially when they have deposited their part of the money. MADE can leverage upon the other financial products that are available within Nigerian financial market where lead firms can take responsibility on behalf of the beneficiaries in ensuring finance in the form of inputs. This

can be explored and initiated for better results with the partner lead firms and financial institutions.

The programme have in its value chain interventions selected crops and commodities with greater female participation for example in cassava, poultry, fisheries and vegetables. Although vegetables is not one the target VCs for MADE, but the people involved are getting benefitted through the activities of the agro lead firms whom the vegetable farmers approach for solution to their issues. The vegetable farmers are most often same or nearby farmers in cassava who have seen the effect of crop protection products from the agro lead firms. The proportion of women reached (cumulative number) has consistently increased from 29% at the end of year 1 to current level of 48%.

Figure 3: Percentage of Female Beneficiaries across Sectors over the Years



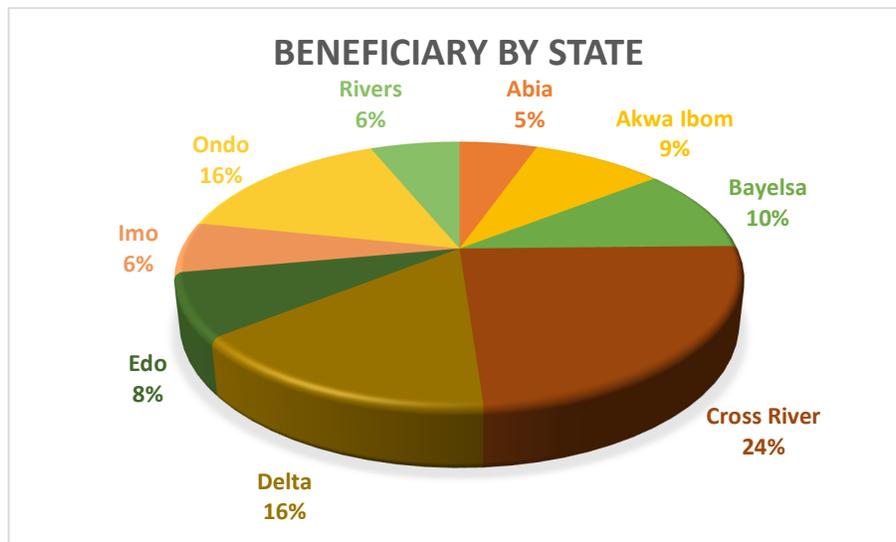
The programme has made significant progress in getting a higher percentage of female beneficiaries through a number of efforts. MADE is working with Quintessential Business Women Association (QBWA) to facilitate inclusion of more female service providers (micro-retailers, vaccinators, mother units) to reach more women. Women are also availed of training opportunities like National Agricultural Enterprise Curriculum (NAEC) and Pond Management Training (PMT) which include group dynamics and leadership skills training, etc. The programme tried to develop role models by encouraging companies to include women as facilitators/ key resources at the demonstrations. For poultry, access to vaccination helped a lot of small female micro-entrepreneurs in the rural areas to take it as a proper business and a sustainable income source. Because of these efforts, for example, at the end of June 2017 (Quarter 1, Year 4), women comprised 55% of all new clients reached within the quarter. There were more women than men reached in the agricultural input and palm oil sectors, sectors usually dominated by men in previous quarters.

MADE is working through women associations to promote collective action and increase access. MADE is consciously increasing gender equity amongst service providers e.g. women village level agro retailers & vaccinators in order to improve gendered outreach. MADE is

equally exploring partnership with Voices for Change (V4C) and CBOs to influencing gatekeepers and transform social norms that limit WEE (scale up Gender Talk Group).

There is some concern related to the distribution of programme benefit across the states though. There are nine states where MADE is working, but only two non-frontline states account for around 40% of the beneficiaries – Cross River and Ondo.

Figure 4: Beneficiary by State for MADE Programme



There can be a number of reasons behind this. The security situation in the front line states is worse compared to the other states and the programme might wanted to work with the lead firms in the “safer” states first. It can also because of the convenience of the programme staffs, as more work in the frontline states would mean much more frequent travel in these states by the programme staffs. To attain a more equitable benefit of MADE, the programme needs to focus more to have a much deeper contribution in the front line states in the coming period of implementation. Also, this should be a consideration for the possible extension of the programme.

4.3 Efficiency

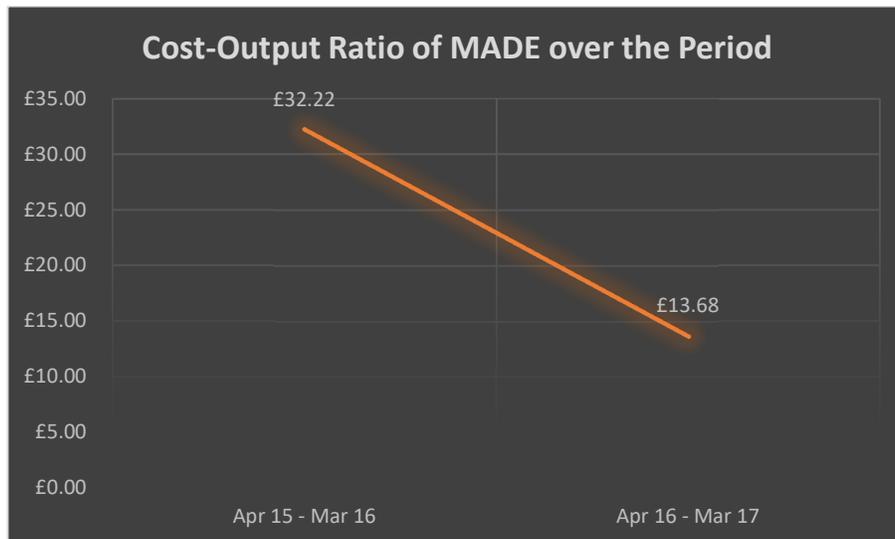
- Were activities cost-efficient? What are major cost drivers for the different types of activities under MADE?
- Were projects outputs delivered on time?
- Were project activities implemented in the most efficient way compared to alternatives?

Efficiency is used as the key measure of Value for Money (VfM) for the programme as a whole, and calculated as an input-output ratio of results per unit of expenditure. A cost – benefit ratio

of the activities is projected at 2.53 (with aggregate NAIC of over £36,000) in a program cost of £14.299m over 4.5 years, with a projected outreach of 249,000 beneficiaries over a 5.5 years

period. Therefore for every £1 spent at least £2.53 of income will be generated for targeted beneficiaries, representing good value for money for a program operating in the difficult conditions of the Niger Delta. The project has not achieved this yet, as reported in the year 3 Operations report, but continuously improving the cost-benefit ratio. At the end of Year 3, MADE had a VfM ratio of £1 to £0.39 and this reflects the characteristics of a slow start of M4P programme, but that now that the programme is achieving scale with 96,000 clients reached in Year 3 alone, there is a high potential for achieving the VfM ratio of £1 to £2.53 by 2020. From April 2015 to March 2016, the programme was able to get an outreach of 42,652 with a cost-output ratio of £32.22 per person, but from April 2016 to March 2017 the programme managed to reach a cumulative number of 131,658 beneficiaries with a much reduced cost-output ratio of £13.68 per person.

Figure 5: Cost-Output Ratio of MADE in the Second and Third Year of Implementation



It is expected that the programme will be able to further reduce this cost-output ratio in the final year of implementation.

Table 3: Programme benefit, cost and VfM Ratio (Current and Projected)

Indicator	2017	2018	2020
Net Additional Income Change (NAIC) value	£4,128,665	£12,251,309	£36,308,801
Cumulative costs	£10,128,665	£14,299,032	£14,299,032
VfM ratio	0.39	0.85	2.54

Source: Annual Milestone Report for Year 3

The initial logframe projected a VfM ratio of £2.53, which implies that for every £ spent, farmers and entrepreneurs will derive £2.53 additional income attributable to the programme. The logframe revision projected an increase in NAIC from £36,219,363 to £36,308,801 (an

increase of £89,438). This also means an increase in the projected VfM ratio by 2020 from 2.53 to 2.54.

The programme used grants and other financial instruments to encourage and accelerate private sector investment into the market systems interventions. The Technical Adoption Grant (TAG) and Equity Collateral Investment Fund (ECIF) are the two financial tools used by the programme that helped achieve a large part of the project targets. The programme also goes through a rigorous due diligence process and approval from DfID for every grant to ensure transparency and efficiency.

Major cost drivers include:

1. Technical assistance and related costs required to facilitate the process of engaging with private sector partners and other market actors (38% of the programme cost in year 3). This includes expenditure for the M&E and gender technical assistance on the interventions which ensures integration of gender dynamics through the enhancement of the role of women in the value chain and generation of income for this target population.
2. Cost of creating the interest or demand from leading market actors and other potential intervention partners to participate in the anticipated interventions. MADE ensures that private sector market partners financial contributions are maximised and that all intervention partners are realistically committed to engage with the target beneficiaries. It is anticipated that private sector partner engagement is driven by profit motivation and be aligned to their corporate strategies. In that case, MADE grant support will either be in terms of increasing the attractiveness of the investment compared to competing investments the partner might make, or through significantly accelerating the investment timeline.
3. The labour and expenses are still significant but in terms of percentage value decreasing continuously (labour cost decreased from 63% of total expenditure in year 1 to 45% in year 3). In a market development project, labour cost is usually much higher compared to a direct delivery project, as labour itself contributes in the implementation of the programme and the very facilitative nature of execution.
4. New and/or improved inputs, products, services and technologies that benefit poor people are introduced in target markets. This happened in majority of the sectors where MADE is working, in Palm Oil, introduction of Malaysian Knife and MAH, improved and efficient oil pressing machine, in Poultry, access to vaccination and right sizing vaccination packs as per the requirement of small farmers, in agri input, organic inputs that are effective for the farmers played significant role for the beneficiaries.

With all these cost for developing market across the sectors where MADE is engaged, it is on track for achieving the logframe output targets, as can be seen in the following table. MADE has reported achieving (or exceeding) of logframe targets for the end of year 3 (March 2017).

Table 4: Achievement against Logframe Output Targets

Indicators	Accumulated March 2017	Logframe Targets (March 2017)	Logframe Targets (March 2018)
Output 1: New and/or improved inputs, products, services and technologies that benefit poor people are introduced in target markets			
Indicator 1.1: Number of small/medium-scale farmers and entrepreneurs who are assisted to access new and/or improved inputs, products, services, and technologies	131,658 # Poor: 107,959 # women: 61,820	112,500 # Poor: 95,625 # women: 61,820	187,120 # Poor: 159,052 # women: 97,303
Indicator 1.2: Number of lead firms investing in MADE piloted interventions	22	18	22
Indicator 1.3: Number of service providers and entrepreneurs investing in MADE piloted markets (Cumulative of Direct and Indirect)	341	275	325
Output 2: Development agencies, support service providers (private, public, and NGO) and private investors change their approach to engaging with the poor in the Niger Delta region			
Indicator 2.1: Number of investors adopting additional pro-poor market development approaches	6	5	6
Indicator 2.2: Number of new market development interventions that development agencies attribute to the programme	5	4	8

Source: Annual Technical Report for Year 3

One of the things about the program implementation is the continual review of underlying assumptions for each intervention that ensures the assumptions and its effective implementation remain valid and the projected results also remain likely. This also meant change is programme strategy and delivery like focusing on service providers in addition to lead farms, trying access to high value market for cassava by creating linkage with MNCs as off-takers etc. The programme remained agile to ensure it is delivering impact in an efficient manner. The following tables demonstrate the efficiency and effectiveness of programme implementation.

Table 5: Average cost of training persons, women, and stakeholders reached

Indicator	April 2015 –March 2016	April 2016 –March 2017	Percentage Change
# of people reached and trained (female farmers and entrepreneurs)	42,652 (18,119)	131,658 (61,820)	209% ↑
Total cost (including design phase and year 1)	£ 6,372,329	£ 10,373,406	62.79% ↑
Average cost per person reached across interventions	£ 150	£ 78.79	47% ↓
Average cost per Woman reached across interventions	£151	£78.87	52% ↓

Source: Annual Milestone Report for Year 3

A closer look at the investment by MADE and the outreach per sector reveals some of the sectors are clearly giving much better results for the programme. The costs mentioned in the table only represents the cost of intervention and grants, management cost is not included. But the information affirms that certain sectors gives extremely good value for money (agricultural inputs, poultry), while some others are way behind in VfM aspect (leather, access to finance).

Table: 6: MADE Investment and Outreach figures per sector

Value chains	Cumulative outreach	Total Cost (£)	Cost per beneficiary
Agricultural Inputs	67,611	572,951.86	£ 8.47
Poultry	20,791	282,164.86	£ 13.57
Cassava	24,631	568,429.86	£ 23.08
Fisheries	6,016	371,110.86	£ 61.69
Palm Oil	11,016	233,192.86	£ 21.17
Leather	163	160,445.86	£ 984.33
Access to Finance	2,503	1,942,194.86	£ 775.95
Total	131,658	4,130,491.02	£ 31.37

Source: Internal Calculation by MADE

Despite the reduction in the cost of reaching and training farmers and including women across interventions, the percentage of farmers reached and trained over the third year of programme implementation has increased by 209%. While total cost of MADE increased by around 63% the proportion of cost per farmer reached as well as that of every woman reached through the programme declined significantly over the year. This is because the partner lead firms and service providers are able to take up larger activities with similar resources as they have seen success of the pilot activities in the previous years.

Table 7: £ investment leveraged with each £ spent

Indicator	April 2015 –March 2016	April 2016 –March 2017	Percent Change
£ investment leveraged with each £ spent	£ 1,279,652.17	£ 5,607,548.31	338% 

Source: Annual Milestone Report for Year 3

Investment leveraging by partners tripled during the third year of programme execution. This is from private sector partners implementing market development interventions and shows a very positive sign that the partners are internalising the activities. This also is a sign that the activities designed and implemented by MADE and the partners are aligned with the overall objectives of the partners and they are getting benefit through the activities. For these reasons it is likely that the partners will continue delivering the products/services/continuous linkage that will help programme get to its target of March 2020.

Another area for the programme was to influence other donor and government programmes in the Niger Delta for creating a lasting impact and coordinated efforts of the activities. MADE is well aware of all the activities and programmes going on in the region and keeps a good relation with these organizations and projects. A few joint activities were also done between MADE and other programmes that helped in achieving the influencing agenda for MADE.

Table 8: Cost of influencing organization to implement pro-poor market development approaches

Indicator	Total Apr 2015 – Mar 2016	Total Apr 2016 – Mar 2017	Percent Change	Cost Apr 2015 – Mar 2016	Cost Apr 2016 – Mar 2017	Percent Change
Organization influenced to implement pro-poor market development approaches	6	18	300%	NGN 750,589	NGN 1,257,400	167%

Source: Annual Milestone Report for Year 3

The programme covered part of the cost of participation in CAPABLE M4P training organized in partnership with PIND. While the number of participants increased by 300%, the cost went by 167% only.

4.4 Impact

- What change (positive or negative, direct/indirect, intended/non intended), if any, has happened as a result of MADE?
- What has been the impact (on local, social, economic, environmental, and other development indicators) of the first three years of project implementation?
- What real quantifiable difference has the intervention made to beneficiaries?

MADE through its interventions addressed constraints that prevent poor women and men from benefitting from growth opportunities in target markets and tend to leave vulnerable to risk. An equitable growth processes and wealth creation was promoted, lifting off the

escalating inequality in the delta, which is contributing to instability and insecurity. MADE through its theory of change have generated evidence that the programme has influenced other important stakeholders to adopt more effective, pro poor market development practices in other value chains and sectors. Some of the examples of this influence and collaboration include:

- MADE participated in **DFID Women Economic Empowerment (WEE) Programmes** meetings and the participation at the meetings and activities has led to shared learning and exchange of ideas, strategies and documentations around WEE approaches and results measurement. One example of this is a joint organisation of International Women’s Day 2017 in Benin together with **PIND and USAID MARKETS II** programmes.
- Through MADE’s advocacy efforts, **Akwa Ibom and Abia State Governments** are now developing market driven pro-poor agricultural policies. In particular, MADE is supporting Akwa Ibom State to develop a market-led pro-poor agricultural policy framework. MADE is also supporting **Abia state** to develop a “community oil palm project” aimed at smallholder farmers replacing old and aging wild species of oil palm trees with improved varieties.
- MADE staffs participated in a range of **advocacy and networking activities** aimed at influencing governments as part of its influencing agenda. In year 3, these included:
 - Organising one of the lead panels addressing “Economic Diversification and the Digital Economy” at the Niger Delta Development Forum (NDDF) in Owerri with the theme, “Towards Self-sustaining Development in the Niger Delta: Narrating and Showcasing a Re- imagined Niger Delta.”
 - Niger Delta Development Commission retreat, which focused on leveraging resources for development of the Niger Delta
 - National Cassava summit (facilitated by DFID Enugu Regional Office), which offered cassava SME processors an opportunity for showcasing their products and networking with other market actors.
 - Participation in Agra Innovate 2016, an annual event, and this increased visibility of the MADE Programme.

- MADE's micro and small scale poultry intervention is collaborating with **PropCom Maikarfi** to address challenges that affects both programmes. These include supporting National Veterinary Research Institute (NVRI) - the sole supplier of thermo-stable Newcastle vaccine - to fix its freeze dry machine; working together to identify and link other thermo-stable vaccine suppliers in other African countries (Ethiopia, Uganda, Kenya and Ghana) to Veterinary Pharmaceuticals companies in Nigeria. The linkage removes the risk associated with having NVRI as the sole supplier of NDV vaccine.
- MADE Programme also worked with **MARKETS II** to adapt the National Agricultural Enterprise Curriculum designed for crops to poultry. The poultry NAEC will help micro and small poultry producers run their poultry farms as a business and profitably.
- In cassava, MADE Programme collaborated with **HarvestPlus** for the introduction of vitamin A fortified cassava stem, and with National Root Crop Research Institute (NRCRI) / IITA BASICS programme on the sustainable multiplication of cassava stems.

The sector and intervention outreach information is presented in the following table (table 8). Some of the interventions generated large number in terms of outreach while some others were not very effective in creating good traction. The combined outreach figure for Palm Oil, Fisheries, Finished Leather Goods and Access to Finance is 18,625, which is just around 14.14% of the total beneficiaries.

Table 9: Summary of Outreach from Access to Inputs, Services, Products and Technologies

Innovation	Prior to Y3	Cumulative outreach at end of March 2017		
		Cumulative outreach	# of women	# of poor
Agricultural Inputs				
Exposure to best practices through demonstrations	17,527	64,230	27,010	57,153
Access to Crop protection product (CPPs)/Spraying services	3,381	3,381	1,440	3,043
Poultry				
Delivery of Vaccination services	5,387	20,791	9,694	16,632
Cassava				
Exposure to best practices through GAP demos	5,654	24,631	15,487	21,675
Palm Oil				
Best Management practices	1,500	3,500	1,153	1,390
Small scale processing equipment (SSPE) technology adoption demo	1,905	2,255	1,044	947
Mechanical Adjustable Harvester (MAH) technology adoption demo	1,520	3,261	1,074	652
Malaysian Knife (MK) technology adoption demo		2,000	658	1,120
Fisheries				

Smoking Kiln Technology	2,192	2,516	1,421	604
NAEC/Pond Management Training (PMT)	2,031	3,500	1,960	3,150
Finished Leather Goods (FLG)				
Access to Credits (Loans)	35	163	16	163
Access to Finance				
Access to Credits (Loans)	1,430	1,430	863	1,430
Total	42,562	131,658	61,820	107,959

Source: Annual Technical Report for Year 3

The total outreach figure is on track and the conversion of the outreach numbers to outcome is also quite impressive for MADE. For both the outcome indicators, MADE has reported surpassing figures at the end of year 3.

Table 10: MADE Outcome Progress

Performance indicator	Target (March 2017)	(March	Actual achievement	% achieved
1.Smallholder farmers and entrepreneurs recording increased yields/productivity and sales	Total:	86,063	Total: 102,710	119%
	#poor	73,153	# poor: 77,378	106%
	#female:	43,031	# women: 48,404	112%
2.Smallholder farmers and entrepreneurs changing their farming and/or business practices	Total:	95,625	118,627	124%
	#poor	81,281	#poor: 84,130	103%
	#female:	47,813	#women: 53,129	111%

Source: Annual Technical Report for Year 3

In addition to the achievement of these numbers there has been impact in terms of local, social, economic, environmental areas.

MADE is striving to contribute towards poverty reduction in the Niger delta by facilitating increased incomes for people, particularly for poor people and women. To achieve this goal, MADE interventions have been addressing constraints in the agricultural and non-agricultural market systems as means of improving market performance and growth, resulting in increased opportunities for the poor and women. Progress towards achieving impact level results are measured using actual benefit that farmers and entrepreneurs get in terms of income increase.

Table 11: MADE Impact Progress

Performance indicator	Target (March 2017)	Actual achievement	% achieved	
1.Smallholder farmers and entrepreneurs recording at least 15% increase in income	Total:	77,456	79,170	102%
	#poor	65,838	# poor: 66,665	101%
	#female:	38,728	# women: 39,748	103%
2. Net additional income change	Total:	£4,864,235	Total: £4,128,665	85%
	poor	£3,161,532	Poor: £3,469,638	110%
	female:	£1,870,568	Female: £2,026,141	108%

Source: Annual Technical Report for Year 3

In addition to the achievement of these numbers there has been impact in terms of local, social, economic, environmental areas.

Local Impact:

- Sensitization of individual farmers that they can achieve much more with farming. This was done in partnership with lead firms and service providers but also with the NGOs who are working as co-facilitator of MADE programme
- Beneficiaries (and their neighbours) now have an established belief that appropriate improved agro practices and good agricultural practices can increase the productivity/yield of their farm.
- The beneficiaries, by following the improved practices and using better products can have an increased income arising from an improved yield from same plot of land
- The programme is able to contribute in reducing the incidence of poverty among the poor at the local/community level
- The programme, through its initiatives and interventions are providing employment to the teeming population and reducing the incidence of violence and insecurity in the region

Social Impact:

- MADE is able to contribute in increasing the income of poor women and men who are the target beneficiaries.
- A transformation of wellbeing is arising from the increased income, people are able to spend more money for themselves and their family members
- The beneficiaries are able to access (locally available) better health care
- The programme managed to engage idle hands into productive venture

Economic Impact:

- Transformation of local communities into economic silos and foundation for national economic growth
- Contribution in lowering of food inflation
- Improvement in market linkages that will continue to sustain even after programme intervention since these are based on benefits of parties involved
- Growth in the market sectors through copying and crowding in as the interventions gain traction within the region and beyond.
- Gender mainstreaming activities that have given women more space to participate in an impactful economic activity
- Contribution in creating significant number of jobs along the value chains of the priority crops.
- The economic impact can also be expressed in terms of the net additional income change, which stood at £52 at the end of year 3. This changes have accrued to the beneficiaries over a stable market price and increased productivity or cost savings.

Environment impact:

- The environmental impact for the programme activities is minimal thus far and MADE as a program seeks to reduce beneficiaries' vulnerability while increasing their environment resilience. It achieves this through market linkages and a strong focus on improving efficiency and productivity
- In the four of the five primary sectors, increased efficiency has a direct impact on mitigating the environmental risks. For example

1. in the case of palm oil, small holders will receive more oil per FFB thanks to better yields from presses, obviating the need for expansion.
2. Feed companies teaching pond farmers proper feed techniques will not only improve profits to their company and yields for the pond farmers, they will also help minimize excess feed being present in the ponds, which is a key cause of eutrophication.
3. Proper use of fertilizer and crop protection products increases the output on currently farmed land, reducing the need for additional arable land.
4. Integration of environmentally sound approaches to demos especially when crop protection products are involved.
5. Introduction of organic products by Contec Global also contributes to mitigation of environmental impact
6. Training of spraying service providers by private sector companies (Saro) also addresses environmental concerns and human health. As part of the protocol, for example, spraying cocoa farms close to water sources is avoided.
7. Candel arranged a programme of recollecting used bottles of agro-chemicals to prohibit its usage for household purposes.

4.5 Sustainability

- To what extent will the benefits, outcomes and impacts of the project continue after donor funding ceased?
- How did the interventions interact with other factors in the local and regional economy?
- What were the major factors which influence the likely achievement or non-achievement of sustainability of the project?

The program recognises that a successful and sustainable market driven development initiative requires the active participation of the poor and not so poor individuals. This enables private sector actors to generate sufficient financial returns to ensure their continued

participation and long term sustainability of the interventions.

One of the major factors was the willingness among the poor to participate in the interventions that the programme has initiated. The new agro practices demonstrated produced increased productivity and yield (102,710 farmers and entrepreneurs reported increased productivity and yield in the first 3 years). They were able to make extra income (79,170 farmers reported at least 15% increase in income) and hence were willing to extend the new agro practices into new owned or leased farm lands.

The lead firms were at the farms doing demonstrations and showing the farmers the path to good agronomic practices. The lead firm were equally leaving their footprints at the community/village level through active distribution/vaccinator agents that are closer to the beneficiaries. The firms have sold more than NGN 152M worth of products, validating the value proposition of the outreach efforts. The input agro companies were also to reach the poor by breaking bulk of their products into smaller and more affordable packaging of agrochemicals (herbicides and pesticides) for poultry as witnessed in a cassava farmers group in Akpabuyo,

Calabar that participated in Koby farms (a cassava processor) demo. Similarly in poultry, Turner Wright is offering 30 grams product instead of 100 grams. The lead firms were equally leaving their footprints at the community/village level through active distribution/vaccinator agents that are closer to the beneficiaries. Veterinary pharmaceutical companies, Turner Wright and Zygoxis are investing in the village vaccinators by turning them into entrepreneurs and providing them with a motorcycle and refrigerator (as a reward for better performance). Though the provision of the motorcycles is target driven but it has enabled the vaccinators to reach a wider number of clients across villages. By using the principles of M4P approach, the program was able to continually improve on the linkages between the poor and the various market actors to ensure raising income level in the Niger delta.

A few interesting things happened during the implementation of the programme that worked favorably for the programme, especially in the agriculture related sectors. These include:

- Syngenta, one of the global leaders of crop protection products and seeds, restarted their business in Nigeria. MADE was able to make contact with them and persuaded them to work in the Niger Delta.
- Similarly, Contec Global started its agricultural arm by establishing a biological laboratory that can produce very effective bio-fertilisers and bio-pesticides. MADE also took the opportunity in partnering with them.
- Another partner company of MADE in agricultural inputs market, CANDEL, which was basically an importer and trader of agricultural input before MADE came into being, started its own production unit in Lekki Free Zone, Lagos. The company also sharpened its efforts in marketing in the quest of getting more sales to support its production facility.

These companies, and other partner lead firms of MADE had a clear motivation to partner with the programme and MADE was able to align its activities with the market opportunities. In case of poultry, the lead firms are getting benefitted by engaging local level service providers (vaccinators) and they are willing to provide training to the farmers as this will result in increased sales of their products. In the case of fisheries and palm oil, the programme also identified right interventions and the activities are clearly providing benefits to the target people but as the lead firms are not very strong (in terms of monetary and human resource capacity), it is doubtful if the system will continue as planned.

On the flip side, access to finance for improved seedling, hiring labor, buying more efficient machinery, crop protection practices is happening at a much slower pace than planned, which may affect the sustainability. Access to finance was not part of the original programme design and came as a focus area later into the implementation without having a thorough and comprehensive strategy. For the finished leather sector, the programme is still exploring an appropriate way to intervene in the market. This can also be attributed to the lack of a proper strategy and good analysis, after MADE inherited it from GEMS 1 programme. Nonetheless, it was the responsibility of MADE to do the analysis to come up with the right strategy or give up the sector. The structure of Aba cluster is not suitable for a lead firm based approach, rather a cluster development approach should have been undertaken with the objective of creating better cooperation and coordination among stakeholders and thereby increasing income of the target people.

5. ASSESSMENT OF INDIVIDUAL INTERVENTIONS

5.1 Access to Finance (A2F)

Access to finance was started in MADE programme at the end of 2015. It's meant to address sectorial constraints in terms of catalysing the adoption of good practices and improved use of technologies across the value chains. It is a cross-cutting tool directed to unlock system constraints like adoption of new technology, purchase of better product and avail services relating to market sectors. The current A2F intervention is successful in creating financial awareness but has not yielded the desired impact, i.e. developing financial linkage between the beneficiaries and financial institutions. Making this to happen is largely out of the control of the programme and the delay has been mainly due to the process inefficiency, high turnaround of bank's management officials (especially, Bank of Agriculture) leading to slow decision making and buy-in by the top management.

A look at the A2F model shows the function active at the BDSP support level – organising sensitization/linkage activity between farmers and financing institutions aimed at introducing credit availability. This is still not sustainable and dependent on programme funding. All other activity is based on assumptions. The BDSPs (started with 13 now 17) have linked 3,536 farmers to FIs as of March 2017. Of these number 2,643 discreet loans has been given across 4 financial institutions of cumulative loan value of NGN 200M with another 769 applications valued at NGN 160M pending at the time of assessment (approved after the in-country work).

MADE needs to take another look at the interventions beyond support to the BDSPs and find creative ways of ensuring that farmers who are in need of financial assistance to boost their farms receives it in good time despite all the challenges surrounding lending to the poor in the Niger Delta. It is in this regard, MADE in partnership with NIRSAL (The Nigeria Incentive-Based Risk Sharing System for Agricultural Lending) and select commercial Banks is exploring opportunities to make available financial products offered by Deposit Money Banks (DMBs) accessible and attractive. It is noteworthy to mention that immediately after the assessment period, MADE is able to sign a MoU with the Bank of Industry to extend working capital and machinery purchase financing for the leather producers of Aba.⁵

Another way can be linkage between lead firms and financial institutions where lead firm will take responsibility of the loan, get money from the financial institution and use that money to provide inputs to the farmers. The lead firms can ensure greater sales, monitor the activities of the farmers to make sure the repayment after the harvest so that the financial institution can also be paid back. During our discussion, lead firms like Contec Global showed interest in doing this type of financial linkage with the farmers. Sterling Bank

⁵ <http://thecitizenng.com/boi-made-sign-mou-on-leather-production/>

already has this type of product that MADE can make use of. Other banks might also have similar products that MADE can explore in the possible extension of the programme.

5.2 AGRICULTURAL INPUTS

About 8 million poor smallholder farmers in Niger Delta suffer from low productivity and record an average 30% potential crop loss on an annual basis because of high level of moisture and micro-organisms during storage⁶. These SHF are 0.5-4 hectare land holding, poor, about 30% are women and lack access to information on good agronomic practices and usage of quality agricultural inputs. These challenges result from market failures in the supply chain, where agricultural input suppliers have not sold directly to smallholders due to years of government intervention, limited information on their market size and needs, and uncertainty regarding the appropriate distribution model required to reach them.



Agricultural Input in a Rural Retail Shop

To increase farmers' access to quality inputs while educating farmers on their proper handling and usage, MADE partnered with agricultural input firms to establish a marketing strategy that incorporates Good Agronomic Practice (GAP) demonstrations with sales of agricultural inputs. Quality agricultural inputs in the Niger Delta are low in supply and linkages between the producers/suppliers and farmers. Key constraints related to this are:

- i) **Education:** lack of information on the benefits and proper usage of quality agricultural inputs by farmers
- ii) **Access:** poor supply and distribution network of agricultural inputs.
- iii) **Availability:** Agricultural input packaged in bags that are too big for smallholder farmers' needs, and too expensive.
- iv) **Quality:** Available agricultural inputs are of dubious quality.

The objectives of the interventions undertaken by MADE are as follows:

- a. Establish commercially viable and reliable distribution channels through which agricultural inputs are sold directly to farmers.
- b. Increased quality uptake in the use of fertilizer, crop protection products, seeds and storage knowledge through adoption of GAP.

⁶ <https://link.springer.com/article/10.1007%2FBF00933573>

It is anticipated that through better access to inputs and knowledge of use, farmers will start consuming more inputs, increasing their productivity and subsequently demand for more inputs delivered directly to them by profitable agro retailers who operate in close proximity to their farms. The net result will be increased productivity and incomes for the farmers and better reach and profit for the input companies.

In implementing this strategy, MADE identified and engaged with Syngenta Nigeria Limited (SNL), Saro Agrosiences, CANDEL, and Contec Global Agro Limited (CGAL). The intervention was aimed at developing stronger distribution systems; whereby they improve their knowledge of small-holder farmers' needs and sell products through a network of agro-dealers to farmers, using appropriate packaging and good technical advice to demonstrate the value proposition of purchasing inputs. MADE supported the development of crop specific GAP training manuals; selection, engagement and training of technical field coordinators and conduct GAP demonstration to farmers. So far, 74,354 farmers have been reached with 64,230 adopting good agricultural practices. The monitoring and results measurement system of MADE has not been able to get information related to sales/profits made by the partner companies yet. This actually is problematic for MADE to pen down future collaboration with these companies.

True that the agro input firms have engaged the farmers with the view of increasing access to quality inputs and knowledge on GAP, but there has been limitation in the marketing strategy which sometimes give the impression that the companies might not be there for the long haul. For instance, there is no discernible distribution system currently in place for any of the partner lead firms to deepen access to quality agro inputs. Access to agro input products is usually delivered through the company representative or from the neighbouring state of Aba (Abia State). The representative of Candel however assures that they have a plan to establish retailers in locations were they are most present. He covers the entire frontline Niger Delta region from Abia State. Where knowledge has been shared (through training), manuals to aid recall of agro practices are not provided to the farmers. There are no sign of any manuals or leaflets either with the farmers, in the farmers' community town halls (where they gather most of the times to share information) or with the SMEs. When asked about this, only a few farmers were able to produce an exercise book where they wrote down some of the things they were taught. Farmers are therefore most times left to guess measurement requirement and time space of application of agro inputs. These could affect desired results.

Agro input firms are content with demos and direct sales of products to farmers and most of them have limited appetite for developing strong distribution system where companies can improve farmers' knowledge at the retailers level (through Farmer Clinic/Field Days) and technical advice can be further exposed. One reason for this might be cost of establishing extended distribution network and that cost is not justified for the company

compared to other opportunities that they have (reference of this is interview with Saro, where they clearly mentioned this). There were instances of farmer field days organised by Saro with report of a breakthrough in sales of one product that was usually not demanded in Boki LGA of Cross River. There are other instances of Syngenta and Candel organising farmers field days strategies for improving farmers' access to inputs, a precondition for adoption of good agronomic practices. But these are examples of opportunistic sales during cost-shared events, rather development of systematic distribution network. There is no clear recollection of products (and specific usage guidelines for those products) that was introduced to them during demonstration, which suggests they could be susceptible to low quality products should they go to the nearest wholesale market in Aba to buy in the absence of a local retailer. In our discussion with Syngenta, they were asked if they will continue with the mandate of the program when MADE exits. Their response was that they would make a business decision on that when the time comes. For a partnership that they acknowledge to have been profitable in terms of increased revenue, increase in awareness of brands and increased outreach to farmers one would expect concrete sign posts to ensure increase in market share in the agro chemical market. This might affect continued impact of the program and its sustainability at the exit of MADE.

Some of the Agro Input firms, though making increased revenue/profits from current partnership with MADE will be looking at the Business/commercial model of an extensive distribution network across the Niger Delta region (Candel is doing that at a limited scale). The programme could have tied the demonstration and GAP training activities with the development of distribution network. There could have been some milestones to be breached for all the agro input firms in contracting/signing MOUs with MADE. The down side to all this is that the program might end up developing the market for agro inputs only for low quality products and that will negate the whole idea of the program.

5.3 CASSAVA

There are two parts to the cassava sector intervention. One is to increase productivity and the other is to open up opportunities in its processing.

With cassava production:

In the Niger Delta, cassava production is dominated by smallholder farmers who produce cassava primarily (nearly 95%) for the traditional food market with a few medium and



Cassava waste can be used in making animal feed

large-scale producers and processors. The Niger Delta accounts for a third of national cassava output, and contributing about 34% to total household income for cassava farmers in the region. Constraints in the cassava sector are:

- **Poor access to agricultural inputs:** Farming inputs such as fertilizer and crop protection products are often not available in rural areas where smallholder farmers are located. Also, most of the agricultural input companies do not sell products that can maximize yield that are specific to cassava cultivation in smaller and affordable packs.
- **Lack of access to stems of improved varieties:** There are hundreds of improved varieties of cassava, but the stems are not readily available at commercial scale and these can only be accessed to a limited extent through the Agricultural Development Programmes.
- **Low quality processed products** to meet up with end market targets, inefficient production management resulting in high cost of processing activities, and technology update.
- **Poor access to markets:** This is a result of both poor infrastructure (there are few access roads from processing facilities to smallholder farms) and linkages to processors as off-takers. There is also little or no link between the SME processors and the industrial end markets.

The intervention design and thought into cassava productivity process follows market system approach but still some issues showed up during implementation stage.

The production knowledge is provided through training and supply of improved variety of stems, but use of cassava waste for animal feed is still in its infancy. The linkage from farmers to processors has not worked out too well due in part because of the disperse nature of the SME processors to the farmers. Cost of carrying cassava to the processors sometimes far outweighs its benefits in reality, although the processors selected the farmers. The farmers most often have no choice than to process cassava into food item – Garri and Fufu. The increased price of Garri in the local market has caused an increased processing of cassava into garri and fufu. So increased productivity/yield of cassava from the productivity improvement interventions are not contributing in higher value processing, although the currency inflation and higher market price of food item played a role here. The currency inflation was a major plus for MADE efforts in Cassava, otherwise the benefits could have been much less.

With Cassava processing:

End market actors (feed mill companies, SME processors and others) buy fresh tubers from farmers at agreed minimum price, creating a ready market for primary producers and incentives for increasing productivity and incomes. Processors buy more cassava from farmers due to increased demand and improved linkage with farmers group/BMOs through intervention from the programme. Cassava farmers learn about the new opportunity of selling to processors in addition to making food items for household consumption. There is

also increasing opportunities for adoption of cassava tubers as substitutes in feed production (Cassava Processing) by converting cassava (Peels and Whole Roots) into grit and chips as derivative for livestock feed formulation. Also production of high quality cassava flour (HQCF) and creating linkage with larger players was one of the key strategies for the sector.

The pilot activity in this intervention focused on working with processors (cottage & SMEs) to process cassava into high quality cassava flour (HQCF), odourless fufu, chips etc. The intervention is part of a broader sector strategy and will complement intervention that will seek to facilitate improved linkages between cassava producing clusters (Farmers) and processors (for both the industrial and traditional food markets), improved efficiencies, standardization & quality assurance at the processing level, and grow the industrial end market (especially feed mills). This has not happened to a large extent.

In Year 2, MADE Programme engaged with different end market players that were using or can potentially use cassava as part of their raw materials. These companies were to be linked with cassava SME processors that produce High Quality Cassava Products to standard prescribed by end market actors such as UNILEVER Nigeria and Dufil (Indomie producers). MADE intended supporting these relationships to facilitate guaranteed steady supply of cassava derivatives (starch, ethanol, High Quality Cassava Flour, etc.) that the SME processors produce. UNILEVER and Dufil signified interest as off-takers of High Quality Cassava Wet Cake (HQCWC) from the Niger Delta Region, but needed to ascertain the quality of HQCF they would be getting and requested product samples for laboratory analyses. The results from the sample analysis showed some deficiencies in quality of the samples. To address this deficiency, Natural Resource Institute and Department of Food Science, University of Agriculture, Abeokuta led by Professor Sanni Lateef was consulted to train the SMEs on quality standard. Another set of samples were sent to them for re-analysis. MADE has not received further communication from these companies regarding their interest for taking cassava derivatives from Niger Delta.

In the later period, the intervention focused on working with processors (SMEs) to process cassava (whole roots & peels) into Chips and Grits which will serve as complements for feed formulation by the feed mills. The capacity of the processors was supposed to be enhanced through training on the technical intricacies involved in grit and chips processing. This is expected to open market opportunities for the processors and make available derivatives that would complement or serve as alternatives to the high cost raw materials especially maize, used by feed mills currently. Also, this is expected to reduce the cost of production and price of animal feed. The increase in the demand for Grits and Chips means increased demand for cassava roots from the farmers. This will be beneficial to the smallholder farmers who will increase their sales and incidentally increase their income and improve

their livelihood. Small scale Poultry and Fish farmers will also benefit from the expected reduction in the cost of animal feeds.

The logic of this market development approach is understandable but we don't feel the implementation is following through the logic fully. The two processing plants visited are more focused on processing cassava into Garri, FuFu and cassava flour than on HQCF, grit or chips. Also, no support is provided to the processors to enable them produce grit and chips. The currency inflation also played a role, where farmers were more interested in producing food items that selling cassava for further processing.

5.4 Finished Leather

The finished leather intervention result chain has one major outcome, increased productivity/ increased profit through linkage with lead firm that will provide service bundles to the artisans that meets most of their requirements for increasing productivity. The service bundle will include production skill training, access to quality inputs



A very bustling finished leather cluster in Aba

and other services and buy back guarantee. Lead firm is expected to provide skill enhancement training to selected artisans (pilot group) designed to enable them produce quality products that meets quality specifications of its supply chain. Trained artisans will in turn be integrated into an outsourcing scheme that provides for consistent supply relationship between lead firm and the artisans. If there is benefit for the artisans and the lead firm, other lead firms will be interested in such scheme and more artisans can be included in a similar fashion.

The intervention design assumes that these “services” are the key constraints of the finished leather market sector. While developing this intervention, critical questions were unanswered or was not considered.

- Can this market thrive with improved machinery and tools?
- How can these artisans access these trainings on one hand and access improved machinery and tools on the other hand?
- Is there interest from the artisans' side and the lead firm side to get to such type of arrangement?

- Will outsourcing not kill the creative ability of these artisans, who thrive so much on developing own design, even though they are copy of foreign designs every now and then.

At current level and on their own the artisans of Aba have created a market space far beyond what the lead firms are capable of. The cluster is well-known not only in Nigeria for a source of shoes and other leather products, but also throughout the West African region.

Instead of a lead firm led approach as designed by MADE, a cluster development approach might be a better fit for finished leather sector, where collaboration and coordination among the actors can be strengthened through a series of small localized activities and external branding efforts like design competition among the producers, best lane of production award, provision of accounting services to ensure cost reduction and profit maximization etc. The sector was inherited from GEMS 1 and enough time and thinking was not given to develop a workable strategy for the sector for cluster promotion with the objective of benefitting the artisans. The designed intervention, hence, shows lack of market understanding on the part of MADE.

5.5 FISHERIES

In fisheries sector, MADE worked in both fresh fish and smoked fish sectors. The intervention through pond management training (PMT) for fresh fish and processing with smoking Kiln are well designed and carefully been implemented through the adoption of market system approach. The interventions



Fish farming in the backyard

are also gender friendly with an estimated 1,960 of the 3,500 fish-pond farmers being women with 99% of the fish smokers being also women. In addition, in a profile of 18,000 people engaged in the wholesale and retail trade in fish products in the region, 98% are found to be women. Women numbers are also slightly higher than men at the beneficiary level, with a total outreach of 6,016 fish farmers as at March 2017 (represents 56% of women reached since inception).

With the adoption of the improved smoking technology, it would be good to have in the design future demonstrations taken place in the adoptees facility (for example at Kimse food). This will give not only hands-on, real-time experience but show the kiln technology been used by a beneficiary of the programme. Kimse one of the success stories of the

program could share her journey with the program to where she is today. It would serve to motivate new beneficiaries entering into that sector and show in practical terms in which the intervention works.

Cost of entry is a big barrier in both fish cultivation and processing and seems pretty high for poor men and women who want to engage in fisheries. The programme reported how many farmers got engaged or benefitted from PMT, but did not specify what was the scale of operation of these farmers. If the scale is too small, the benefit might not be sufficient to support their needs. There are also issues related to increased price of fish feed for the farmers, challenges in reaching out to potential farmers by MASPs and ASPs, cost of smoking kiln technology and all these require access to finance (in addition to technical know-how) for the beneficiaries and service providers. The programme so far has identified and recognised these issues, but worked only at a surface level to solve these issues.

5.6 PALM OIL

Palm oil is an important product from the Niger Delta region used for food and non-food purposes in Nigeria and the Niger Delta region accounts for 50% of overall production of the country. The sector is largely dominated by smallholders who account for over 80% of production. These smallholders are engaged in harvesting of wild groves



Improved palm oil presser in the making

(natural growing low-yielding variety which account for the largest share (74%) of area under production) and cultivation of improved palm plantations. The improved palm variety are high yielding, however the level of productivity of smallholders are low - about 3 tons of fresh fruit branch (FFB) per hectare because of lack of care and investment in the plantations.

During the business case development, MADE developed a vision to encourage growth in small scale production by increasing the productivity of farmers and processors in the Niger Delta region towards world standards. This was expected to increase profitability for small businesses, driving more substantial investments by small scale plantations to meet demands for household and industrial palm oil and increase income for farmers. The broad strategy for achieving the vision was to address the key constraints of (a) lack of access to

and adoption of improved processing machines by small scale processors and (b) limited linkages between small scale plantation owners and large scale integrated mills.

Some of the key market challenges include inadequate flow of information on best management practices; poorly funded public extension system with inadequate and ill equipped extension agents; high cost, insufficient supply, untimely delivery and inappropriate use of inputs (fertilizers, herbicides) required for maintaining productive plantations; high cost of labour; low awareness and weak utilization of labour saving technologies (herbicides, improved harvesters); limited linkage with large processors, limited access to credit for on-farm investment. All these result in low oil output and earnings.

In implementing the interventions, MADE has;

- a. **engaged with fertilizer companies** such as Golden Fertilizer (sells the most suitable fertilizer blend (12: 12:17:2 NPKMg) for oil palm plantation), Crystaliser Nigeria Limited and Saro Agro sciences (sells the alternative fertilizer blend (15: 15:15 NPK) and agro-chemicals); **supported the training** of retailers and agro service providers on BMP; supported the trained retailers and agro service providers to **establish mini-BMP demonstration plots** within oil palm plantation clusters and promote sales of services and products respectively
- b. supported **demonstration of better harvesting technology** with MAH and Malaysian Knife
- c. supported **adoption of improved pressing machine** for local processors in collaboration with fabricators

Although detailed intervention plan is not developed in the form of intervention guides (with results chain and monitoring plan), MADE also worked to create linkage between large national processors and smallholder farmers/small local processors.

Table 12: Outreach per intervention in Palm Oil Sector

Innovation	Prior to Y3	Cumulative outreach at end of March 2017		
	(% of total)	Cumulative outreach (% of total)	# of women	# of poor
Palm Oil				
Best Management practices	1,500 (30%)	3,500 (32%)	1,153	1,390
Small scale processing equipment (SSPE) technology adoption demo	1,905 (39%)	2,255 (20%)	1,044	947
Mechanical Adjustable Harvester (MAH) technology adoption demo	1,520 (31%)	3,261 (30%)	1,074	652
Malaysian Knife (MK) technology adoption demo		2,000 (18%)	658	1,120
Total	4,925	11,016	3,929	4,109

Source: Annual Technical Report for Year 3

As can be seen from the table, most of the outreach came from MAH and MK technology adoption demo (48%). These numbers reflect the people present in the demo, not the actual number of people that adopted these technology. These technology are useful and solves the labour problem during harvest for the farmers, but not necessarily increase the productivity of the farm and create linkage with processors. The better harvesting technology has the potential of engaging local youth in the sector, but the technology adoption is not happening in its intended speed. During our assessment, we have seen people who bought MK are not using it and keeping it in one side. A lot more demonstration will need to done for the farmers to fully embrace this technology. Also harvesting of palm bunches is not an all year round activity. The young men who engage in this activity for a fee for the Smallholder farmer must also engage in some other business to keep him fully occupied. If this not planned in, the farmer would find himself without a harvester when the time come.

MADE planned to work with agro- input suppliers and agro- service providers to improve the supply of appropriate low cost inputs and services. Input trial packs are provided by input companies towards the demonstration. The demonstration plots would serve as a practical method of increasing other farmers' knowledge of BMP and creating avenue for sales of needed inputs and services required to improve farm yields. This activity was primarily limited to training and demonstration, but strong and effective distribution network within the community that the farmers can reach in times of need is not established yet.

The third area is the oil palm processing technology, which involves the fabrication of a new oil palm that presses out more oil yield than the old machine. MADE supported local fabricators in developing improved processing machines and assisted small local processors to purchase those sharing part of the cost. The cost of the newly fabricated machine (NGN 750,000) is high for the small local processors and hence not many improved processing machines are ordered. During our assessment, we have seen fabricators making old and inefficient machines for the local processors as these are comparatively cheaper.

Another area where MADE is not able to make contribution is creating linkage between the large processors and smallholder farmers / local small processors. Although a small portion of locally produced FFBS are consumed by large mills, this is a potential growth area for the sector, **as recognised in the business plan vision**. In the absence of that linkage, the overall benefit structure of the sector has not changed much and it is difficult for the beneficiaries to adopt relatively expensive technology like improved (and locally fabricated) oil pressers.

5.7 POULTRY

Micro and Small scale poultry farmers often approach poultry keeping solely for subsistence without the knowledge and application of business principles, concepts and market conditions resulting in low productivity and low margins across the value chain. A major constraint to local poultry enterprises in rural areas is



A small scale poultry farm supported by MADE

Newcastle's Disease (NCD). NCD has a mortality rate of over 30% for the Niger Delta's local chicken population, causing losses estimated at 8 billion Naira per year in the Niger Delta. Intervention in the poultry sector is taking place on three fronts.

The first is through vaccination, which covers most of the efforts of MADE. Micro and small scale poultry are widely kept as a source of income and protein that requires limited capital and labour investment and found in almost every households in the Niger Delta. Micro and small scale poultry farmers do not have knowledge or apply knowledge about Good poultry keeping practices (GPKP) which include vaccination of birds, bio security etc. As a result mortality is high and productivity is low for the farmers. Unfortunately, the vaccine distribution system in the Niger Delta is structured around the commercial (exotic and hybrid birds) poultry sector spread in the urban and peri-urban areas, and does not extend to Micro and small scale poultry keepers situated in the rural areas. Micro and small scale poultry keepers are not an attractive proposition for private vets, since current levels of vaccine, drugs and other services utilization are extremely low. Additionally, flock sizes are small, and farmers do not spend on the upkeep of their poultry. In turn, the application of GPKP especially vaccination is also not popular among micro and small scale poultry farmers, partly because in a low-input low-output system it is not worth the cost, and because local poultry breeds are deemed to be more resistant to diseases. Also, the vaccination pack size is not suitable for the small poultry flock size. MADE worked with two major vaccine import companies, Turner Wright and Zygoxis in creating a vaccinator development programme, where local level vaccinators are trained, sensitised to work in reaching out small farmers and ensuring supply of vaccines to them. Turner Wright saw market opportunities in servicing small rural household by breaking bulk for four of its flagship products from 100 grams to 30 grams. This means that households with small poultry flock size of 60 -120 can afford to buy these drugs, thereby reducing chicken mortality. Turner Wright is investing NGN 17,000,000 in equipment to do this.

Both Turner Wright and Zygoxis supported their village level vaccinators (VLVs) not just with products, but also with incentives like motorcycles and refrigerators based on performance. These items helped reach more people by the VLVs and also ensure maintenance of quality of vaccines. These VLVs are currently getting products from designated distributors and there is scope to further strengthen the relationships between companies and VLVs by making them formal rural retailers.

MADE also partnered with Propcom-Maikarfi to solve the problem of having one government supplier for NCD vaccines – National Veterinary Research Institute (NVRI) by looking at other suppliers in the region. This has yet to yield results, but signifies that MADE is well aware of the problem that the sector is facing.

Second, training using NAEC designed curriculum to support the growth of their farms and livestock, to develop decision-making skills concerning economic and agronomic aspects needed for maximize productivity, income and profits. The strategy is to support master trainers to provide ToT on NAEC curriculum for poultry in their various locations and then the trainers can teach beneficiaries at the local level. As awareness on the benefits of NAEC for poultry accrue from the first few trainings and more farmers know about the benefits, they are willing to pay for the NAEC trainings, and the trainers are incentivized to continue to provide NAEC for poultry trainings. As in the vaccination intervention, MADE is already working with village level vaccinators, who are providing poultry related advice to the small and micro farmers, this intervention seems somewhat of a duplication. Also, looking at the capacity and willingness of the micro and small farmers, it is unlikely that a large number of people will be willing to pay for this training.

The third is through the introduction of a new breed of birds called Noiler birds. This species is a high yield cross breed agro-ecologically appropriate chickens, requires low input, and serves dual purpose with suitability for rural backyard and small commercial poultry farms. It has all the attributes of native birds. It is hardy and can thrive on low quality feed and scavenging with good disease resistance. Part of the design is the introduction of parent stock to hatchery units to hatch and act a distribution centre for Noilers breeds to household farm.

5. CONCLUSIONS AND RECOMMENDATIONS

The basic need for having a market development programme is undeniable in the Niger Delta and MADE has a strong logic for its existence. After implementing for almost four years, the programme can claim significant success in different fronts. MADE **complemented efforts from PIND and NDDC in creating opportunities for the people** in Niger Delta and developing a sustainable system that can continue to work (in creating opportunities and providing increased income) for the people. The programme did a rigorous assessment in the identification of sectors that can contribute to positive change in the lives of the people and also developed market driven strategies for strengthening the linkages and relationships among various stakeholders. MADE largely worked with a lead firm approach, which, except for finished leather sector, has worked well. Another very effective strategy that MADE undertook is developing and working with service providers at the local level that not only ensured successful implementation of the activities but also a closer presence of the source of knowledge, service and products for the beneficiaries.

Another key achievement for MADE is **investment from private companies and service providers**, which is an obvious sign they are owning the intervention and activities and likely to continue these (in the same or a very similar way) after the programme lifetime. 24 lead firms and 365 service providers partnered with MADE (as of June 2017) and invested not just their time but also hard cash for implementation of activities. The engagement of service providers is quite skewed towards one sector – agricultural inputs. 142 service providers (39%) are from this sector, which explains the beneficiary number coming from this sector (more than 50%). The programme needs to have a better strategy in developing other sectors more equitably.

The programme is also successful in engaging other **development organisations and NGOs to adopt market development work** similar to MADE. MADE together with PIND jointly organised a “Market Systems training” for local NGOs and BMO. Because of the continuous engagement of MADE, Life and Peace Development Organisation (LAPDO) adopted market development principles for its activities. Three NGOs, SHERDA, ROSISE, and Working Fingers worked with MADE as service providers/co-facilitator before, but now providing support to private sector companies and banks independent of MADE (*MADE Technical Annual Report 2016-2017, pages 29-30*). These co-facilitators can work in market development activities beyond the existence of the programme. These are fantastic instances of development of market systems and confirms the correctness of MADE’s approach.

The team structure with which MADE is operating seems **sufficient and working well**. Even with the change in the team leadership position (both for the Team Leader and Technical Team Lead), MADE continued to deliver its results. Although change in leadership position is quite normal in development projects, sometimes these changes cause problem in implementation and shift strategy. MADE managed to continue with its good work and the technical knowledge along with superior network of the team leader helped immensely in this regards. The technical support provided by the project’s Technical Director also proved helpful in developing the strategy in the beginning and execution of activities during implementation. One issue that needs to be improved is the market familiarity of the intervention managers and officers. Some of the intervention managers do not spend enough time in the market and with the

market actors to understand the market dynamics and opportunities or constraints in implementation. All the intervention managers should spend significant time in the field to develop a cordial working relationship with the partners so that necessary rearrangements can be made when required promptly.

In case of the field officers/facilitators, the programme needs to have more attention. Because they are not properly trained, sometimes they **violate the principles of market development** and engage in direct implementation for reporting results and attaining targets. For example, one of the field facilitators in the palm oil sector gathered FFB of farmers and brought to the local processors to hasten the process rather than motivating farmers in doing so. MADE needs to provide proper training before engaging the field facilitators by explaining their roles and way of work.

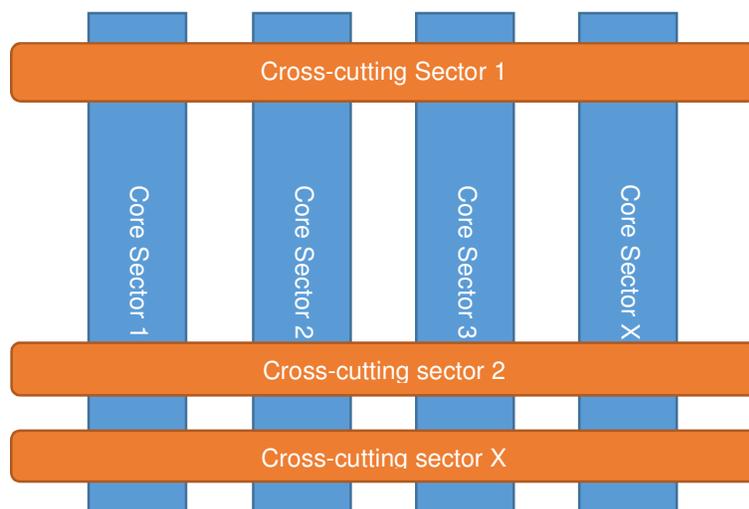
The programme gave a sincere attention in **documenting the activities and results**. A lot of thought is given to changing the logframe to reflect the market realities. Extensive documents are developed to spell out sector strategies and intervention guides are there for the use of the intervention managers, MRM people and programme leadership. The structure of annual report has also changed where the programme shifted its focus more on the strategic changes compared to reporting just the activities. There are some gaps here and there in these documents, but a conscious effort is evident by the programme in the documentation work. One of the gaps in the MRM data is segregated information for each of the partner companies / lead firms. The inherent logic for engaging with lead firms is that they will be benefitted and therefore continue the work without any support from the programme. MADE so far has not been able to get that type of segregated information from partner lead firms.

Two of the sectors that are **not performing as expected is access to finance and finished leather**. In access to finance, we believe MADE has not been able to understand the right intervention / right way of implementing it after the identification of the problem. The challenge in getting the market players in the financial market is different and probably more difficult, but it is unacceptable that the programme personnel do not have idea about the available solutions that the financial institutions have (working with lead firm where the lead firm can take responsibility in providing finance to the beneficiaries/farmers) and work on those for attaining the objective of MADE or solving critical bottleneck in other markets. In defence of MADE, there were quite a lot of procedural delays in the part of the financial institutions and NIRSAL that also hampered the progress. Similarly, one solution fits all approach did not work well in the finished leather sector. Obviously, there are a lot of people engaged in the Aba cluster and there are various things that can be done, but a lead firm led approach probably is not right entry strategy in this sector (as per the intervention design of MADE). A cluster development approach with the objective of promoting collaboration and cooperation by undertaking small and frequent activities might fare better in the Aba scenario (Katalyst and Innovision worked in the furniture sector in Bangladesh following a cluster development strategy with great success). Also if MADE is unable to work effectively in any sector, it should admit that and stop wasting resources in that sector by diverting that resource to sectors where better results can be achieved.

The way the sectors are structured in MADE creates a little bit of confusion. Agricultural inputs, which engages the highest number of service providers and gives the most outreach, actually

should be a cross-cutting sector. In case of non-agricultural sectors, the programme can still work on the input side and rename the sector as “inputs market”. The primary focus will be solving the issues related to inputs in the target sectors, but there can still be some spill over in other sectors (like in agriculture, there is no harm if the input market intervention benefits a cocoa or vegetable farmer). This will also go with the position of input companies that intends to work in “other’ sectors where MADE is not working. The agricultural inputs as a separate market is confusing when MADE has input related separate interventions in Palm Oil (engagement with input companies for fertilizer and improved variety) and Poultry (access to vaccination) without considering or reporting these as part of agricultural input sector. Similarly, access to credit is also a cross cutting sector, not a standalone one. The objective is to reduce the access and linkage problem related to credit and finance in the core markets. But access to finance was only justified as a tool to expand the uptake of technologies in MADE value chains (especially considering the amount of money allocated to it). The sectors should be aligned in this way so that the number reporting can be better and there is no scope for duplication.

Figure 6: Possible Restructuring of Core and Cross-cutting Sectors



In the same way, **media and communication work should be aligned with the sectoral work.** There is not a greater economic benefit from media for MADE and it should be designed to support the core and cross-cutting sectors. Each of the media channels used (social media, print and electronic media) needs to have a specific strategy depending on the audience in that respective media. Also, the programme staffs should be given the opportunity of contributing to their stories/pictures/opinions, especially in the social media, which will make things much more lively and engaging. Towards the end of the implementation, it is also important to consolidate efforts and getting the message to the right audience and media can play that role.

The programme has engaged a knowledge management consultant and emphasised on capturing success in the year 3 milestone report, but so far, not much has been done on this front. There are **notable successes of the programme that can be used in developing extensive case studies**, in agricultural input market, in fisheries, in cassava and smaller success stories

around almost all the markets. In the remaining period of the programme, a specific focus should be given to identify and capture these success stories and cases, develop and (where appropriate) publish those targeting a specific audience. Some of these can create an additional wave of support from other development organisations and government institutes to create additional synergy for developing Niger Delta whereas other can be useful for the global community to progress the learning, discussion and thinking of market development (and can be applied in other settings).

There is an obvious and strong trend of migration from rural to urban areas and for the young people, this is truer. Young people in the Niger Delta stay away from agriculture and they do not consider employment in the agricultural sector because they do not feel adequately encouraged and integrated into the industry.⁷ Currently MADE is working largely in the rural sectors, but this trend has implication for a possible extension of next phase of the programme. The programme needs to understand which sectors will be 'future sectors' for the delta, not just the 'current sectors' to get outreach, income and employment. The programme can consider doing a proper scanning of potential urban sectors like automobiles, restaurants and services related to these, skill markets etc. as a natural progression from its current efforts. These sectors are attracting more youth than agriculture and this trend is likely to continue. This is probably not feasible for the remaining period of the programme, but with a possible extension MADE can give a serious thought about taking this way. If the programme goes in this way, it also needs to devise a different strategy of engagement rather than looking at a lead firm led approach.

⁷ <http://www.premiumtimesng.com/news/164562-why-niger-delta-youth-shun-agriculture-report.html>

ANNEXES

Annex 1: Terms of Reference

MARKET DEVELOPMENT IN THE NIGER DELTA

TERMS OF REFERENCE: MIDTERM INTERNAL ASSESSMENT

BACKGROUND AND CONTEXT

PROGRAMME RATIONALE

Nigeria has high income disparity between men and women, and the states of the Niger Delta are amongst the worst performers. Women often operate in the most marginalised market sectors, and undertake crowded roles in value chains, which have little room for maximising returns.

The Niger Delta is a critical region for Nigeria's social and economic development: the serious problems of poverty and instability in the Niger Delta have an impact not only on the 31 million people living in the Delta but also on Nigeria as a whole. Poverty levels in the Delta are not as high as in the far north of Nigeria, but across a range of poverty indicators, it is arguably the next poorest region. Data from the Conflict Analysis commissioned by MADE (QUEST ref 4496006) suggested that in the Niger Delta: (a) little more than a third of households have access to electricity; (b) the number of doctors per head of population is between a half and a third of the national average, and access to healthcare in remote areas falls as low as 2-5%; (c) 30-40% of children are enrolled in primary school, compared with a national average of 76%; (d) an estimated half to three-quarters of households do not have access to safe drinking water⁸. Eight of the nine states experience poverty rates above 50% (the exception being Akwa Ibom at 46.5%), while two are above the national average of 65% – Cross River at 67.8% and Delta at 72.5%⁹.

Furthermore, the concentration of oil industries in the region has created wage and commodities inflation raising the cost of living and intensifying the experience of poverty among the poor. Overall, this has led to feelings of injustice (given the wealth which the region generates from oil), and this has fuelled the criminality and eruptions of violence and insecurity common in the region – further aggravating and perpetuating the incidence of poverty. According to the UNDP human development report (2006), self-reported poverty for the region is very high, at almost 75%.

PROGRAMME SUMMARY

Market Development in the Niger Delta (MADE), a £14m DFID funded programme being implemented by Development Alternatives Incorporated (DAI), is a rural and agricultural market systems development programme for the nine states of the Niger Delta. The programme design is based on the recognition that poverty is the result of the structure of market systems in which the poor participate. The approach is also based on the understanding

⁸ Sebastian Taylor 'Niger Delta Conflict Analysis', MADE Conflict Analysis. (December 2013).

⁹ National Bureau of Statistics, Annual Abstract of Statistics, 2011.

that when markets work efficiently and produce equitable outcomes for the poor¹⁰, such markets become powerful vehicles for delivering growth and poverty reduction. MADE is using the M4P approach to drive sustainable development at scale in the Niger Delta, is focusing on poor women and men who strive to earn a living in the Niger Delta. By raising incomes and improving market linkages, the programme has an opportunity to help to both address poverty and contribute to longer term stability.

The programme is currently working in the fisheries (aquaculture and smoked fish), cassava, palm oil, agricultural inputs, poultry, leather goods, and financial sectors, with numerous interventions in each sector. It has also placed an important emphasis on building the implementation capacity for market systems development approaches in the Niger Delta. In most sectors, MADE is engaged with lead firms to drive activities, but in some where no good lead firms existed, the programme has worked with networks of smaller service providers to drive results. MADE is working in all nine states of the Niger Delta.

The design phase of the MADE programme (September 2013 to February 2014) focused on establishing the project in the Niger Delta as well as conducting thematic and technical research and analysis. This enabled MADE to select and design sector interventions aligned to the programme's objectives. The selected sectors are palm oil, aquaculture, smoked fish, and poultry, along with the service sector of agricultural inputs.

The Pilot phase started in March 2014 and ran up to 31 August 2014. The focus of this phase was on prototyping, testing and refining interventions through demonstration activities across three selected value chains – Agricultural inputs, fisheries and oil palm. Other activities included to test the assumptions laid out in the sectorial analyses, set up the baseline for the M&E performance measurement, and develop a network of private sector partnerships for collaboration.

The current Implementation phase has a life span of 3.5 years, starting in September 2014 and ending on 28 February 2018. A final evaluation of the programme will be conducted in 2020, two years after the implementation phase.

EXPECTED RESULTS

The goal of the Programme is to increase the income of at least 150,000 poor men and women in the Niger Delta by promoting a market development programme that supports the non-oil

¹⁰ Given an initial challenge with defining poor farmers across board using land assets, the programme recently proposed some variation in defining 'poor' and 'not-so-poor' beneficiaries. It is now proposed that while land assets (ownership of up to 4 hectares of land) can define poor farmers growing crops, flock size will be a better index of poverty for poultry keepers and number of fresh fruit bunches for mill users who have less secure access to land.

economy by (a) stimulating sustainable, pro-poor growth in selected rural markets, and (b) improving the position of poor men and women in these markets, to make them more inclusive for poor people.

Implementation of the MADE Programme is expected to result in systemic change in each of the target markets. These changes, which include greater efficiency and production of resources, should benefit the poor in the different target markets. For smallholder farmers, such benefits can include improved access to input and support services that drive primary production and more efficient processing, which will then result in increased yield/productivity and sales and eventual increased gross margins. Entrepreneurs on the other hand, are expected to experience higher margins, increased volumes and improved market access. Even consumers are expected to benefit from the programme in terms of better access to products and services, lower prices and wider choices.

MADE Programme logframe, recently revised, contains a total of nine key performance indicators, two at impact level, two at outcome level and a total of five at the output level. The goal of the programme is to increase the income of smallholder farmers and entrepreneurs in target markets. For this reason, the two impact indicators are measure beneficiaries' income change attributable to the programme.

The outcome level indicators capture both the benefits of market systems improvement such as higher yield/productivity and sales for smallholder farmers and entrepreneurs (Outcome indicator 1) as well as target beneficiaries' adoption of innovations and best practices introduced through the market development interventions. Given the facilitative role of MADE, the Programme works through lead firms, who then engage with local service providers to reach smallholder farmers and entrepreneurs.

Two outputs are expected from implementation of the planned interventions. The first focuses on better access to inputs, products, technologies and services, while the second focuses on how the programme influences a wide range of actors (development agencies, support service providers at the private, public, and NGO level and private investors) to change their approach to engaging with the poor in the Niger Delta region. The two outputs were designed to be interlinked in the MADE logframe and to feed off one another to create a sounder environment for change. This is based on the argument that it takes strong and committed partners to engage with MADE to deliver the results, but to ensure sustainability of outcomes, the partners must own (and continually adapt) their interventions and develop new ones.

PURPOSE OF THE ASSESSMENT

MADE is seeking an independent consultant to conduct a mid-term internal assessment of the Market Development Programme in the Niger Delta at the output and outcome levels. The

assessment will identify successes, lessons learned, effectiveness of MADE as a project, and help inform future activities under MADE project.

SCOPE OF WORK

The purpose of the assignment is to assess the progress towards effectiveness (outputs to outcomes) and to understand the pathways to impact through testing the outcome to impact assumptions in the theory of change (refer Annex 1) that underpins this project. The assessment, in examining the logical framework and other documents, and in consultation with project proponents, must also identify unexpected or unplanned issues that may have hindered or facilitated the success of the project. Additionally, the review is expected to outline the lessons learned, which is aimed at capturing key lessons to assess what worked best during project implementation.

The consultants will be expected to review MADE's main interventions in seven different sectors and meet with lead firms and project partners across the nine states of the Niger Delta. It is anticipated that there will be three weeks of in country field work for a lead international consultant and a local consultant very familiar with the Niger Delta and the technical topics. A total of 10 days of LOE are expected to be used for the inception, report drafting, presentation, and responding to comments.

SPECIFIC OBJECTIVES

The midterm internal assessment has two primary objectives. These are:

- c. to examine, as far as possible, the effectiveness of individual interventions under the MADE and;
- d. to provide recommendations for improving implementation during the remainder of the programme duration and aid the design/implementation of similar future programmes in future.

Furthermore, the midterm internal assessment is expected to go beyond assessing implementation of project activities, reach and the effects of interventions on end-users. It should also assess:

- iv. the overall relevance of the project, in the Niger Delta context, in influencing private sector investment;
- v. its potential for sustainable economic growth and;
- vi. its potential for wider replicability/adaptability of some of the activities in similar locations and other future interventions/programmes.

ASSESSMENT QUESTIONS

It is expected that the assessment questions will be guided by the OECD DAC criteria for evaluating development assistance, which are: relevance, efficiency, effectiveness, impact and sustainability. The additional criteria of coverage and inclusiveness are also relevant here. It is anticipated that the assessment will address the following questions:

Table: Mid-Term Assessment for DFID MADE project

Category	Type of questions to consider
Relevance	<p>e. To what extent are the objectives of the MADE still valid?</p> <p>f. Is the MADE supporting activities/projects/programmes that are consistent with the overall objectives of the project?</p> <p>g. Are the activities of the MADE consistent with the intended impacts and effects of the project?</p> <p>h. What contribution has the project made or is expected to make to reducing poverty and gender inclusiveness in the Niger Delta?</p>
Effectiveness	<p>e. To what extent have outcomes been delivered/likely to be achieved?</p> <p>f. What are the major factors influencing the achievement or non-achievement of outcomes?</p> <p>g. To what extent has the project delivered its intended outputs to time and to cost?</p> <p>h. How have benefits been distributed among the poor and women?</p>
Efficiency	<p>d. Were activities cost-efficient? What are major cost drivers for the different types of activities under MADE?</p> <p>e. Were projects outputs delivered on time?</p> <p>f. Were project activities implemented in the most efficient way compared to alternatives?</p>
Impact	<p>d. What change (positive or negative, direct/indirect, intended/non intended), if any, has happened as a result of MADE?</p> <p>e. What has been the impact (on local, social, economic, environmental, and other development indicators) of the first three years of project implementation?</p> <p>f. What real quantifiable difference has the intervention made to beneficiaries in the above-mentioned areas?</p>
Sustainability	<p>d. To what extent will the benefits, outcomes and impacts of the project continue after donor funding ceased?</p> <p>e. How did the interventions interact with other factors in the local and regional economy?</p> <p>f. What were the major factors which influence (d) the likely achievement or non-achievement of sustainability of the project?</p>

METHODOLOGY

A mix of approaches will be most appropriate for the exercise. These are outlined below:

Theory-driven approach: The methodology for the assessment should be defined in the assessment plan. It is anticipated that a mix of methods will be adopted to evaluate the programme and the different sectors of the programme. Because of the facilitative and catalytic nature of the programme and the number of interventions¹¹, a theory-driven

¹¹ By Year 3 (April 2016 to March 2017), the planned interventions included:

- Exposure of smallholder farmers to best practices using demos (e.g. fish pond management training that spans a period of six months and demonstration of good agronomic practices in specific crops such as cocoa, cassava, palm oil, rice and maize);

approach to assessment is proposed. A theory based approach involves looking at, and refining the programme theory of change and identifying the key links in the causal chain, and the assumptions on which they are based, that the assessment will test. It is also expected that the assessment reports will include an explicit discussion of the mechanisms that have led to the outcomes of the programme, or why these mechanisms have failed. This also means thinking as robustly as possible about causality and attribution.

Use of a mix set of methods for data collection and analysis: We expect the consultant to show a track record in delivering mixed-method assessments. The eventual assessment design should use a purposeful mix of methods for data collection and analysis that are a) tailored to the assessment questions and b) represent the most robust combination that is feasible in this context. The mix of methods should include for all assessment questions, we expect the assessment to address questions of impact and causality with an approach that is systematic, draws on a range of evidence, and critically review and synthesise the existing body of evidence from outcome and impact assessments over the last one year. We are especially interested in the relevance of the programme's outcomes to beneficiaries' needs, so participatory methods such as focus group discussions may also be appropriate.

Compliance with DCED standards: M4P programmes follow the Donor Committee for Enterprise Development (DCED) standard in monitoring their interventions and generate a significant amount of data, research and analysis. This will also be the case with MADE. The assessment contract will be expected to avoid duplication and excessive burden on respondents in its own data collection. However the assessment provider will be collecting its own data for independent assessment.

LOGISTICS

MADE staff will provide logistics (transport and hotel reservations), and will accompany the consultants on the ground to visit key stakeholders.

KEY DELIVERABLES

The key deliverables for the assignment are (actual dates to be finalized upon award of contract):

-
- Exposure of smallholder farmers and entrepreneurs to improved and efficient technologies (i.e. harvesters and processing equipment in palm oil sector and smoking kiln in fisheries sector);
 - Delivery of vaccination services to household poultry keepers by vaccinators and other support providers;
 - Introduction of Noiler birds by livestock companies;
 - Enterprise development training following Nigerian Agricultural Enterprise Curriculum (NAEC) for fish farmers and clients interested in accessing loans to grow their businesses;
 - Access to credit, which is still at preliminary stage with a few clients that have received loans from partner financial institutions still in their grace period.

- a. **An Inception Report within two weeks** after the signing of the contract. This report will include a detailed work plan for the execution of the assignment, methodology to guide the assessment and the timeline for accomplishment of the tasks of the assignment, including a debriefing meeting prior to submission of the final report.
- b. **A draft mid-term assessment report** that should:
 - i. be concise and follow the thematic areas identified in Table 1 above. This draft report will be shared with the MADE to enable a review to be undertaken to identify any factual inaccuracies that may need to be addressed,
 - ii. detail the number of poor-people assessed as changing knowledge, attitude and practice and increasing income through MADE activities, and disaggregate this by gender, and
 - iii. assess value for money or cost effectiveness in terms of risk reduced, losses avoided and comment on the appropriate monitoring and measuring systems for MADE interventions, and on tracking progress and assessing effectiveness (where possible).

It should be noted that the consultant is required to present the findings at the end of field work. This will be a day presentation and workshop at the end of the fieldwork.

The draft report, to be submitted in both hard and soft copies, within one week of the presentation. MADE will provide written comments on the draft at least two (2) weeks after receiving the draft report.

- c. A copy of the **final report**, in both hard and soft copies, is to be submitted to MADE within a maximum of 2 weeks after receiving the written comments from the MADE.

Application procedures

Candidates are expected to submit a proposal demonstrating a clear understanding of the required approach. The Expression of Interest should include:

- a. A technical proposal detailing the assessment approach and methodology.
- b. A financial proposal (indicative budget), inclusive of consultancy fees and an estimation of fieldwork costs, including international travels.
- c. A detailed *Curriculum Vitae* of person(s) to be involved in the consultancy.
- d. A sample evaluation/assessment report

The deadline for submission of the proposal is 30th June 2017.

QUALIFICATIONS AND EXPERIENCE

Two consultants, an international consultant and a local consultant / consulting assistant, are required for this assignment. The CVs of the lead consultant and the local consultant should be attached to the expression of interest and will form part of the proposal assessment criteria. The lead consultant for this assignment is expected to have the following desirable qualifications and experiences:

- o An advanced degree in economics, agricultural economics, social sciences or a related field is preferred.

- Minimum of 10 years' experience in evaluating international development programmes, preferably market systems programmes;
- Familiarity with market systems programmes, preferably economic growth portfolios;
- Experience working in Nigeria;
- Excellent verbal and written communication skills in English and;
- Strong interpersonal skills and experience of working with partner organisations.

Assessment Quality and Ethical Standards

The evaluator will take all reasonable steps to ensure that the security and dignity of affected populations is not compromised and that disruption to on-going operation is minimized. It is expected that the assessment will adhere to the ethical and quality standards as outlined in the Evaluation Quality Standards of the Development Assistance Committee (DAC) of the OECD at <https://www.oecd.org/development/evaluation/qualitystandards.pdf>.

TIMEFRAME

We estimate that this assignment will start in mid July 2017 and span about 30 working days with a final report submitted by within 10 weeks (allowing for comment periods) or by October 4 2017.

INSTITUTIONAL ARRANGEMENTS

MADE's Team Leader will oversee this contract and quality of expected work outputs. For the duration of the contract, the consultant will provide key communications and documents to Olatunde Oderinde (Olatunde_Oderinde@dai.com), Sylvanus Abua (Sylvanus_Abua@dai.com) and Yemi Oluwakuyide (Olayemi_Oluwakuyide@dai.com).

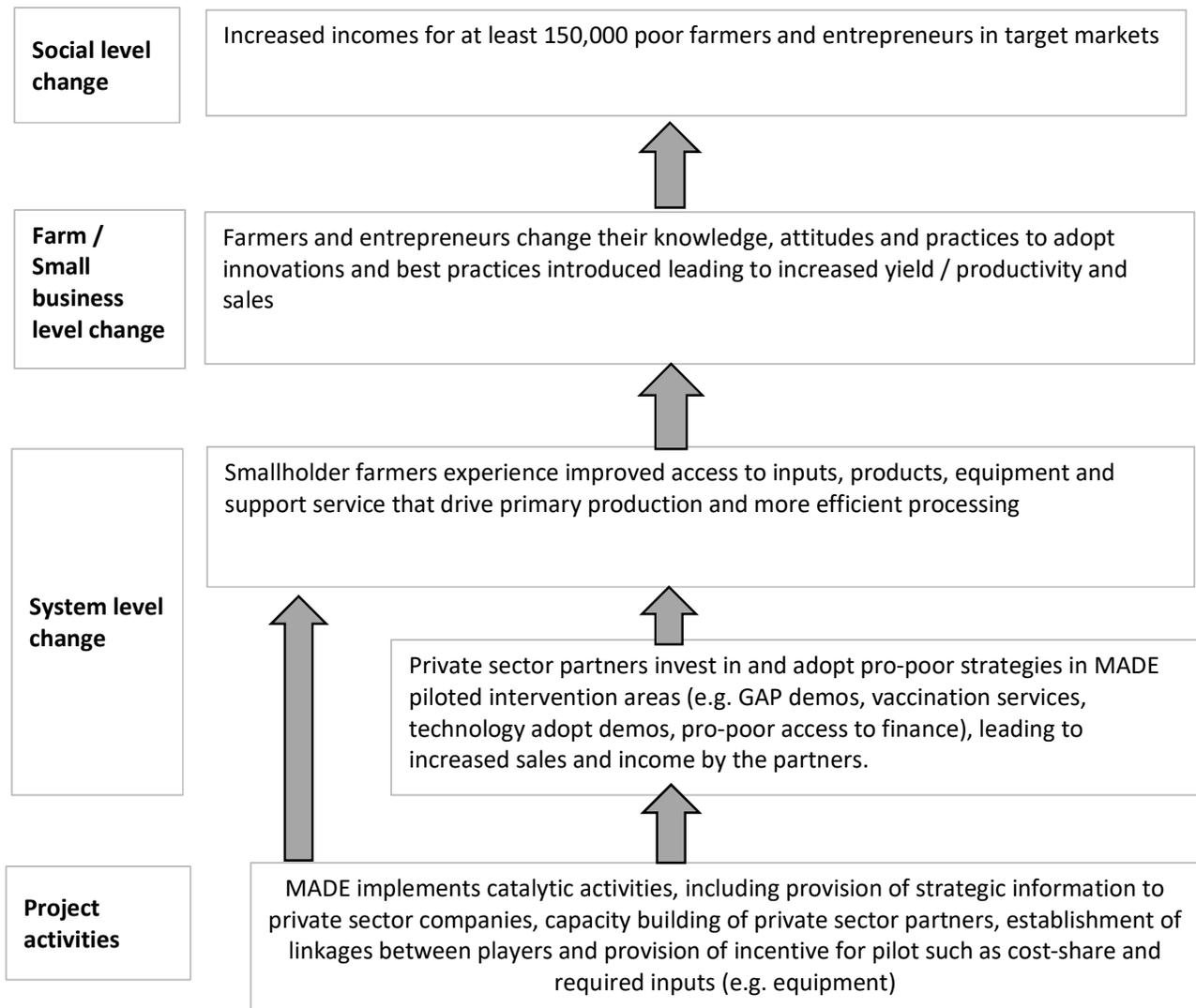
CONFIDENTIALITY STATEMENT

All data and information received from MADE for the purpose of this assignment are to be treated confidentially and are only to be used in connection with the execution of these Terms of Reference. All intellectual property rights arising from the execution of these Terms of Reference are assigned to MADE. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorization of MADE.

THEORY OF CHANGE

A number of changes (in markets, policies, regulations as well as investment levels) are needed to increase the income of the poor in the Niger Delta.

The pathway to achievement of the goal of the MADE Programme focusing on programme operations is illustrated as follows:



These interventions areas are supported by three cross cutting initiatives namely: access to finance, gender and advocacy and communications.

Annex 2: Inception Report

Inception report for Mid-term Assessment of Market Development in Niger Delta (MADE) Programme

1. INTRODUCTION

This inception report describes the key content and approach that this independent evaluation team aspires to follow. The members of this evaluation team are independent; they do not have any previous connection with or involvement in the MADE programme. The team consisting of Imran Sadruddin, team leader and Edward Offor, national consultant will conduct the evaluation. Innovision Global Consulting Limited is the contractor of this mid-term assessment and the overall responsible party.

The MADE staffs in Nigeria will play a purely supportive role in the logistics and organization of this assessment in the various states and sites where the MADE programme is implemented. They will not participate in data collection and analysis.

2. ADHERENCE TO THE TOR

The key approach that the MADE programme has applied – **M4P and DCED** - also offers to the assessment team the key ingredients for the conceptual framework of this evaluation. The M4P emphasizes the systemic character of the selected Value Chains and markets in which MADE operates and intends to achieve its outcomes. The team underwrite this systemic character and will apply this in their data collection and analysis, assessing all possible factors affecting the success or lack of success of MADE for the intended target groups. The DCED standard is helpful for this assessment, because the evaluators will focus their attention to the assessment of the first step of the DCED standard, the articulation of the **Result Chains** in which the intermediate outcomes and outcomes are described in a logical order and sequence.

The **scope** of the assessment is **broad** as it covers both programme content, context and its operational and management dimensions. The scope is also **strategic** as it intends to briefly assess its fit within the broader sector policies and its match with other development programmes.

The mid-term assessment has a **qualitative** character aiming to provide **credible and reasonably validated** answers to the evaluation questions, using the different information sources that have been identified. The answers from these different information sources will be triangulated, also using an **iterative** way of working. If and when required specific answers from one information sources will be tested in a next interview or discussion to improve the understanding of the evaluators of the different comments and views that exist. This qualitative assessment excludes the use of surveys for quantitative data collection from farming households and enterprises. But it will make use of assess the available **quantitative information** from the selected value chains to illustrate the qualitative information on changes and results that have been obtained.

The different **DAC/OECD evaluation criteria** – relevance, efficiency, effectiveness, sustainability and impact – will constitute the logical content of the evaluation attention on the changes achieved. The assessment team will not look at efficiency by assessing the quality of annual work plans and budget spending, but will assess the demonstrated ability of the programme to monitor, evaluate and learn from the results it has achieved, and to constantly update and adjust its work plans and use of budget accordingly. That will also include the assessment of the unintended changes and how well they were assessed and incorporated in the programme implementation.

3. EVALUATION METHODOLOGY

The evaluation will start with the **desk review** of all relevant documents. That will help the evaluators to understand the context and content of the programme, understanding which changes have already taken place in the course of implementation and which adjustments have been made. This desk review will provide extra information to sharpen and refine the interview questions.

The key process of data collection are the **interviews with open questions**, either administered to various selected key informants or to focus groups. In these open interviews the participants will be invited to share and voice their opinions on (lack of) progress of the programme including the underlying reasons. In order to achieve sufficient depth in their views and arguments, the **why question** will take a central position in these interviews and discussions. Interviewees will constantly be asked to explain the story and reasons behind this (lack of) progress and changes observed. Especially important with the M4P approach in mind is to critically discuss and assess the role and contribution (in terms of resources) that the interviewees themselves played in the achievement of these changes. Another key component of these interviews is the attribution dimension: assessing the causality between MADE activities and outputs to the outcomes and changes for the target groups.

Data sources will be multiple, illustrating the **diversity** of value chain actors within one value chain, whether as primary actors in the chain, as VC supporters (input suppliers, financial services) or as VC enablers (policy makers, government staff). The staff of MADE are the complementary data sources.

Sampling of the interviewees will be based on this diversity, because that will assure the collection of the different views and interests that actors will have with respect to development and improvement of the markets they are involved in. For the KII care is given to the best feasible representation of all relevant stakeholders in this evaluation to produce the most complete overview of all different views and roles.

Field visits: Major states where the interventions are implemented will be visited. Site visits to the lead firms and service providers will take place to acquire on site impressions and observations. The final choice and sampling is based on striking a balance between the available time and the necessary quality of findings.

Interview formats (for individual interviews and Focus Group Discussions) will reflect the evaluation questions and the 5 OECD criteria for evaluation. These interview questions will be

used in a flexible manner, adjusting and refining them if and when necessary during the evaluation.

Debrief meeting has been planned at the end of the evaluation in Lagos and it will be attended by members of MADE team. The objective of this workshop is to present the initial findings to this audience, receiving their feedback and comments. This debrief session has a dual objective of validation and adjustment of these initial findings and as a final data collection step. It will be the critical step before embarking on the reporting phase.

4. WORK PLAN

The work plan has been topic of the preparatory stage of the assessment process. The proposed work plan has been commented on by the assessment team and the team leader of MADE and consequently improved. The current work plan illustrates the scope and depth of the assessment in terms of selected key stakeholders, the geographical spread of project locations and the key implementation partners. A good balance has been struck between available man days for data collection, data analysis and reporting on the one hand, and the necessary quality of the evaluation on the other hand.

The adapted work plan is integral part of the contract.

Annex 3: Data Collection Instruments

Question guide format for sector actors and/or stakeholders

	QUESTIONS	ANSWERS
1	Introduction	
2	Their involvement in the MADE programme; the role they played; and their appreciation of that role	
3	Appreciation of the MADE programme and its key M4P approach; strengths and weaknesses of programme as a whole and key components (activities, approach); changes that occurred in the course of implementation	
4	Check on other similar programmes in the MADE intervention area; appreciative comparison between MADE and these other programmes.	
5	Key changes that occurred since start of MADE programme and farms & households, and private sector enterprises directly engaged:	
6	- Farm performance and household food security; yield levels, access to and use of quality inputs, key farming practices; profitability (C/B ratio)	
7	- Business performance of private actors; profitability, number of clients, volume, employment creation	
8	- Market performance and Value Chain relations	
9	- Business and/or policy environment; government policies and regulations	
10	- Access to key services: finance, inputs, research, information	
11	Attribution dimension: to what extent MADE caused and contributed to these changes	
12	Private Sector initiatives and own contributions & investments in the sector	
13	Examples of crowding in by other actors and copying by other farmers not directly targeted by MADE	
14	Unintended changes and necessary management decisions	

15	Indications of Impact; sustainability of these changes	
16	Key challenges and opportunities	
	For MADE Same questions, plus extra	
17	Skills and resources used for implementation; who played which role; complementarity with PIND	
18	Adjustments of result chains or intervention guides; lessons learnt leading to adjustments	
19	Quality of M&E systems: data gathering, data analysis, decision making and feedback (reporting)	
20	Integration of M&E – including reviewing and learning- into meetings, work plans and budgets	
21	Relevancy of External support; contribution to internal capacity building	

Observations

- 1) All questions have to be formulated as **open** questions inviting persons to provide their honest and best answers and stories; where necessary probing for the real reasons behind their answers and validating their answers.
- 2) Appreciation of the respondents is always about what they think what went well and why; and what went less well and why? Or about strengths and weaknesses (challenges).
- 3) The 'WHY' question is therefore the crucial probing question, asking for examples, further explanation
- 4) Interviews can be closed by giving opportunity to them for providing any final comment or asking questions.