



MARKETS II

Six-Month Work Plan

April 18th thru September 30th 2012

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April 18th thru September 30th 2012

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CONTENTS

List of Acronyms	3
List of Exhibits	5
I. Introduction to MARKETS.....	8
A. Project Description.....	8
B. Our Approach to MARKETS II.....	9
C. Work Planning Process	9
D. Managing for Results	10
D1. The Results Framework.....	10
D2. End-of-Project Results.....	11
D3. Staffing for Results	11
E. Partners and Resources	12
E1. MARKETS II Consortium	12
E2. Government of Nigeria	12
II. Cross-Cutting Support Activities	14
A. Monitoring and Evaluation	14
B. Project Management and Administration.....	15
C. Grants and Subcontracts Fund	16
D. Effective Communications.....	17
III. Work Plan.....	19
A. Fast Track Activities.....	19
A1. Rice.....	20
A2. Sorghum.....	21
A3. Maize	22
A4. Sesame	23
B. Value Chain Development	24
B1. Value Chain and State Selection Processes	24
B2. Value Chain Analysis.....	25
C. Value Chain Support Activities	25
C1. Agricultural Productivity (Non-Fast Track)	26
C2. Agricultural Finance and Development Credit Authority	27

C3. Agricultural Inputs: Seed and Fertilizer	28
C4. Capacity Building: Firms, Producers’ Organizations, Service Providers	31
D. Partnerships in the Nigeria Delta	32
E. Nutrition and Livelihood Program / PEPFAR.....	34

IV. Annexes

Annex A. Workshop Agendas and Participant lists

Annex B. Project Communications Strategy

Annex C. MARKETS II 6-Month Work Plan GANTT Chart

LIST OF ACRONYMS

ADP	Agricultural Development Project
AFFAN	Association of Fish Farmers and Aquaculturists of Nigeria
AGRA	Alliance for a Green Revolution in Africa
AMP	Aba Malting Plant
BoA	Bank of Agriculture
BoI	Bank of Industry
BPO	Business Promotion Office
BtM2	Bridge to MARKETS 2
CAADP	Comprehensive African Agricultural Development Program
CACS	Commercial Agriculture Credit Scheme
CAFAN	Catfish Farmers Association of Nigeria
CBN	Central Bank of Nigeria
CBO	Community-based organization
DCA	Development Credit Authority
DEC	Development Exchange Center
FCT	Federal Capital Territory
FEPSAN	Fertilizers Producers and Suppliers Association of Nigeria
FMARD	Federal Ministry of Agriculture and Rural Development
FMWR	Federal Ministry of Water Resources
FTF	Feed the Future
FVP	Fertilizer Voucher Program
GAIN	Global Alliance for Improving Nutrition
GHAIN	Global HIV/AIDS Initiative Nigeria
GCOML	Grand Cereals and Oil Mills, Ltd.
GMP	Good Manufacturing Practices
GoN	Government of Nigeria
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
IAR	Institute for Agricultural Research
IDBPR	Ijebu Ode Board on Poverty Reduction
IFAD	International Fund for Agricultural Development
IFDC	International Center for Soil Fertility and Agriculture Development
KRA	Key Result Areas
LAPO	Lift above Poverty Organization
MARKETS	Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites
MoU	Memorandum of Understanding
NACRDB	Nigerian Agricultural, Cooperative and Rural Development Bank
NAEC	Nigerian Agricultural Enterprise Curriculum
NAERLS	National Agricultural Extension and Research Liaison Services
NAFDAC	National Agency for Food and Drug Administration and Control
NAIP	National Agricultural Investment Plan
NCRI	National Cereals Research Institute
NGO	Non-governmental Organization
NPAFS	National Program for Agriculture and Food Security
NWRI	National Water Resources Institute

NYSC	National Youth Service Corps
OVCs	Orphans and Vulnerable Children
PEPFAR	President's Emergency Program for AIDS Relief
PIND	Partnership for the Niger Delta
PIR	Project-level Intermediate Results
PMP	Performance Monitoring Plan
RUTF	Ready-to-use therapeutic food
SAF	Strategic Activities Fund
SME	Small and medium enterprise
SO	Strategic Objective
SSSN	Soil Science Society of Nigeria
ToT	Training of trainers
UDP	Urea Deep Placement
USG	United States Government
USAID	United States Agency for International Development
WUA	Water users association

LIST OF EXHIBITS

1. MARKETS II Development Approach
2. Provisional Results Framework
3. Provisional Indicators
4. MARKETS II Organizational Chart
5. Inventory of Other Donor Agricultural Programs
6. MARKETS II Consortium
7. Value Chain Selection Process
8. State Selection Process

SECTION I

Introduction to MARKETS II

Chemonics International Inc. and its consortium members, IFDC, Making Cents, Winrock International, ShoreBank International and Diamond Development Initiatives are pleased to present this six-month work plan the USAID/Nigeria-funded MARKETS II project. In Section I we provide an overview of the project, which is followed by our results-oriented management, staffing, and partnering approaches. Section II covers our cross-cutting support activities. Lastly, in Section III, we provide the detailed work plan activities, including fast-track activities, for the first six months of MARKETS II.

A. Project Description

MARKETS II will build upon work conducted under MARKETS and Bridge to MARKETS 2 (BtM2) that expanded economic opportunities in the agricultural sector through:

- Increased agricultural productivity
- Improved performance of value chains
- Increased commercialization of selected commodities and products
- Increased access to capital
- Improved livelihood and nutrition support
- Increased capacity to harness lessons learned and best practices

As the flagship project of USAID's Agricultural Transformation Program (ATP), MARKETS II has been designed to increase rural incomes in selected areas and support the U.S. Government's Feed the Future (FtF) initiative that addresses critical issues hindering the agricultural sector. Furthermore, USAID has signed a Memorandum of Understanding with the Chevron-funded Foundation for Partnership Initiatives in the Niger Delta (PIND) to increase agriculture-related incomes, increase agro-enterprise- farm linkages, and increase participation in commercial agricultural markets by the very poor in the Niger Delta. MARKETS II will work in close collaboration with PIND on their economic development activities in the Niger Delta region.

MARKETS II will deepen and extend the MARKETS/BtM2 model across selected value chains in ten targeted states. Over time, other value chains and states may be included in the scope. The project will work to develop producer capacity and strengthen producer organizations (PO) improve access to inputs, expand the generation and deployment of technology to target populations, strengthen water and soil management, and increase access to finance.

Specifically, MARKETS II is designed to assist USAID in achieving its Assistance Objective 2 (AO 2), Increased rural incomes in assisted areas. USAID/Nigeria's draft performance monitoring plan and results framework for Assistance consists of three intermediate results (IR) increased agricultural productivity, increased private sector participation in markets (agriculture, energy and trade), and improved agricultural and trade enabling environment at state and federal levels. While a number of USAID activities and programs work together to achieve AO 2 results, MARKETS II focuses on the first two of these IRs that together aim to increase rural incomes in

assisted areas by expanding economic opportunities in the agricultural sector that are expected to lift a significant number of small producers out of subsistence farming and transform them into commercial farmers. In addition, we recognize that the success of MARKETS II—and any development activity in Nigeria—depends on the successful integration of women and youth into productive employment, especially in rural areas.

B. Our Approach to MARKETS II

MARKETS II draws from a wealth of experience and lessons learned from USAID MARKETS/BtM2 and other donor agricultural business development programs that our partners have implemented in Nigeria and other parts of the world. The main operational lessons we propose to apply to MARKETS II are:

Maximizing the MARKETS approach to unleash the potential of Nigerian agriculture. Exhibit 1 articulates MARKETS II’s development model. Central to the market-driven, buyer-led approach is using “light touch” facilitation within our outgrower scheme process to effect systemic change which results in inclusive growth.

Ramping up and leveraging for reach. The MARKETS II team works through others and leverages external public and private resources to enhance selected agricultural value chains. The project utilizes its local partners and both strengthens and diversifies relationships within the private sector to expand agroprocessing and ensure the sustainability of strong producer organizations.

Prioritizing agricultural inputs and finance. Through focused efforts to improve access to and utilization of agricultural inputs and finance, the project will increase agricultural productivity and profitability among targeted populations.

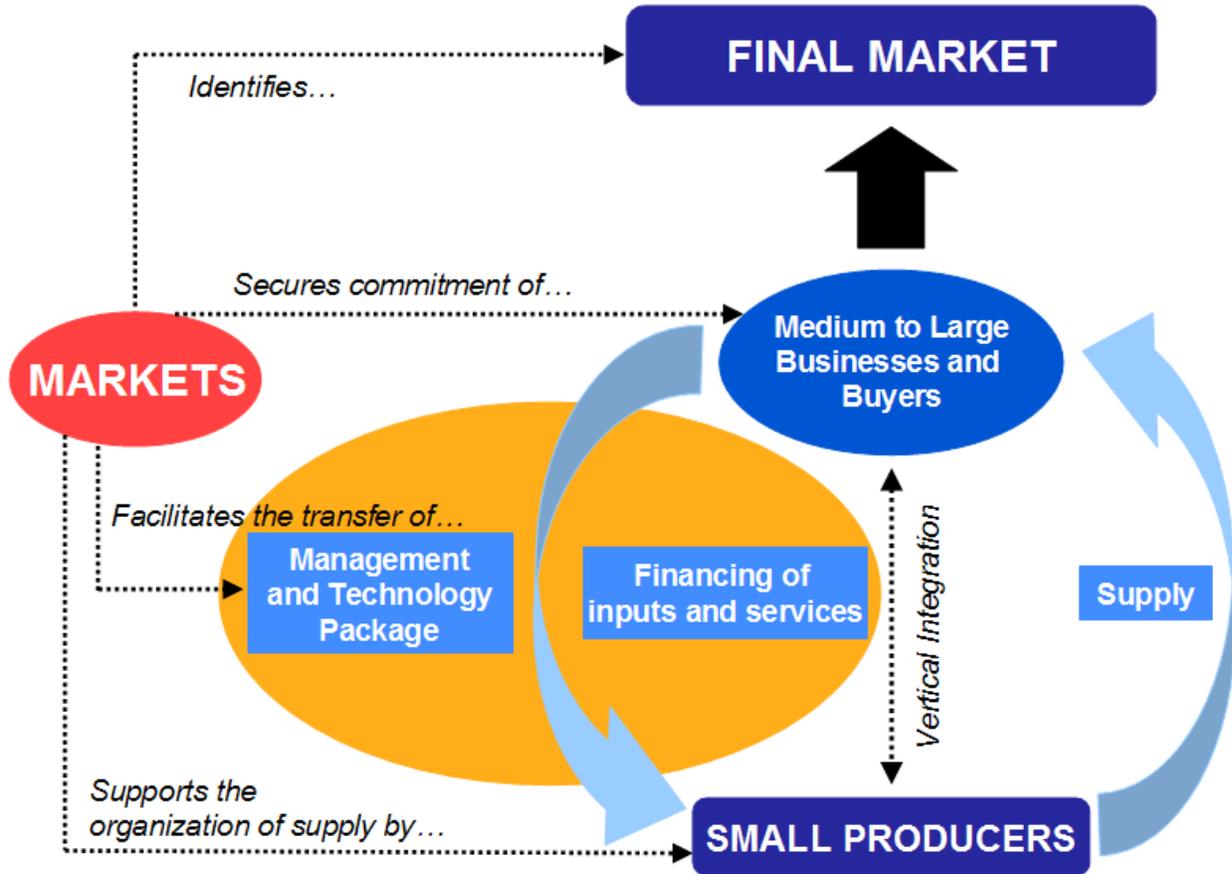
Enter with an exit strategy and work ourselves out of a job. Sustainability is paramount, thus MARKETS II seeks to empower its partners to own activities and encourage and leverage relationships among actors in both the private and public sectors to drive systemic change in the agricultural sector. Our team is conscious of not becoming a market player itself, but rather, we will stand outside of the market systems by serving as a facilitator of systemic change that promotes inclusive agricultural growth.

Empower Nigerian agriculture. The project will ensure high-quality capacity building. MARKETS II will build upon the training approaches and materials used under MARKETS /BtM2 to expand the reach of MARKETS II, and will assist our local subcontractors to strengthen their organizational capacity to be able to provide direct services to agricultural firms, state extension offices and donors in the agricultural sector.

C. Work Planning Process

This first work plan, covering the period of April 18 –September 30, 2012, is the result of planning workshops that were held in Abuja on May 14, 17 and 24 2012. The May 14 workshop was a MARKET II staff orientation workshop, while the May 17 workshop brought together consortium subcontractors. All available MARKETS II staff and representatives from US-based

Exhibit 1. The MARKETS Approach



subcontractor partners and DDI participated in the sessions that were designed to examine project objectives, approach, expected results, and “brainstorm” the first six-month activities, including state selection and capacity building activities. The May 24 event included select federal and state government stakeholders, agro-processors, financial institutions, and five MARKETS II local subcontractor partners. Given the importance of participation and “buy-in” from all participants, the workshop included small planning groups organized by key stakeholders—FMARD, State Commissioners of Agriculture, processors, and local subcontractor partners. Linkages and areas of collaboration were discussed in these small groups. The agenda and list of participants are in Annex A.

D. Managing for Results

We present our provisional project results framework and project organization and staffing approach in this section.

D1. MARKETS II Results Framework

As part of the work planning process MARKETS II has developed a provisional results framework that will be used to guide project implementation, manage for results, monitor progress, and evaluate the effectiveness of project activities. The MARKETS II results framework is shown in Exhibit 2 on the following page.

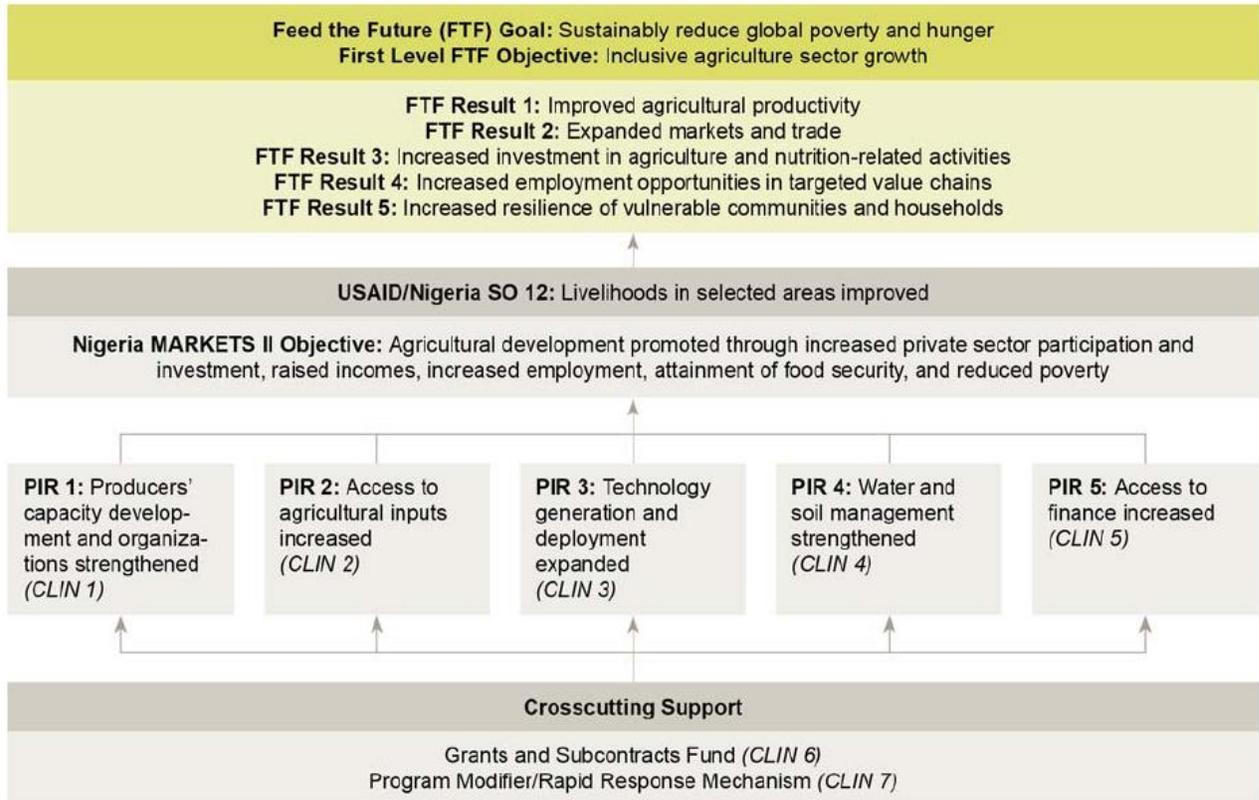
The goal of MARKETS II is to improve livelihoods in selected areas. MARKETS II is designed to help achieve USAID/Nigeria’s AO 2: Increased rural incomes in assisted areas. MARKETS II will work towards this goal by achieving its objective of promoting agricultural development through increased private sector participation and investment, raised incomes, increased employment, attainment of food security and reduced poverty. MARKETS II is structured around five intermediate results identified by USAID/Nigeria in the MARKETS II request for proposals. The five project intermediate results (PIR) are explained below:

PIR 1: Producers’ Capacity Developed and Organizations Strengthened. Under this project intermediary result we will build the capacity of smallholder farmers through the establishment and strengthening of cooperatives and producer associations. Our interventions will specifically target the inclusion of women and youth in all activities with minimum targets of 25 percent women in Year 1, increasing to 30 percent in Year 3, and an average of 20 percent youth in Year 1 increasing to 25 percent in Year 3.

PIR 2: Access to Agricultural Inputs Increased. Under this project intermediary result we will work with smallholders, producer associations, including women’s associations, financial institutions (banks and MFIs/MFBs), private sector input suppliers, state governments, public and private sector extension services to improve smallholder access to inputs through private-sector distribution networks.

PIR 3: Technology Generation and Deployment Expanded. Under this project intermediary result we will support the generation of new, locally produced technology or adaptation of relevant technologies to the local context. We will also focus our efforts on disseminating proven technologies to new groups of smallholders and agribusinesses in support of competitive

Exhibit 2. MARKETS II Provisional Results Framework



PIR: Project Intermediate Result

Exhibit 3. MARKETS II Provisional Indicators

Indicator	Year 1 Illustrative Targets	LOP Illustrative Targets
Number of jobs attributed to FTF implementation	16,000	100,000
# of individuals who have received USG supported ST agric sector productivity or food security trainings	96,000 (M=71,000; F=25,000)	600,000 (M=440,000; F=160,000)
Number of producers organizations, water users associations, trade and business associations and community-based organizations (CBOs) receiving USG assistance	4,000	25,000
# of households benefiting directly from USG interventions	144,000	900,000
Value of incremental sales (collected at farm-level) attributed to FTF (\$million)	36.2	220
Increased yield of selected commodities	Maize = 16% Rice = 20% Sesame = 8% Sorghum = 8% Cassava = 16%	Maize = 16% Rice = 100% Sesame = 50% Sorghum = 50% Cassava = 100%
# of MSME's receiving business development services from USG assistance	96,000	600,000
Number of additional hectares under improved technologies or management practices as a result of USG assistance	32,000	200,000
# of farmers and others who have applied new technologies or management practices as a results of USG assistance	72,000	450,000
Number of new technologies, products or management practices under field testing as a result of USG assistance	2	10
# of farmers adopting improved soil and water management best practices	3,000	40,000
Number of hectares under improved irrigation as a results of project interventions	3,000	35,000
Public and private funds leveraged for agriculture	\$ 5 M	\$ 40 M
Value of agricultural and rural loans (\$ millions)	4.8	30
Number of smallholders and agribusiness receiving commercial loans	8	50,000
Number of grants/subcontract beneficiaries	15	100
Amount of funds disbursed (\$ million)	1.5	10

agriculture including improved varieties of target crops, and promoting sustainable soil and water management practices that help to mitigate against climate change challenges. And, as part of our efforts to empower women in the agricultural labor force, special attention will be given to technology that helps to reduce women's production costs, labor burdens (time poverty) in the field or in food preparation.

PIR 4: Water and Soil Management Strengthened. Under this project intermediary result we will support the development and dissemination of innovative best practices for water and soil management and will encourage the adoption of stress-tolerant varieties at the farmer-level, which help to mitigate against climate change. We will support the rehabilitation of small-scale irrigation systems and the provision of operations and maintenance training. We will build on MARKETS' and Bridge to MARKETS 2's training of water user associations and their roles and responsibilities with the irrigation systems.

PIR 5: Access to Finance Increased. Under this project intermediary result we will enhance the capacity of commercial banks and microfinance institutions and microfinance banks to increase lending to the rural and agricultural sectors. Technical assistance will include the brokering of wholesale loans for MFIs and MFBs, risk management training for commercial bank, MFI, and MFB staff, and financial modeling for typical agribusinesses in the MARKETS II's selected value chains.

D2. Project Results and Provisional Indicators

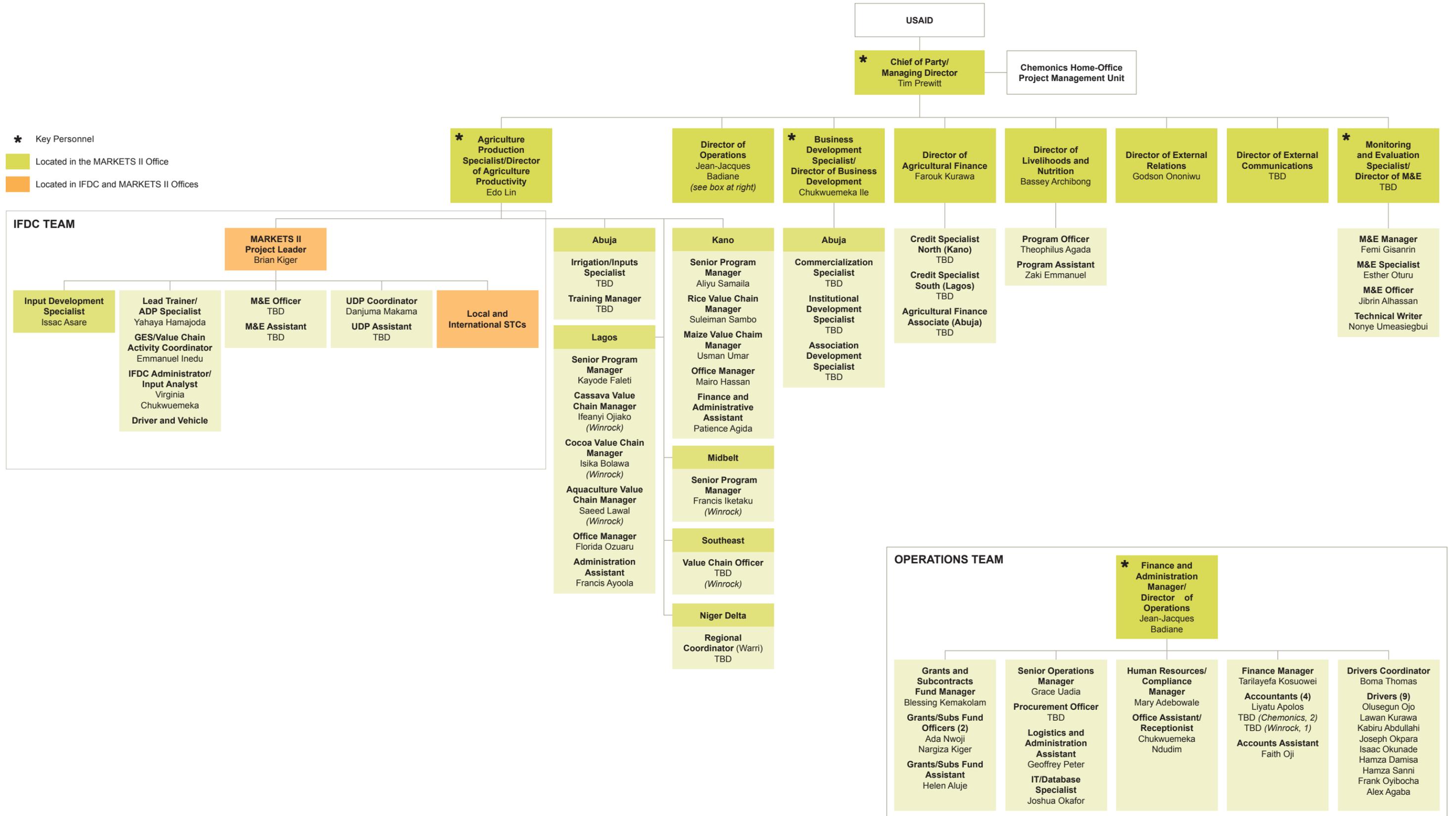
While the results framework provides the structure for tracking progress towards MARKETS II's goals and guides project implementation, indicators are needed to help measure results and impacts. MARKETS II will monitor a series of indicators which are designed to assess MARKETS II's progress toward achieving desired impacts by the end of its five-year performance period. These provisional indicators and associated targets are shown in Exhibit 3¹. To ensure MARKETS II will achieve these results, it is important that activities planned under this project be demand-driven and results-focused. A final list of indicators, targets, and the system used to track results will be presented in the first Performance Monitoring Plan (PMP) which will be submitted to USAID/Nigeria on July 17, 2012.

D3. Staffing for Results

Exhibit 4 shows our organizational and staffing structure. During startup and initial work planning, the staffing plan was reconfigured to focus more resources on supporting agribusinesses and capacity development, as well as to respond to USAID feedback on increased communications. The Institutional Development Specialist will now fall under the Director of Business Development rather than Director of External Relations. Also, a new position—Association Development Specialist—was added to assist with building the capacity of our producer organizations. The organization chart was also reconfigured to break-out our livelihoods and nutrition team from under Business Development Services and include the IFDC staff that will now be co-located in our Abuja offices. We also added an Agriculture Finance

¹ The illustrative targets included in this exhibit are drawn from the MARKETS II technical proposal and contract. The final targets cannot be established until the value chains and states have been selected.

Organizational Chart



- * Key Personnel
- Located in the MARKETS II Office
- Located in IFDC and MARKETS II Offices



Associate to assist the Director of Agriculture Finance in Abuja on program wide initiatives from support to the Central Bank of Nigeria’s NIRSAL program to mechanization initiatives with producer groups. The project intends to recruit all “TBD” positions as soon as possible and submit the appropriate requests to the Contracting Officer for approval.

The majority of MARKETS II staff will be based in Abuja. Staff working on value chains in the north will be based out of our Kano BPO. Depending upon what value chains are selected, the office locations may be configured to maximize proximity to agro-businesses focused on the targeted commodities. Lastly, we are examining our staffing configuration for the Niger Delta. We intend to co-locate with PIND in their Warri Economic Development Centre and anticipate at least three or four positions to be based in the Niger Delta region to support our activities. Positions will be determined based upon project activities and additional consultation with USAID and PIND

E. Partners and Resources

MARKETS II will partner with a spectrum of public and private partners, including other USAID projects such as NEXTT, SHARE, and the Scale-Up of Care and Support for Orphans and Vulnerable Children (OVC) projects that share goals and implementation strategies. Also, MARKETS II has conducted an inventory of complementary donor activities in the agricultural growth sector in Exhibit 5. This knowledge and approach helps to ensure that MARKETS II does not “reinvent the wheel” but rather builds on what has already been accomplished or currently being undertaken in values chains across Nigeria. Where possible, our team will look to leverage activities with other programs and not duplicate efforts. MARKETS II will also actively support USAID’s efforts to be an active partner in the Country Partnership Strategy with the Department for International Development (DfID) and the World Bank. Perhaps most significantly, coordination will be placed at a premium in the Niger Delta, where MARKETS II is one part of a larger PIND team, and donors and projects have come together and focus on complementary implementation.

E1. MARKETS II Consortium

The consortium tasked with implementing MARKETS II is composed of both Nigerian and international partners that were selected for their complementary areas of expertise. Exhibit 6 lists our subcontractor partners and their technical role on the project. All of our subcontractors offer a range of qualified staff with Nigerian and in most cases with MAREKTS/BtM2 experience. Partners are also well-integrated within the MARKETS II team. Long-term staff of both Winrock and IFDC staff are based in MARKETS II’s offices.

E2. Partnership with the Government of Nigeria

MARKETS II’s main partner is Nigeria itself. With its significant resources—from financial to natural—Nigeria has the potential to become the world’s next agricultural power house. Agriculture accounts for 40 percent of GDP and 75 percent of employment in

Nigeria: The Next Agricultural Power House

- Land: 84 million hectares of arable land (top 10 globally)
- Surface water: 279 billion cubic meters
- Untapped irrigation potential: 3 of 8 major river systems in Africa
- Labor: 110 million youth
- Large internal markets: 165 million people currently; 470 million people projected in 2050

Exhibit 5. Inventory of Other Donors' Agricultural Programs

State	IFAD	DFID PrOpCom Mai Karfi	World Bank Fadama III	FAO	AfDB
Abuja			x	x	
Anambra	C, R		x	x	
Enugu			x	x	
Akwa Ibom			x	x	
Adamawa		x	x	x	
Abia			x	x	
Bauchi		x	x	x	
Bayelsa			x	x	
Benue	C, R	x	x	x, R	
Borno		x	x	x	x
Cross River			x	x	
Delta			x	x	
Ebonyi	C, R		x	x	
Edo			x	x	
Ekiti			x	x	
Gombe		x	x	x	
Imo			x	x	
Jigawa		x	x	x	x
Kaduna		x	x	x	
Kano		x	x	x	
Katsina		x	x	x	x
Kebbi		x	x	x	
Kogi		x	x	x	x
Kwara		x	x	x	x
Lagos			x	x	
Nasarawa		x	x	x	
Niger	C, R	x	x	x	
Ogun	C, R		x	x	
Ondo			x	x	
Osun			x	x	
Oyo			x	x	
Plateau		x	x	x	x
Rivers			x	x	
Sokoto		x	x	x	
Taraba	C, R	x	x	x	
Yobe		x	x	x	
Zamfara		x	x	x	
Comments	Program not in full implementation as states yet to sign the subsidiary loan agreement.	Project in design phase for 19 northern states. Value chains not yet selected	Commodities dependent on content of local development plans	FGN/FAO supported NPFS with 9 sites per state. Commodity choice based on community	Commodities depend on the choice of the communities in their development plans

Key: C = cassava ; R = rice

MARKETS II Consortium Chart

Name	Brief Institutional History and Expertise	MARKETS II Technical Role	Total LT and STTA Proposed LOE in Months
International Partners			
Chemonics International	An international development firm with more than 35 years of experience in Africa including more than 6 in Nigeria promoting and implementing projects in technical areas including but not limited to agriculture, private sector development, financial services, food security, and gender. In Nigeria has worked specifically to promote and drive agricultural value chains under USAID and DFID funded projects.	<ul style="list-style-type: none"> • Prime Contractor , All CLINS 	Int'l LOE: 151 Local LOE: 1,878
International Fertilizer Development Center	A public international organization that has worked for 36 years — including 10 in Nigeria — to address critical issues such as international food security, the alleviation of global hunger and poverty, environmental protection, and the promotion of economic development and self-sufficiency by leading activities to increase smallholders' access to fertilizer.	<ul style="list-style-type: none"> • CLIN 2 	Int'l LOE: 136 Local LOE: 387
Making Cents International	With 12 years of experience, including eight in Nigeria, Making Cents, a small, woman-owned business, provides specialized technical services and training programs in economic growth, agriculture, and workforce development to improve the livelihoods of youth, women, and vulnerable populations.	<ul style="list-style-type: none"> • CLINS 1, 5 	Int'l LOE: 16
ShoreBank International	A financial services consulting firm that has worked since 1988 to move beyond access to credit to expanding the range of financial services and products to those underserved by the financial sector. The company has designed and delivered savings products for low to moderate income people; tapped new technologies to extend access to financial services and products; and built successful small business banking units in Africa, Asia, Eastern/Central Europe, Latin America and the Caribbean.	<ul style="list-style-type: none"> • CLIN 5 	Int'l LOE: 10
Winrock International	An NGO, working since 1985 to improve livelihoods across the globe, Winrock has worked in Nigeria since the early 1990s through regional West Africa programs as well as country-level programs in the areas of agriculture and food security, HIV/AIDs, and women's empowerment. In addition has worked on more than four continents increasing farm productivity, sustainable use and conservation of natural resources, and introducing new approaches that connect farmers to markets and production to consumer demand.	<ul style="list-style-type: none"> • CLINS 1, 2, and 4 	Int'l LOE: 17 Local LOE: 420
Local Partners			
Agricultural Business Concepts (ABC) Limited	A Nigerian consulting firm with experience in livestock, fisheries, staple crops including rice, and agro-forestry and other sectors. Founded in 1987, ABC's projects include consultancies for USAID projects, the World Bank, and the private sector throughout Nigeria. ABC has particular expertise in sector studies and surveys, training, establishing market linkages, rural development programs, and rice outgrower scheme development in Kwara state.	<ul style="list-style-type: none"> • Crosscutting 	IQS Mechanism, Fixed Price Contract
Diamond Development Initiatives (DDI)	A Nigerian NGO that has worked since 2002 to alleviate poverty through financial services and agricultural development programs. With deep experience in agricultural extension programs — especially those targeting women and smallholders — DDI supports activities in the sorghum, sesame, rice, and other value chains in Kano, Kebbi, Sokoto, and Jigawa states.	<ul style="list-style-type: none"> • Crosscutting 	Local LOE: 905

Name	Brief Institutional History and Expertise	MARKETS II Technical Role	Total LT and STTA Proposed LOE in Months
Egalf Ventures Limited	Based in Makurdi, Nigeria, this agriculture consulting firm, founded in 1981, possesses particular expertise in farm management, enterprise planning and management, crop performance evaluation, market channel analysis, and farmer training and development of farmers' organizations. In the Benue state, works in the rice value chain.	<ul style="list-style-type: none"> • Crosscutting 	IQS Mechanism, Fixed Price Contract
Envoy Enterprises	Founded in 2001, this Nigerian agricultural consulting firm, has worked with USAID programs, the World Bank's FADAMA III project, the International Institute of Tropical Agriculture, and others in capacity strengthening to improve productivity, ICT for education, building farmers' business and marketing skills, and extension support through demonstration farms and other forms of training.	<ul style="list-style-type: none"> • Crosscutting 	IQS Mechanism, Fixed Price Contract
REMS Konsult	Working to improve livelihoods through research, advocacy and education, REMS is a Nigerian agricultural consulting firm supporting rice outgrower scheme development and associated smallholders in Ebonyi.	<ul style="list-style-type: none"> • Crosscutting 	IQS Mechanism, Fixed Price Contract
Sasakawa Global 2000	An international NGO with Nigerian registration has worked since 1986 to raise farmers' productivity in 10 sub-Saharan countries. Since 1992, SG2000, has helped Nigerian farmers learn and apply modern agricultural technologies and techniques to increase productivity, incomes, and food security through extension support, demonstration farms, and field days. Proven experience in supporting activities in the maize and soybean smallholder value chains in Kaduna state.	<ul style="list-style-type: none"> • Crosscutting 	IQS Mechanism, Fixed Price Contract

Nigeria. While GON has historically under-invested in agriculture, in 2010 the FMARD budget realized a 49 percent increase in one year, thus pointing to the GON's renewed focus and priority of the agriculture sector. This section will discuss how MARKETS II will link in with the GON's new Agriculture Transformation Agenda, and specifically its agricultural extension program.

Agriculture Transformation Agenda and MARKETS II

Recognizing the increased demand for agriculture produce worldwide and the estimated US\$10 billion loss in potential export revenue on four commodities alone, the Government of Nigeria developed the ambitious Agriculture Transformation Agenda to make Nigeria an agriculturally industrialized economy by year 2020. The Agriculture Transformation Agenda utilizes policies, institutions and financing structures to drive growth in Nigeria's agriculture sector. Some of the key aspects of the agenda are:

- Promoting import substitution through tax incentives (e.g. increasing tariffs on imported wheat and rice, removing duties on select agroprocessing equipment, and establishing tax free zones to encourage investment in processing plants)
- Deregulating the seed and fertilizer sector to encourage private sector distribution and growth
- Establishing Marketing Corporations to coordinate the production, investments, grades and standards, market price stabilization etc. for all value chains in Nigeria
- Stimulating commercial bank financing and investment in the agriculture sector through the Central Bank's Nigerian Incentive-Based Risk Sharing System for Agricultural (NIRSAL) program

Relationship with the Federal Ministry of Agriculture's Agricultural Transformation Agenda will be strengthened through identifying, in consultation with the relevant officials, areas where MARKETS II will be able to complement ATA activities and make relevant contributions to the GONs activities. Consultation will be regular and ongoing, but we expect MARKETS II value chain teams will meet with their counter parts before and during the value chain analyses to ensure that activities are both crafted and agreed upon. Selection of MARKETS II areas/states of operation will take into consideration the criteria that FMARD has used, and considerable effort will be made to ensure commitment and buy –in from government counterparts. MARKETS II management expects to hold meetings with FMARD counterparts on a monthly basis to ensure that its activities are in consonance with the ministry's agenda.

Areas of collaboration in the first 6 months of the program include:

- Support for the FMARDS Growth Enhancement Support scheme, including supply chain management, voucher / ewallet administration, and coordination with technology partners such as e-transact.
- Continued support to the CAADP/NAIP/ATA process, particularly with PRS and other relevant planning offices within FMARD
- Development of a concrete plan to integrate MARKETS II efforts with national and state level extension agencies, including efforts to train extension agents and build capacity

SECTION II

Cross-Cutting Support Activities

A. Monitoring and Evaluation

During the work planning process, the MARKETS II team drafted an M&E system that links project activities to desired outcomes and impacts. The first step is the provisional project-level Results Framework (RF), presented in Section I, Exhibit 2 of this work plan. This provisional results framework is the culmination of discussions by the MARKETS II project team to create a realistic yet ambitious set of objectives and results that directly feed into USAID/Nigeria's AO 2 results framework. The MARKETS II M&E system will provide the foundation for tracking the project's delivery of expected outputs and quantitative impacts to measure progress, as well as support USAID's M&E needs by providing input to the mission's AO 2 and associated IR indicators. MARKETS II performance data will also feed into USAID/Washington's Feed the Future Monitoring System, and most indicators used by the program are FTF indicators.

MARKETS II, at the highest level, is focused on increasing rural incomes in assisted areas by improving agricultural productivity and increasing private sector participation in markets. Our M&E system will capture the results and analyze crop productivity, firm and farmer-level sales by commodity and location, as well track the progress towards this goal through the five project intermediate results of 1) producers' capacity developed and strengthened; 2) access to agricultural inputs increased; 3) technology generation and deployment strengthened; 4) water and soil management strengthened; and 5) access to finance increased.

MARKETS II will use a distributed approach to M&E where all MARKETS II team members and partners/clients are responsible for collecting M&E data in their respective technical areas. The M&E Manager will coordinate this effort and consolidate all data collected and generate aggregate data for the M&E indicators.

Establishment of the MARKETS II M&E system will entail the following activities:

- *Design the MARKETS II PMP and M&E system.* By July 17, 2012, the MARKETS II M&E Manager and the Chemonics home-office M&E consultant will work with the MARKETS II long-term team to design the Performance Monitoring Plan (PMP). The PMP will describe in detail the chosen performance monitoring plan indicators and describe the data collection methods to be employed. The PMP will be submitted to USAID/Nigeria for approval on July 17, 2012. **Month 3**
- *Establish baselines and first-year targets.* In the months following USAID's acceptance of the PMP as well as the formal selection of targeted states and value chains, the M&E Manager will ensure baseline datasets are collected for states and value chains. These will be directly relevant for PMP indicators and help finalize first-year targets in consultation with USAID. Baseline activities are expected to be completed by December 2012. Targets for the life of project indicators will be set during the next work plan preparation, after state and value chain selection is finalized. **Months 3 – 7**

- *Implementing the M&E system.* Concurrent with the establishment of baseline datasets, the M&E Manager will develop data entry sheets and the project long-term team will be trained to participate in the MARKETS II M&E system. The M&E Manager will also set up databases for M&E data entry and analysis. **Months 3 – 7**
- *Inclusion of M&E requirement in agreements to be established with partners.* The success of the M&E system also depends on partners' participation. Where MARKETS II enters into MOUs with partner organizations such as private sector enterprises, service providers or other entities these MOUs will include requirements for M&E data collection and provision. The M&E Manager will work with the business promotion office leaders and technical support team members to make sure all parties understand these requirements. **Ongoing**
- *Identification and tracking of success stories.* M&E data alone is often insufficient to convey project achievements and impacts. MARKETS II will also identify and report on actual success stories, describing how MARKETS II has improved the livelihoods of ordinary Nigerian and how MARKETS' II assistance has stimulated business, increasing jobs and income. The M&E Manager will work cooperatively with the technical writer to develop a plan to follow and report on these success stories throughout the life of the project. **Month 4 – ongoing**

Resources. All long-term MARKETS II staff will be involved in M&E, with the M&E Manager on the team playing a coordinating role. Chemonics home-office M&E short-term technical assistance will assist as needed in establishment of the M&E system while the Grants and Subcontracts Fund team will ensure that M&E requirements are integrated into Grants and Subcontracts Fund participant agreements.

B. Project Management and Administration

To enable MARKETS II to provide quality and timely service to external and internal clients, efficient administrative support is a critical focus for the first months of operations. MARKETS II will build upon the foundation of streamlined accounting, financial, and administrative procedures set under MARKETS/BtM2. Key activities during the first six months are:

- Complete move to new Abuja office location. The project terminated its lease under MARKETS/BtM2 and found a new location to accommodate the additional staff required for MARKETS II. **Months 1-2**
- Office Make ready. **Months 1-2**
- Set up of the new bank account for MARKETS II. **Month 1**
- Integrate Contract Line Item Numbers (CLINs) into our accounting system. **Month 1**
- Hiring for the various vacancies in accordance to the staffing plan submitted in the proposal. **Months 1-3**

- Review existing policies and procedures manuals, including personnel and security manuals. Update and improve manuals for MARKETS II and institute feedback mechanisms. **Month 2**
- Undertake security assessments once state selected. **Month 5-6**
- Conduct appropriate training for MARKETS II administrative and technical staff. Specific tasks will include identifying training needs in USAID and Chemonics regulations and procedures, as well in additional areas, and conducting training for staff in the defined areas. **Months 2-4**

Resources. Project support staff will be focused on these activities with support and guidance from the Chemonics home-office MARKETS project management unit (PMU).

C. Grants and Subcontract Fund

MARKETS II has a \$10-million Grants and Subcontracts Fund for grants, subcontracts, and special activities with local and international firms that will be used to leverage project activities. The Grants and Subcontracts Fund will play a critical role in delivering support and expanding opportunities for investment. Under the Grants and Subcontracts Fund, \$3.5 million has been set-aside for anticipated subcontracts with five local subcontractor partners who have demonstrated excellence and success in delivering high-quality activities under MARKETS and BtM2. These local firms will work in select value chains, identifying and organizing farmers and training leaders in the local community for high impact and maximum reach in the states.

The remaining \$6.5 million will be used to compete out other needed or innovative technical activities or be utilized for seed funding or to leverage impact. \$3.0 million is set aside for grants and \$3.5 million is allocated to yet to be identified subcontractor, business management organizations and community-based organizations. Chemonics has purposely structured this fund to guarantee maximum impact for local partners

<p>GSF Guiding Principles</p> <ul style="list-style-type: none"> • Impact • Leverage • Efficiency • Innovation • Capacity Building
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and other Nigerian firms seeking to leverage resources with private resources or international firms, and assistance to smaller organizations seeking to enhance MARKETS II objectives. The MARKETS II project will consider grant activities that promote innovative applications such as ideas, processes, equipment, training, or designs that can be introduced into the commodity value chain to enhance productivity, increase efficiency, improve a process, or otherwise lead to some practical benefit to producers or agri-business. The grants program will have dual impact, both supporting MARKETS II in achieving change in target areas and in building the institutional capacity of grantees themselves, to carry on this work in the future. We will also utilize the fund for innovative partnerships within agricultural sector (e.g. foundations, international organizations, business) that enable MARKETS II to leverage its funds and complement funds from outside sources. Our guiding principles for the Grants and Subcontracts Fund are given in the textbox.

The key activities for the GSF team over the next six months are:

- Grant Manual drafted and submitted to USAID **Months 1-2**
- USAID approves Grant Manual **Month 2**
- Fast Track activity subcontracts drafted and executed **Months 1-2**
- Training of GSF staff by Start-up Grants Specialist **Months 1-2**
- Grants Orientation for MARKETS II Technical Staff **Month 2-3**
- Orientation of local subcontractors **Months 3-6**

D. Effective Communications

External and internal communications play a critical role in supporting and ensuring the success of MARKETS II activities. The project’s communication strategy given in Annex B, will be driven by technical activities (e.g. updates to USAID, communicating progress to partners and stakeholders, documenting successes, and making the USAID MARKETS II brand and its efforts accessible to the public) and by internal communication needs.

Good internal communication is critical to success of any organization. The MARKETS II communications team will undertake the follow efforts to ensure that all MARKETS II staff are well versed in critical communication points on the project. These efforts will include the following:

- Ensure staff members receive a copy of the MARKETS II work plan and PMP to keep everyone abreast of the project’s target and to encourage a sense of inclusion.
- Develop a short and to-the-point “elevator” speech that will incorporate language from the organization’s objective to concisely explain what MARKETS II is about. Although all on the project will be trained in how to give this simple speech, Senior Management will be particularly well versed in effectively communicating the goal and strategy of the project when asked.
- Hold bi-monthly management meetings and monthly staff meetings to report how the project is doing, major accomplishments, concerns, announcements and what we are individually doing and finding exciting.
- Establish monthly calendar planner. At the end of every month a calendar will be circulated to team leaders (program areas, finance and administration, and GSF) to insert major activities planned for the following month. This will aid in effective program planning and help to keep the communication lines open, with everyone aware of ongoing activities.
- Circulate trip reports, meeting notes and monthly updates. These reports are a helpful way of staying aware and generating content for the e-bulletin, quarterly report, and newsletter.

After six months, a communications review will be performed to assess the effectiveness of communications approaches with both USAID and internal and external audiences. Results of the review will be considered and used to amend and expand the project’s communication strategy.

The key activities of the communications team over the next 6 months are:

- Develop concise communications strategy, defining basic external and internal communications activities

- Generate bi-quarterly e-bulletins. These 3-6 paged electronic productions will be an informal and cost-effective way to keep USAID, PIND, stakeholders, subcontractors, and beneficiaries informed and engaged on MARKETS II activities.
- Develop field journals/agricultural diaries. In addition to the regular success stories, MARKETS II will select one farmer from each value chain to record their activities through the cropping season. Away from the short summary that is the success story, the field journal will allow readers to, in pictures and words, embark on the journey with selected farmers; starting from the networking phase and through trainings, field days, field clearing, sowing, weeding, inputs and harvest, with yields documented. The field journals will be published in the e-bulletin, newsletter, and on the organization website.
- Redesign and update the MARKETS II website and update content. We will upload success stories, newsletters, value chain analyses, field journal, and multimedia content. We will explore creating an agricultural cycle virtual simulation on the site; a variation of the simulation in the NAEC training package.
- Arrange media briefings and roundtables. Once in the next six months, we will invite members of the media to introduce the MARKETS II project, its objectives, and plan for airing and/or publishing. Parts of the value chain analyses completed may also be disseminated through these sessions.
- Develop firm-level case study. Research and document the successes and growth progress of an agro processor partner.
- Commence developing media strategies (radio, television, print, and new media) to increase awareness of and excitement in agriculture.

Gender and Vulnerable Groups Integration: Communications:

- Ensure that women are represented among selected farmers for the field journal series.
- Include female farmers in documented success stories
- Write success stories on PEPFAR and gender/vulnerable group interventions.
- Dedicate a page on the MARKETS II website to gender and vulnerable groups integration activities.

SECTION III

Work Plan

In this section, we describe in detail the planned technical activities for the first six months of the project. The first part of this section will discuss “Fast Track” which is a continuation of MARKETS/Bridge to MARKETS II outgrower schemes. With the agricultural season already underway at the time of the MARKETS II’s contract signing in mid-April, we felt it vital for the project to capture as much of the 2012 season as possible so as not to lose momentum from MARKETS/BtM2. Following “Fast Track”, this section will turn to value chain and state selection processes. Per the contract, our team—in concert with USAID—will select 4-6 value chains and ten states that will be the focus of MARKETS II. Lastly, this section will cover the non-Fast Track activities which will support value chain development during the first agricultural season and lay the foundation for future seasons under MARKETS II.

A. Fast Track Activities

MARKETS/BtM2 empowered networked farmers to meet the increasing quality and price requirements of agribusinesses by supporting the organization of farmers into commercial groups, promoting the adoption of improved agronomic methods and technologies, facilitating commercial linkages with input service providers, facilitating access to credit, and brokering buy-back agreements for farmers with medium and large-scale agribusinesses. MARKETS/BtM2 also advised and provided technical assistance to agribusinesses to increase wholesale and retail outlets, thereby providing a dynamic and evolving demand for their raw material supply requirements. The demand provided commercial incentives for agribusinesses to invest in the development of an increasingly more efficient and quality-driven raw material supply chains which, in turn, provides an increasingly diverse value-added market for those farmers capable of meeting market requirements of quantity, quality, price and timeliness. MARKETS/BtM2 promoted, by practical example, the transformation of a subsistence-driven agricultural production sub-sector into one driven by market demand.

BtM2 supported the following 8 commodities during its sixteen month period: rice, cowpea, aquaculture, white sorghum, sesame, cassava, cocoa and maize. With the early onset of rains, the MARKETS II team selected rice, sorghum, maize, and sesame for Fast Track activities. Cassava, aquaculture, and cocoa activities will be reviewed in the upcoming value chain analysis and plans will be developed in the months ahead with PIND and USAID. The results of the Fast Track activities will contribute to MARKETS II’s first year targets for PIRs 1, 2 and 3. In the implementation of all fast track activities, MARKETS II will ensure the participation of women and youth in all activities by setting minimum participation rates and ensuring that all training is accessible to men, women and youth under the outgrower schemes.

A1. Rice

Northern Rice

This season, activities in the Northern Rice value chain will expand to 10,000 farmers in four states: Kano, Jigawa, Kebbi and Sokoto. This reflects a 400% increase in the number of farmers from MARKETS' initial work in this value chain. MARKETS II is continuing its partnership with UMZA and Labana Mills forged under MARKETS/BtM2 and also welcomes Popular Foods as a new partner. Both UMZA and Labana increased their milling capacity. Umza has already increased from 20,000MT/annum to 80,000MT/annum and Labana's to 35,000MT annum by July. Both companies require long-grain paddy in large quantities and of good quality to sustain their mills. MARKETS II has recommended the use of Faros 44, 52, and 57 seed varieties. In terms of breakdown of farmers:

- UMZA rice mill will have 5,000 farmers (3,000 in Kano and 2,000 in Jigawa)
- Popular Foods will have 2,000 farmers in Kano
- Labana will have 2,000 farmers in Kebbi and 1,000 in Sokoto.

The farmers will be guided in varietal selection, best agricultural practices, group formation, dynamics, and leadership skills and will be linked to reputable input dealers and financial institutions. With rice one of the key commodities targeted under GON's Agriculture Transformation Agenda, there is anticipated demand in paddy. Outgrowers will be prepared to meet this challenge by boosting their yields to 5MT and above, through the application improved agronomic practices and the adoption of improved technologies. The quality of paddy will also be improved through improved post-harvest handling of paddy. DDI, one of MARKETS II subcontractors, will be the lead service provider in outgrower training and management.

Key Activities in Northern Rice Over Next 6 months

- **May:** Mobilization and registration of 10,000 farmers and registration/formation of 400 groups in Kano, Jigawa, Kebbi, and Sokoto
- **June:** Preseason training for 500 lead farmers in Kano, 200 in Jigawa, and 100 each in Kebbi and Sokoto
- **July:** Group dynamics and leadership training for 60 groups in Sokoto and Kebbi
- **August:** Green Field Days in Kano, Jigawa, Kebbi, and Sokoto for 500 farmers
- **September:** Field monitoring in all four states
- **October:** Post-harvest training for 500 farmers in all four states

6-Month Indicators of Achievement - Northern Rice Fast Track

- 10,000 farmers trained in short-term agricultural productivity or food security with at least 30% of them women and 20% youth (under the age of 30).
- 10,000 hectares under improved technologies or management practices as a result of MARKETS II's efforts
- 400 producer organizations, water user associations, trade and business associations, and community-based organizations receiving MARKETS II assistance.

Middle Belt Rice

MARKETS II efforts in the Middle Belt and South East will reach 14,000 smallholder farmers across Benue, Kwara, Ebonyi, and Anambra states. In each participating state, we will partner with a major processor and/or a series of small-scale processors. This option of incorporating small-scale processors follows MARKETS II strategy of assisting and building the capacity of MSMEs. In Benue and Kwara states, MIKAP Nigeria Ltd. has been identified as the lead processor and will cover 4,000 farmers in each state. In Ebonyi, we have identified Ebony Agro and 14 small-scale processors that will reach 4,000 farmers. In Anambra, we have identified six small-scale processors covering 2,000 farmers. Local service providers will be awarded subcontracts to manage the outgrower schemes and train lead farmers using the MARKETS II's-approved package of practices manual for rice production. Furthermore, service providers will assist farmers to form groups and link them to accredited input dealers. We will also collaborate with the state governments of Anambra, Ebonyi, Benue and Kwara ADPs' extension service departments to extend and monitor farmers' understanding and adoption of new technologies and agricultural practices which increase crop productivity and profitability. We will also collaborate with banks to help facilitate loans to smallholder farmers.

Key Activities in Middle Belt and South East Rice Over Next 6 months

- **June:** Mobilization and registration of 14,000 farmers and formation/registration of 385 groups in Benue, Kwara, Ebonyi, and Anambra.
- **June-July 15th:** Preseason training for 1,500 lead farmers—1,200 in Ebonyi, Benue and Kwara and 300 in Anambra.
- **July-August:** Step down training conducted by lead farmers with each farmer training at least 15 people on agricultural practices and technology. Demonstration plots will be established by lead farmers (approximately 58 plots across the four states – eight in Anambra, twenty in Benue, twelve in Ebonyi and eighteen in Kwara).
- **Late August-early September:** Field days held at demonstration plots
- **October - November 2012:** Post-harvesting, group dynamics and leadership trainings to be held for 385 farmer groups.

6-Month Indicators of Achievement – Middle Belt and South East Rice Fast Track

- 14,000 farmers trained in short-term agricultural productivity or food security with at least 30% of them women and 20% youth (under the age of 30).
- 14,000 hectares under improved technologies or management practices as a result of MARKETS II's efforts
- 385 producer organizations, water user associations, trade and business associations, and community-based organizations receiving MARKETS II assistance.

A2. Sorghum

MARKETS II is partnering with Aba Malting Plant (AMP) and 10,000 farmers cultivating 1ha each in Kano and Kaduna states. Under MARKETS/BtM2, farmers yields for sorghum have improved over the years from below 1MT/ha to 2.4MT/ha, thus leading to a successful

partnership with AMP. The success led to a new partnership with partner, Food, Agro and Allied Industries (FAAI) under MARKETS II. With FAAI, the sorghum outgrower scheme will expand 5000 additional farmers in Kano. All the farmers will grow KSV-8, CSR-1 or 2 of Farfara type of Sorghum to meet the clients demand. The farmers will also be part of the on-farm trial for the new hybrids being developed by AMP/ICRISAT/IAR. The farmers will leverage on linkages with financial institutions for credit, input suppliers and mechanization.

Key Activities in Sorghum Over Next 6 months

- **May:** Mobilization and registration of 15,000 farmers and the formation/registration of 600 groups in Kano and Kaduna.
- **June:** Preseason training for 600 lead farmers in Kano (400) and Kaduna (200)
- **June:** Group Dynamics and leadership skills training in Kaduna
- **July:** Group Dynamics and leadership training for 60 groups in Kano
- **August:** Green Field Days in Kano and Kaduna for 600 lead farmers
- **September:** Field monitoring in states of intervention

6-Month Indicators of Achievement – Sorghum Fast Track

- 15,000 farmers trained in short-term agricultural productivity or food security
- with at least 30% of them women and 20% youth (under the age of 30).
- 15,000 hectares under improved technologies or management practices as a result of MARKETS II's efforts
- 600 producer organizations, water user associations, trade and business associations, and community-based organizations receiving MARKETS II assistance.

A3. Maize

The maize value chain will reach 12,000 farmers across five LGAs in Kaduna state for two agribusinesses: Grand Cereals Limited (10,000 farmers in Lere, Igabi, Soba and Giwa LGAs) and Novum Associates (2,000 farmers in Kajuru LGA). A total of 7,000 new farmers will be enlisted and joined to the existing 5,000 farmers trained under MARKETS/BtM2.

Key Activities in Maize Over Next 6 months

- **May:** Mobilization and registration of 7,000 new farmers and formation of 280 new groups in Soba, Giwa and Kajuru LGAs of Kaduna state.
- **June:** Preseason training for 600 lead farmers in Igabi, Giwa and Kajuru LGAs.
- **July:** Field monitoring and selection of demo farms in all 5 LGAs(50 demo farms in all.
- **August:** Green Field Days in 3 locations (Igabi, Giwa and Kajuru)
- **October/November:** Post-harvest training for 600 farmers in Igabi

6-Month Indicators of Achievement – Maize Fast Track

- 7,000 new farmers and 5,000 continuing farmers trained in short-term agricultural productivity or food security
- with at least 30% of them women and 20% youth (under the age of 30).
- 12,000 hectares under improved technologies or management practices as a result of MARKETS II's efforts
- 280 new producer organizations, water user associations, trade and business associations, and community-based organizations receiving MARKETS II assistance.

A4. Sesame

MARKETS/BtM2's work in sesame was focused on two states—Jigawa (2,000 farmers) and Bauchi (4,000 farmers)—and with one agribusiness partner, OLAM. Under MARKETS II, our partnership will expand to two additional agribusinesses: SIGWA group with 2,000 outgrowers in Taraba state and SARO Agro Traders with 500 outgrowers in Kaugama LGA, Jigawa. The outgrowers will maintain or improve on the average 0.65MT/ha established. As the search for new high yielding varieties of sesame continues, the outgrowers are expected to adopt new varieties and implement agronomic practices aimed at yield improvements and better quality of produce.

Key Activities in Sesame Over Next 6 months

- **May:** Mobilizing and registering 2,500 new farmers in Jigawa(500)and Taraba(2,000), in addition to the updating the existing 6,000. Formation of a total of 340 groups, including 100 new groups.
- **June:** Preseason training for 300 lead farmers in each of the intervention states.
- **July:** Field monitoring and in-season cost survey; Group Dynamics and leadership training for 60 groups in Jigawa
- **August:** Green Field Days for 300 lead farmers in Jigawa, Bauchi and Taraba
- **September:** Field monitoring; Group Dynamics and leadership training for 60 groups in Taraba
- **October:** Post-Harvest training for 300 lead farmers in the 3 states.

6-Month Indicators of Achievement – Sesame Fast Track

- 2,500 new farmers and 6,000 continuing farmers trained in short-term agricultural productivity or food security
- with at least 30% of them women and 20% youth (under the age of 30).
- 8,500 hectares under improved technologies or management practices as a result of MARKETS II's efforts
- 100 new producer organizations, water user associations, trade and business associations, and community-based organizations receiving MARKETS II assistance.

B. Value Chain Development

MARKETS/BtM2 supported eight key value chains: rice, cowpea, aquaculture, white sorghum, sesame, cassava, cocoa and maize. It is now generally accepted that the number of commodities should be reduced under MARKETS II to allow for a more concentrated and sustainable approach to value chain development. Value chains will be selected in consultation with USAID, based upon criteria such as potential for impact and amounts of complementary leveraged investments. Selection will also be informed by value chain analyses, feasibility studies, end-market research and cost-benefit methods. Once value chains are selected, MARKETS II and USAID will select states for implementation. MARKETS II will work in 10 states, although USAID may designate additional states or geographic regions. USAID focus states of Bauchi and Sokoto and one or two states in the Niger Delta region will be among the 10. This section discusses the selection processes and outlines the key activities for the next six months.

B1. Value Chain and State Selection Processes

One of the first tasks at the start of MARKETS II was the selection of value chains that warrant a robust value chain analysis and will guide MARKETS II activities and interventions for the coming five years. Please see Exhibit 7 for a summary of the process.

We developed value chain selection criteria and corresponding indicators and evaluated 13 potential commodities. The following commodities were initially selected for the value chain evaluation: rice, cassava, sorghum, cocoa, aquaculture, maize, soya, onion, groundnut, sesame, tomato, cowpea and millet. Although PIND is already focused on aquaculture and cassava value, we included both in our evaluation.

After discussion and selected reading from value chain selection documents, the following three filters were selected:

- **Economic** – is there an economic benefit and how big is the economic impact?
- **Social** - who gets the benefits?
- **Feasibility** – can MARKETS II make an impact?

For each filter, we developed the following sub-filters and indicators:

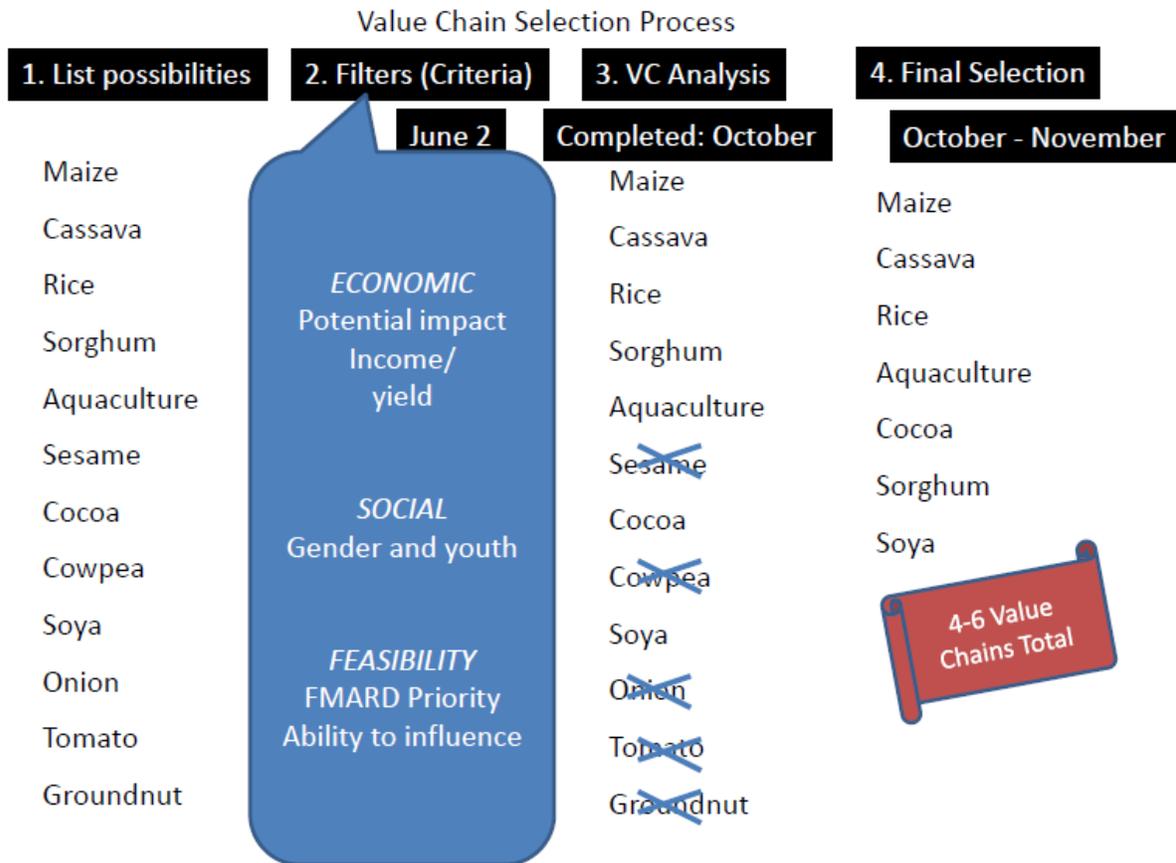
Economic:

- Market demand: Are there processors and opportunities for import substitution? Is the value chain competitive?
- Potential for growth: income generation, employment, increased efficiency and/or productivity, potential for environmental rehabilitation, integration/complementary with other programs, geographical spread?

Social:

- Presence of target population: women, youth, other vulnerable groups, hectares per farmer?

Exhibit 7. Value Chain Selection Process



- Low entry threshold: low skill/capital requirement to enter, ability to attract capital and build skills?

Feasibility:

- Political will: GON/State/PIND priorities, budgetary commitment and expenditure, infrastructure?
- Potential for innovation: opportunities to introduce new technologies and management practices?

All commodities were scored for high, medium and low impact and points were awarded for each impact (high = 3, medium = 2, low = 1). The following commodities achieved the highest results and merit selection for a detailed value chain analysis: rice, soya, cocoa, sorghum, maize, aquaculture and cassava. The value chain analysis methodology is discussed in the section below. Upon completion of the value chain analyses, commodities will be selected in consultation with USAID.

State selection will follow final value chain selection. Exhibit 8 on the next page provides an overview of the state selection criteria as well as list of proposed states for implementation of MARKETS II value chain activities. The list of proposed states represents MARKETS II management’s initial thinking as to what a model state partnership would look like under MARKETS II. Value chain selection will also be a major factor in state selection, however there are additional criteria for determining which ten states to concentrate in, such as: a) does the state honor its financial commitments to development projects and b) does the state have committed and engaged ADPs? Furthermore, USAID emphasized the “value chain without borders” approach, meaning that MARKETS II activities may go outside of selected state borders to promote broader reach and inclusion for value chain participants.

B2. Value Chain Analysis

Given the selection of rice, soya, cocoa, sorghum, maize, aquaculture and cassava, we have commenced planning for the value chain analyses. As mentioned, aquaculture and cassava are already priorities of PIND and have been studied extensively with PIND’s own value chain assessments. Therefore, MARKETS II efforts will either begin quickly, and in coordination with PIND, or focus on value add information gathering such as end-market analyses and other areas for those two commodities. Other commodities will be analyzed using a team of international and local practitioners, to both strengthen our knowledge of these commodities as well as build capacity of local staff. We plan to conduct a 1-2 week training on value chain analysis utilizing USAID’s value chain assessment curriculum. Following the training, teams will be deployed for field visits. A supplementary workplan and agenda for the value chain analyses will be shared by mid-June.

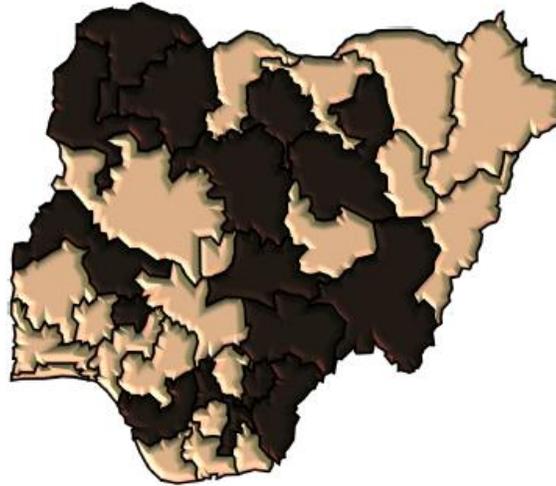
C. Value Chain Support Activities

Over the next six months, MARKETS II non-Fast Track Activities will help to support value chain development and lay the groundwork for the project’s implementation plan which will be submitted on July 17, 2012 to USAID.

Exhibit 8. State Selection Process

Potential Partner States

Ebonyi	Ekiti
Ondo	Kaduna
Sokoto	Benue
Kebbi	Nasarawa
Zamfara	Taraba
Rivers	Edo
Delta	Kano
Cross River	Kwara
Anambra	Oyo



Selection Criteria

- Value chain selection
- Other Donor Priorities
- Cluster – multiple crops
- Fertilizer Voucher Programs
- Political will and state investments
- Where are the processors and markets?

“Value Chains Without Borders”

C1. Agricultural Productivity – Non-Fast Track Value Chain Support Activities

The value chain support activities for the period through September 30, 2012 will cover two areas: Technology Generation and deployment (PIR 3) and Producer Capacity Development and Organizations (PIR 1).

The MARKETS II strategy includes the introduction of appropriate technologies through research and development bodies, reducing risk for private sector-led technological breakthroughs, and reaching greater number of farmers with existing technologies through public and private sector incentives. For example, several locally developed technologies for rice production and milling have been developed by NCRI Badeggi and the University of Enugu. The African Market Garden concept offers a low cost drip irrigation solution for women and vulnerable people groups for income generation and improved nutritional status.

Our team will also develop new agricultural production technologies, and as a start, we will review, edit and update the existing POPs for the four fast track value chains. Attention will be paid to the appropriate technical content and the appropriate techniques for adult learning and working with semi-literate and illiterate farmers. MARKETS II will continue with the proven method of training lead farmers (TOT) that subsequently step down the training to other farmers in their community, and incorporate elements of effective adult learning in TOT training and step down training. Training will also be monitored to ensure that farmers are learning and adopting key practices to improve crop productivity and reduce post-harvest losses.

Key Activities in Agricultural Productivity Over Next 6 months

Technology generation and deployment

- Review and edit POPs for 4 value chains (rice, sesame, sorghum, maize) in collaboration with Making Cents Inc.
- MOU signed with NCRI Badeggi and Technical University of Enugu on the development and adaptation of rice threshing and milling equipment.
- Selected equipment—multicrop threshers and destoners—from NCRI and Enugu demonstrated to farmers from Ebonyi and Anambra in rice value chain from September to November.
- Begin identification of local manufacturers to scale up the production of proven technologies multicrop threshers and destoners

Producer Capacity Development and Organizations

- Develop a map showing existing and potential service providers
- Start development of curriculum for adult training to be used as preliminary to ToT.
- Train ADP extension staff and service provider personnel in adult learning processes and techniques.
- Develop monitoring approach for step down training

6-Month Indicators of Achievement – Agriculture Productivity

- POPs for 4 commodities reviewed
- MOUs signed with NCRI Badeggi and Technical University of Enugu.
- Available technologies ready for testing and demonstration in rice value chain in 2 locations.
- Business cases developed around these technologies
- Local manufacturers of rice technologies identification commences
- Map showing existing and potential service providers in selected states completed
- Curriculum for adult learning under development and ADP extension staff and service provider personnel trained.
- Monitoring approach for step down training under development.

C2. Agricultural Finance and Development Credit Authority

MARKETS II will build upon the success of MARKETS/BtM2's agricultural finance intervention and facilitate greater access to financial services and credit for its partners—farmers, agro processors and other relevant actors along the value chain. We shall diversify sources of finance by working with commercial banks, MFB/MFIs and other development banks as well as utilize credit facilities through GON/CBN and USAID DCA.

The MARKETS II access to finance component will increase efforts using additional value chain financing tools, approach, to analyze, identify and expand access to finance for farmers and entrepreneurs. Mechanization will be a focus, for example, not only because it is necessary as farmers' yields increase, but also because tractor ownership represents a business opportunity for farmers in crops such as rice and maize.

To achieve objective under the access to finance component, the project shall engage stakeholders in useful discussions, agreeing on the best way to address bottlenecks in the sector. Technical assistance will be applied, and additional facilitation, educating banks on risk and opportunity, as well as develop lending methodologies. Membership of Microfinance Advisory Board of the Central Bank of Nigeria will be maintained by MARKETS II and also close working relationship with Bankers' committee on economic development and agriculture.

Activities in this component include the following:

- *Capacity building.* Assist agro entrepreneurs in basic, intermediate and advanced management skills such as financial management; literacy and basic record keeping; strategic management; marketing; human resources; and farm operations
- *Networking.* Helping farmers form groups for information sharing and dissemination; exchanging information with lenders, traders and agro-processors. Promote linkages between commercial banks and Micro Finance Institutions through the provision of wholesale loans by the former to the latter, for onward lending to small scale farmers.

- *Technical assistance to lending institutions.* Helping institutions turn around time through efficient loan processing systems and procedures, providing best practices guidelines on lending to agro-processors. The assistance will also entail collaboration with banks in the development of appropriate financial products which meet farmers' specific needs identified through the value chain and provision of technical skills related to agro-based lending
- *Mobile Banking.* Promoting technology based money transfer and payment flat forms for small-scale farmers through partnering with mobile money transfer agencies such as eTranzact on 'POCKET MONI'
- *Sensitizations.* Organizing seminars and presentations for bankers at all levels to see lending to agriculture as a profitable business proposition

Key Activities in Agriculture Finance Over Next 6 months

- Initial assessment and discussion with commercial banks, gauge their interest to partner with MARKETS II in the provision of agricultural loans
- Joint field visit organized and completed to Akure, Bauchi, Jos, Zaria, Tundanwada, Hadejia and Makurdi with partner financial institutions BoA, Stanbic and FBN, to better identify what works for both banks and farmers
- Conduct comprehensive market assessment for agricultural financing, inventorying financial products and market opportunities, to gain a better understanding of which financial products will have the greatest impact on the sector.
- Partnerships with up to seven interested commercial banks to increase access to finance for farmer groups and entrepreneurs,
- Identify MFIs/MFBs with a commitment to agriculture, potentially through National Association of MFBs and National Association of MFIs
- Profiling and development of implementation agreements of selected MFIs/MFBs
- Facilitation of at least 1 wholesale loan for at least 1 MFI/MFB
- Develop monitoring procedures for the new DCA facility.
- Development of a training program for bank personnel in agricultural lending skills and utilization of credit guarantees

6-Month Indicators of Achievement – Agriculture Finance

- Agricultural Financing Market Assessment completed
- Partnership agreements signed with at least four commercial banks and at least two microfinance institutions
- Value of agricultural and rural loans
- Public & private funds leveraged for agricultural & rural purposes
- Number of loans to farmers and agro processors
- Number of host country officials trained 10 states & FMARD

C3. Agricultural Inputs: Seed and Fertilizer

Sustainable availability and access to good quality seed and planting materials of improved varieties with the right end-user characteristics is crucial to sector success. Under MARKETS and BtM2 high yielding varieties and planting materials were introduced in all value chains which led to significant increases in yield, quality and benefits to networked farmers and agro processors. Under MARKETS II we will consolidate this work by creating linkages between agro processors and private seed companies and facilitate the production of seed by agro processors that want to maintain control over the seed supply to their own networked farmers. At the same time we will work with the public and private sectors on the availability of improved varieties and hybrids to offer farmers more choice and enable them to react to changing conditions.

Under MARKETS II we will continue to promote the private sector development of the fertilizer sector using vouchers to reach targeted farmers. Guaranteed sales through vouchers provide private sector fertilizer suppliers with an incentive to develop and strengthen distribution networks in rural markets which would otherwise be overlooked by the private sector due to the costs and risks involved in reaching those markets. We will work with Federal and State governments to coordinate the supply of select inputs (fertilizers and seeds) to targeted farmers (including MARKETS II value chain farmers) via two methods: a state level voucher program led by the state and a national voucher program, the Growth Enhancement Support (GES) program led by the Federal Government. Additionally, we will continue developing both the demand and supply of briquetted urea throughout targeted MARKETS II rice growing regions within the next 6 months.

Key Activities in Seed and Fertilizer Over Next 6 months

Seed production training

- Adapt POPs for four commodities to include seed production aspects so that the POPs can be used for training of small scale seed producers.
- Continue the training of Notore rice seed producers in the Kano area and train them specifically on removal of off-type plants and harvesting and post harvest handling.
- In collaboration with the NARS and the National Agricultural Seed Council design variety descriptions of key MARKETS II varieties which will help seed producers and seed certification personnel to improve and maintain genetic purity in seed production.
- Ex-Sudan is the most desirable variety in the sesame value chain but has not officially been released as a variety. MARKETS II will work with the NASC and NCRI to properly describe the variety for official release.

Seed distribution systems

- Mine the database that was produced under BtM2 by the West African Seed Alliance and identify seed producers and agro input dealers and link them.

- Select lead farmers in each value chain that have the interest and capacity to become “farmer-dealers” in their communities.
- Both agro input dealers and “farmer dealers” will receive NAEC training.
- Work closely with SeedCo from Zimbabwe with their introduction and testing of new maize hybrids and soybean varieties and facilitate where possible the official registration of these varieties.
- Work with other International and Multinational seed companies to have their varieties and hybrids tested through the National Agricultural Research System.
- Work with seed companies over the next 6 months to understand how they can better meet the demands of the GES program to deliver seed to targeted farmers.

Gender and Vulnerable Groups Integration

Care will be taken to involve female farmers and youth in all activities listed above. In many African cultures it is traditionally the women’s task to select the best seeds of major staple crops for next year’s planting and where applicable we will endeavor to use this to train female farmers in seed production and NAEC training.

Private Sector Fertilizer Development

- Work with input suppliers to link agro-dealers to redemption points for the GES program
- Coordinate trainings for all of the states participating in GES, anticipating a minimum of 20 trainings in the first 6 months of MARKETS II for a minimum of 400 agro dealers.
- Promote and strengthen regional agro-dealer association membership and capacity to deliver services their agro-dealer/members
- Facilitate 36 Dry-Season Farmer Field Demonstrations of briquetted urea to targeted rice-growing regions in 3 states (Kebbi, Niger, Gombe)
- Coordinate at least one Green Field Day Demonstration for each state during June/July, with a minimum of 400 farmers attending each.
- Facilitate a minimum of 48 Wet-Season Farmer Field demonstrations of briquetted urea in MARKETS II targeted rice value chain regions . Twelve fields will be facilitated in four separate states during the first 6 months of MARKETS II (potentially Kano, Kaduna, Kwara and Benue).
- Coordinate at least one Green Field Day Demonstration for each state during September/October, with a minimum of 400 farmers attending each demonstration.
- We are working with Notore to conduct step-down agro dealer demonstrations from our farmer field demonstrations on UDP and will work to identify how to monitor and evaluate this activity during the first 6 months of MARKETS II.

6-Month Indicators of Achievement – Seed and Fertilizer

- POPs in four key crops will be expanded to contain sections on seed production.
- 45 rice seed producers managed by Notore produce high quality rice seed and store the seed properly.
- Key varieties in maize, sorghum and rice are properly described in terms of morphological characteristics and the variety descriptions have been widely distributed amongst seed producers and seed certification agencies.
- MOU has been signed between NCRI, NASC and MARKETS II to describe and officially release the sesame variety known as ex-Sudan. (we don't have control over the release)
- At least ten agro input dealers have been identified in each state and will receive NAEC training.
- At least 20 farmer dealers have been identified in value chain who are willing to promote and sell seed of improved varieties in their communities. These farmer dealers will be linked to seed producers and will receive NAEC training.
- At least 4 International seed companies have been identified and asked to express interest to test their varieties and hybrids in Nigeria in 2013. Linkages have been made between these companies and the Nigerian competent authorities to facilitate testing.
- At least 40,000 farmers receiving fertilizer via a voucher program (Taraba).
- At least 2,000 farmers participating in Farmer Field Demonstrations on the benefits of using briquetted urea to cultivate rice.
- At least 6 farmer field demonstration led by MARKETS II locations organized.
- At least 1,500 direct sales of 10kg-bags of briquetted urea via Notore (15 MT).
- At least 3 Public-Private-Partnerships signed on improving the fertilizer sector's ability to supply product to targeted farmers.
- At least 30 agro-dealers trained on GES participation for each state participating in the program (currently 10 estimated states for 300 trained agro dealers).

C4. Capacity Building for Firms, Service Providers and Producer Organizations

MARKETS/BtM2 worked closely with a variety of stakeholders that were an intrinsic part of its value and service delivery process. These cut across private firms and local subcontractors, producer organizations, farmer's cooperatives, SMEs, financial institutions, BMOs and CBOs in the private sector; ADPs, government agencies and MDAs, research institutions etc in the public sector. The project also cooperated with a number of development projects and partners at various times.

Building on the successes and lessons from MARKETS and BtM2 and working with its local subcontractors, MARKETS II will provide support for growth of agricultural enterprises in Nigeria. The project will facilitate transformation of subsistence farmers to commercial farmers, help expand agro processing and outgrower schemes and support improvement in knowledge and capacity of farmers, private sector partners and players in selected value chains. To achieve this, the project will seek to raise the overall level of capacity building approaches and materials project wide, diversify and strengthen the capacity of local service providers, encourage sustainable embedded services, and targeted market support. Implementation will be through existing and new local service providers whose institutional capacity as well as ability to deliver high quality business support services to agricultural enterprises will be enhanced. These activities will contribute to the achievement of PIR 1 targets.²

² Indicators of Achievement are aggregate of Fast Track indicators.

Key Activities in Capacity Building Over Next 6 months

- **June-September:** Provide support for various group dynamics and leadership trainings outlined under the Fast track activities ensuring strong participation by women and youth
- **June:** Initial familiarization visits to existing 5 service providers (ABC, Engalf, Envoy, REMS, Sasakawa Global 2000)
- **July:** Review and decision on institutional assessment tool to used on capacity assessment for 5 service providers (HICD vs OCA models)
- **July:** Commence identification, mapping and capacity assessment of POs and associations working in the selected VCs in the 10 project states with particular focus on examining any challenges faced by the Pos to ensure the inclusion of women and youth
- **July-August:** Conduct detailed institutional assessments for the 5 service providers.
- **June – September:** In cooperation with Making Cents Inc, commence review and modification of training materials and methods (where appropriate)

6-Month Indicators of Achievement – Capacity Building

- At least # MSMEs receiving business development services from USG assisted sources.
- At least 1765 producers organizations, water users associations, trade and business associations, and community-based organizations (CBOs) receiving USG assistance

D. Partnerships in the Niger Delta

We are excited to work in partnership with USAID and PIND to improve the livelihoods of farmers, women and youth in the Niger Delta region. MARKETS II activities will contribute to PIND’s economic development program that aims to generate sustainable economic development for MSMEs in three areas: overcoming communities’ systemic constraints to market access; increasing sustainable agricultural development and enhancing food security; and identify and nurturing technology-driven development opportunities.

PIND and our team held three joint planning meetings in May to explore opportunities for collaboration and to establish a coordination mechanism as we move forward with implementation. Over the past year, PIND has conducted extensive value chain analyses which resulted in the selection of three commodities: aquaculture, cassava and oil palm based on criteria related to growth, scale and impact. Given MARKETS/BtM2’s extensive experience in aquaculture and cassava, our teams agreed that those commodities are natural entry points for MARKETS II. While the commodities have not yet been officially selected as part of the value chain selection process, both PIND and MARKETS II see value in commencing activities over the next six months to lay groundwork for the partnership.

The activities identified by both PIND and MARKETS II over the next six months are:

- *Aquaculture Awareness Building Trips.* PIND is engaged in a few preliminary activities within the aquaculture value chain in Warri. During our last meeting, we identified areas

where PIND can learn from and leverage MARKETS/BtM2's experience, presence, relationships and resources in this value chain. Since our aquaculture experience is concentrated in the South-West, PIND will conduct sites visits in Ogun, Oyo and Lagos State with our Southern Regional Program Manager and Aquaculture Specialist. Sites include IDIPR cluster farmers, Durante Fish Industries, Azemor Agribusiness and First Bank Plc Head Office.

- *Value Chain Training.* In line with their focus and commitment to local capacity building, PIND intends to host a value chain training in August 2012 using aquaculture as a case study. It will be a one-week long training for 20-30 participants and PIND has invited our staff to attend.
- *Aquaculture Stakeholders Workshop.* This event is schedule to be held in early July and will bring together producers, distributors and other actors in this value chain. MARKETS II staff will participate in the event.
- *Joint Planning Session on Cassava.* PIND is presently completing an in-depth scoping study as a follow-up to their cassava value chain analysis. Upon completion of the study, MARKETS II will meet with PIND's cassava team to discuss opportunities for collaboration. This is scheduled for early June.
- *Cassava Workshop.* Given both the challenges and growth opportunities of working in this value chain, PIND and MARKETS II would like to convene a meeting with all major players in this industry to discuss lessons learned. Participants will include agro-processors and other donor programs (past and present) focused on this value chain. The workshop aims to gather feedback that may help influence government policy on this commodity.
- *Market Player Mapping.* We welcome PIND's role in coordinating and sharing knowledge across other donor projects operating in the region. This will help to minimize duplication and allow programs to better leverage their resources and experiences for pro-poor growth and systemic change. As part of the coordination effort, MARKETS II shall contribute information about its partners (i.e. who they are, technical expertise, etc.) to PIND's database of market players. PIND will send the data entry form to our team.
- *End market analysis.* PIND invited collaboration in this area of their value chain analysis. With regards to aquaculture, PIND has asked how much of the market is for smoked fish? Our team has done extensive end market analysis in the past and looks forward to jumping in to explore this and other questions with PIND's team.
- *Capacity Building / Training:* Both PIND and MARKETS II share commitment to capacity building of local staff and partners. We identified areas of improvement with various curricula such NAEC and PoPs and aim to make these trainings market-driven activities to better ensure sustainability.

- *Monthly Coordination Meetings.* We agreed to hold regular coordination meetings once a month with USAID. Meeting minutes will be recorded and shared among the group.
- *Mainstreaming Conflict Mitigation and Management.* PIND has requested that as we explore new areas and interventions, a conflict analysis be conducted to ensure activities do not trigger drivers of conflict. PIND will send MARKETS II examples of analyses conducted within their organization as examples.
- *Nutrition and Livelihood Programs.* We shall explore with PIND possible programming in this area. The next section of the work plan contains a more detailed description of activities designed to reach women and vulnerable groups.

E. Nutrition and Livelihood Program / PEPFAR

The objective of MARKETS II support under the Scale-up of Care and Support Services for OVCs is provide wrap around HES support to the organizations and communities selected by the two USAID grant recipients of this program. MARKETS II’s nutrition and livelihood team will work directly with organizations identified by the scale-up program to strengthen their skills to implement HES activities targeted for households with OVCs such that reliance on MARKETS II will diminish rapidly during the five year implementation period. MARKETS II will work to establish clear exit strategies in each community where HES support is provided. MARKETS II will also work at the state level and local government area to support systems strengthening efforts as they relate to HES services.

MARKETS II focus is on mitigating the underlying causes of malnutrition at the household level. Nutritional data in Nigeria indicates that OVCs were also more likely to go without food for most of the day, have smaller quantities of food, eat fewer meals and sleep without food. The program focuses training efforts on cross-cutting activities which incorporate improved practices in household nutrition, hygiene and homestead farming with enterprise development and links them through household asset management and basic cost-benefit analysis modules.

MARKETS II will work with the recipients of the PEPFAR-funded Scale-up of Care and Support Services for OVCs project to deliver wrap around household economic strengthening activities to NGOs, Community Based Organization (CBOs), Faith Based Organizations (FBOs) OVC support groups, farmer groups and relevant government agencies to conduct training of trainers for nutrition and livelihood training (household economic strengthening) which encompasses Micro Enterprise Fundamental, diet diversity, nutrition, and homestead gardening. A Master trainer will train facilitators from organizations identified through the Scale-Up implementing partner. These facilitators will then offer household economic strengthening training to OVC caregivers in their

Nutrition and Livelihood: Potential Fast Track Activities

While the primary purpose of incorporating nutrition and livelihood activities into MARKETS II is to infuse economic development into the new PEPFAR-Funded Scale Up of Care and Support Services to OVCs, there is an immediate opportunity to reach beneficiaries in Kano, Sokoto and Abuja. Beginning in late June, MARKETS II suggests engaging groups in these three states to launch and demonstrate an approach which can later be fully integrated and scaled up through the “reach-around” integration once the two new USAID IPs are awarded their Cooperative Agreements.

communities. A core of national master trainers and trainers will be developed over the life of the project. MARKETS II will build the organizational and technical capacity of the organizations selected by the implementing partner for Scale-Up to deliver the household economic strengthening training. MARKETS II will not directly implement the program activities, but rather, serve as a technical advisor to both the Scale-Up implementing partner and the community organizations chosen by that partner.

Key Activities for 6 months³

- Develop tools and conduct capacity mapping of HES providers for recommendation to Scale-Up implementing partner in selected states
- Produce a list of organizations that previous received some training under MARKETS and BtM2 in each of the targeted states for region 1 and region 2.
- Work with USAID to develop a short list of likely community-level grant recipients and train and initial group of trainers in each state to provide the household economic strengthening training in selected communities.
- Begin assessment and adaptation of micro enterprise fundamentals, nutrition and diet diversity, and homestead farming training materials to improve relevance, accessibility and scalability.
- Design/adapt training materials for older OVCs and explore the possibility of having youth trainers conducting peer to peer training on household economic strengthening.
- Niger Delta Vulnerable Groups Intervention
 - Develop vulnerable group intervention strategy for the Niger Delta
 - Identify and select persons from vulnerable households who are participating in value chain activities in the Niger Delta for MEF/Livelihood training
 - Conduct step down training of MEF/Livelihood training for selected women and youth groups in the Niger Delta
 - Mapping of organizations of people with disability and their involvement in agriculture
 - Hold planning meeting with PIND to explore livelihood related capacity building activities for community and vulnerable groups in the Niger Delta

6-Month Indicators of Achievement

- Number of vulnerable households benefiting from USG support
- Number of individuals who have received USG supported short-term agricultural sector productivity or food security training
- Number of rural households benefiting directly from USG interventions
- Increased number of caregivers with access to household economic strengthening resources
- Increased number of organizations able to provide household economic strengthening resources to their communities
- Number of caregivers graduated from OVC program resultant from HES interventions.

³ Numbers for indicators of achievement cannot be determined until the OVC implementer is on ground.

ANNEX A. MARKETS II Work Planning Workshops

Agenda and Attendance Sheets from May 17th and May 24th



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MARKETS II FIRST WORK PLANNING WORKSHOP AGENDA

Week 1: May 17th 2012 Venue: Rockview Royale – Fountain Hall

Thursday, May 17th

- 8:30-9:00 *Arrival, tea and coffee*
- 9:00-9:45 Welcome Comments
USAID, Howard Batson, COR;
PIND, Dennis Fleming, Project Director
- 9:45-10:30 Introductions, Workplanning process and
MARKETS II Contract, Targets, and Methodologies
Tim Prewitt, MD, MARKETS II
- 10:30-11:00 Meet the Subcontractors – 5 minute presentations
DDI, IFDC, Making Cents, Shorebank, Winrock
- 11:00-11:15 *Tea break*
- 11:15-1:00 Workplan Presentation (6 months)
Edo Lin – Agric Productivity and Seeds
Farouk Kurawa – Access to Finance
Brian Kiger – Fertilizer
Aliyu Samaila – Fast-track, North
Francis Iketaku – Fast-track, Midbelt
- 1:00-2:00 *Lunch*
- 2:00-4:30 Additional workplanning/Brainstorming – topics:

PIND / Niger Delta
Government Coordination and State Selection
Association Development
- 5:00 Closing



MARKETS II

THURSDAY DAY 17TH MAY,2012 (ROCKVIEW HOTEL, ABUJA)

ATTENDANCE

S/n	Name	M / F	Organization
1	Blessing Kemakolam	F	MARKETS II
2	Emeka Ile	M	MARKETS II
3	Theophilus Agada	M	MARKETS II
4	Joshua Okafor	M	MARKETS II
5	Zaki Emmanuel	M	MARKETS II
6	Ada Nwoji	F	MARKETS II
7	Helen Aluje	F	MARKETS II
8	Lloyd Gyzha-Chanetsa	M	Shorebank Intl
9	Raymond Abogonye	M	Shorebank Intl
10	Edo Lin	M	MARKETS II
11	Nonye Umeasiegbu	F	MARKETS II
12	Sam Dabo	M	
13	Jibrin Alhassan	M	MARKETS II
14	Esther Otoru	F	MARKETS II
15	Al Gudugi	M	USAID
16	Howard Batson	M	USAID
17	Onugha Stella	F	MARKETS II
18	Adamu Garba	M	DDI
19	Brian Kiger	M	IFDC
20	Kayode Faleti	M	MARKETS II
21	Aliyu Samaila	M	MARKETS II
22	Basse Archibong	M	MARKETS II
23	Femi Gisarin	M	MARKETS II
24	Farouk Kurawa	M	MARKETS II
25	Iketaku Francis	M	MARKETS II
26	Niels Hanssens	M	Winrock
27	Lizz Ellis	F	MARKETS II
28	Venita Kanshak	F	MARKETS II
29	Godson Ononiwu	M	MARKETS II
30	Timothy Prewitt	M	MARKETS II
31	Dennis Flemming	M	PIND Foundation



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MARKETS II KEY STAKEHOLDER CONSULTATION

AGENDA

Venue: Zuma Hall, Rockview Royale Hotel, Abuja

Thursday, May 24, 2012

- | | |
|-------------|---|
| 8:30-9:00 | <i>Arrival, coffee and tea</i> |
| 9:00-9:15 | Welcome Comments |
| 9:15-9:25 | Introductions |
| 9:25-10:00 | Presentation of MARKETS II -- Tim Prewitt, MD |
| 10:00-10:30 | Presentation of Agricultural Transformation Agenda-- Dr. Tunji Oredipe, S.A. to HMA |
| 10:30-10:45 | <i>Coffee break</i> |
| 10:45-11:30 | General identification of areas of possible collaboration |
| 11:30-12:30 | Specific collaborative activities in respective value chains (Break out session) |
| 12:30-1:30 | Summary/Closing |
| 1:30-2:30 | Lunch & Departure |



MARKETS II Key Stakeholder Consultation Attendance
Thursday, May 24th (Rockview, Abuja)

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ANNEX B. MARKETS II Communications Plan

MARKETS II Project Communications Plan

Communications will form an integral support system to MARKETS II activities. The project’s communications efforts will be mainly driven by technical activities; updates to USAID, communicating progress to partners and stakeholders, documenting successes, and making the USAID/MARKETS II brand and its work accessible to the public.

This communications plan sets the external and internal communications framework for the MARKETS II project. It will serve as a guide for communications throughout the life of the project and will be updated as communication needs change. This plan identifies and defines what the communication strategies will be, the roles of the persons involved, and the timeline/frequency.

Communication Type	Description/Objective of Communication Type	Medium	Frequency	Target Recipient(s)	Lead	Content Provided By
Progress Reports	Includes activities implemented during the reporting period, progress made, challenges faced, and plans for the next week and quarter.	<ul style="list-style-type: none"> • Email • Hard copies 	Weekly and quarterly	<ul style="list-style-type: none"> • USAID • MARKETS II Staff 	Communications & M&E	Project technical team leaders and GSF
Website	E-platform to make information available to the general public and potential partners. Will feature background information, success stories, relevant press materials, newsletters, etc. The website will also feature analyses completed and multimedia materials developed during the course of the project.	<ul style="list-style-type: none"> • Web 	Once and updated bi-weekly	Everyone interested	Communications, IT and COP	Technical team and communications team
E-bulletins	3 – 6 paged highlights of the project’s activities or changes in structure to keep partners, and international and local subcontractors informed.	<ul style="list-style-type: none"> • Email 	Bi-quarterly	<ul style="list-style-type: none"> • USAID • Nigerian government • Partners • International subcontractors • Staff 	Communications	Communications

Newsletter	With more field offices, partners, and an increased government of Nigeria presence, the newsletter will bridge a gap on communicating our activities to stakeholders. The newsletter will include a brief message from the Chief of Party, updates and success stories. Apart from our database of email addresses, interested parties will be able to sign up for the newsletter through our website. Printed newsletters will also be distributed to stakeholders, made available at key events and displayed in all field offices.	<ul style="list-style-type: none"> • Website • Email • Hard copies 	Quarterly	Government of Nigeria USAID Other donors All others	Communications, COP, IT and operations	Communications and COP
Success stories	We will use success stories as our main medium of communicating accomplishments to USAID, other partners and stakeholders.	<ul style="list-style-type: none"> • Quarterly reports • Website • Newsletter 	Quarterly	Everyone interested	Communications	Communications and technical team
Field journals	In addition to the regular success stories, one farmer each will be selected from the various value chains to record their activities throughout the cropping season. Away from the summary that is the success story, the field journal allows audiences to; in pictures and words, embark on the planting journey with selected farmers; from field clearing and trainings through to harvest, with yields documented.	<ul style="list-style-type: none"> • Website • E-bulletin • Newsletter 	Monthly and during other publications	Website visitors and recipients of other publications	Communications and technical team	Communications and technical team
Promotional materials	This will take the form of one-paged brochures/flyers that briefly capture the essence of the MARKETS II project. These can be used to make initial contact with potential partners, and other	Print	Once / Edited and printed as needed	General public	Communications	Communications

	projects, as well as to introduce MARKETS II at events and conferences around the world.					
Media briefings, press releases and articles	When relevant, convene members of the press (tv and print) or issue press releases and articles to the printed media that will provide information on the events, opportunities and successes of the MARKETS II project and parts of value chain analyses completed.	Media houses	Event-specific / milestones and successes	General public	Communications, COP, and External Relations and Capacity Building Director	Communications, COP, and External Relations and Capacity Building Director. USAID/Nigeria
Media campaigns	To increase awareness and excitement in agriculture, especially among young people.	<ul style="list-style-type: none"> • Web • TV • Radio • Newspaper 	Yet to be identified	General public	Communications, COP, PMU	Communications, COP, PMU
Technical Design Meetings and monthly planning calendar	Discuss and develop monthly technical plans and calendar of activities.	<ul style="list-style-type: none"> • Face to Face 	Monthly	Project Technical Staff	COP	Technical team leads

ANNEX C. Value Chain Initial Selection Process

Value Chain Selection (VCS) Process

1. Introduction.

One of the first tasks to undertake at the start of MARKETS II was the selection of value chains that warrant a robust value chain analysis that will guide MARKETS II activities and interventions for the coming five years.

Whereas MARKETS and BtM2 worked in nine commodities it is now generally accepted that the number of commodities and value chains should be lower during MARKETS II which will allow for a more thorough and concentrated approach.

The MARKETS II technical team, M&E and Chemonics head office staff developed value chain selection criteria and corresponding indicators and evaluated 13 potential commodities.

2. The commodities.

The following commodities were initially selected for the value chain evaluation: rice, cassava, sorghum, cocoa, aquaculture, maize, soya, onion, groundnut, sesame, tomato, cowpea and millet.

Although under the PIND agreement aquaculture and cassava value chains are almost a given, they were nonetheless subjected to the evaluation.

3. Selection criteria used.

After discussion and selected reading from other value chain selection documents, the following three filters were selected:

- Economic – is there an economic benefit and how big is the economic impact?
- Social/broad and inclusive – who gets the benefits
- Feasibility – can we make an impact?

For each filter sub-filters and indicators were developed:

- **Economic**
 - Market demand: are there processors, are there opportunities for import substitution, is the value chain competitive?
 - Potential for growth: income generation, employment, increased efficiency and/or productivity, potential for environmental rehabilitation, integration/complementarity with other programs, geographical spread?
- **Social/Broad and inclusive impact**
 - Presence of target population: women, youth, other vulnerable groups, hectares per farmer?
 - Low entry threshold: low skill/capital requirement to enter, ability to attract capital and build skills?
- **Feasibility**

- Political will: GoN/state level/PIND priorities, budgetary commitment and expenditure, infrastructure?
- Potential for innovation: opportunities to introduce new technologies and management practices?
- Project budget/parameters: Funding sources (PIND/PEPFAR/GSF/Core)

4. Scoring.

All commodities were scored for high medium and low impact and points were awarded for each impact (high = 3, medium = 2, low = 1).

Due to interpretation difficulties, the project budget and parameters indicator was not used.

5. Results by commodity.

Rice – overall score = 18

Economic		
Market demand	availability of processors, import substitution, competitiveness	3 (high) There are many new processors coming on stream, the GoN aims at import substitution and the industry can, with the right varieties, compete with imported rice
Potential for growth	income generation, employment, increased efficiency/productivity, integration with other programs, potential for environmental rehabilitation, geographic spread.	3 (high) Rice yields under MARKETS and BtM2 have doubled and tripled raising household incomes. There could be a high level of integration with other projects, especially the ATA. Rice has a very large geographic spread in Nigeria.
Social/Broad and inclusive impact		
Presence of target population	women, youth and other vulnerable groups, hectares per farmer	3 (high) Women and youth can be integrated in the rice value chain. The average farm size of the rice producer falls within the M II mandate although at the request of processors, farmers with large hectarage will also be approached. Several states have developed youth employment schemes in the rice sector and MII will work closely with these schemes.
Low entry threshold	Low skill/capital requirement, ability to attract capital and build skills	3 (high) Access to land is the critical constraint. Skills required for entry are low and there is a large potential for building skills

		both at farming and processing level.
Feasibility		
Political will	GoN/State/PIND priorities, budgetary commitment and expenditure, infrastructure	3 (high) There is a lot of political will as shown in the ATA and recent purchases of rice mills from China. At state level several youth employment schemes have been established or will be established in the rice sector.
Potential for innovation	Opportunities to introduce new technologies	3 (high). There is potential for innovation along the whole value chain from improved varieties, mechanized farm operations, threshers, destoners, parboilers to better packaging and labeling.

Cassava – overall score = 15

Economic		
Market demand	availability of processors, import substitution, competitiveness	2 (medium) Although there are a lot of informal (cottage industry) processors of cassava, there is a lack of industrial processing. This could be addressed by the ATA in the medium term with the planned import and construction of processing facilities and the political move to include 40% HQCF in bread flour. The value chain analysis will have to look critically at the competitiveness of Nigerian cassava processing versus for instance Thai cassava flour.
Potential for growth	income generation, employment, increased efficiency/productivity, integration with other programs, potential for environmental rehabilitation, geographic spread.	2 (medium) Cassava yields can double from current levels as was shown under MARKETS and BtM2. Margins on cassava production remain low and fluctuate wildly from year to year. MARKETS II can easily integrate with other programs such as the ATA and Cassava +. Cassava has a very large geographic spread
Social/Broad and inclusive impact		
Presence of target population	women, youth and other vulnerable groups, hectares	2 (medium)

	per farmer	
Low entry threshold	Low skill/capital requirement, ability to attract capital and build skills	3 (high) Access to land is the critical constraint. Skills required for entry are low and there is a large potential for building skills both at farming and processing level.
Feasibility		
Political will	GoN/State/PIND priorities, budgetary commitment and expenditure, infrastructure	3 (high) There is a lot of political will as shown in the ATA and the announced purchases of cassava processing plants. At state level several youth employment schemes have been established or will be established in the cassava sector. Cassava is also one of the three selected PIND value chains
Potential for innovation	Opportunities to introduce new technologies	3 (high). There is potential for innovation along the whole value chain from improved varieties, mechanized farm operations, harvesters to improved logistics and processing.

Sorghum – overall score = 17

Economic		
Market demand	availability of processors, import substitution, competitiveness	2 (medium) Although sorghum is produced on vast areas of land, industrial processing of sorghum is limited in Nigeria. Most processing is done in the form of malt and there are limited number of sorghum flour mills. The GoN ATA foresees dramatic changes by the construction of new malting plants in the Northern states and the production of fortified cereal food based on sorghum flour.
Potential for growth	income generation, employment, increased efficiency/productivity, integration with other programs, potential for environmental rehabilitation, geographic spread.	3 (high) Sorghum yields under MARKETS and BtM2 have more than doubled raising household incomes. There could be a high level of integration with other projects, especially the ATA. Sorghum has a wide geographic spread

Social/Broad and inclusive impact		
Presence of target population	women, youth and other vulnerable groups, hectares per farmer	3 (high) Women and youth can be integrated in the sorghum value chain. The average farm size of the rice producers falls within the MII mandate.
Low entry threshold	Low skill/capital requirement, ability to attract capital and build skills	3 (high) Access to land is the critical constraint. Skills required for entry are low and there is a large potential for building skills both at farming and processing level.
Feasibility		
Political will	GoN/State/PIND priorities, budgetary commitment and expenditure, infrastructure	3 (high) There is a lot of political will as shown in the ATA and the announced purchase and construction of new malting and flour production plants.
Potential for innovation	Opportunities to introduce new technologies	3 (high). There is potential for innovation along the whole value chain from improved varieties and hybrids, mechanized farm operations, threshers and post harvest handling.

Cocoa – overall score = 16

Economic		
Market demand	availability of processors, import substitution, competitiveness	3 (high) Whereas traditionally cocoa was shipped out of Nigeria as raw material, several large traders have now constructed or are constructing processing plants in Nigeria. The ATA of the GoN places a high priority on cocoa improvement with the stated aim of overtaking Ghana in the medium term.
Potential for growth	income generation, employment, increased efficiency/productivity, integration with other programs, potential for environmental rehabilitation, geographic spread.	3 (high) Cocoa yields under MARKETS and BtM2 have doubled raising household incomes. There could be a high level of integration with other projects, especially the ATA and the certification schemes run by SARO and Armajaro.

Social/Broad and inclusive impact		
Presence of target population	women, youth and other vulnerable groups, hectares per farmer	3 (high) Women and youth can be integrated in the cocoa value chain. The average farm size of the rice producers falls within the MII mandate. Several states (Edo, Cross Rivers) have developed youth employment schemes in the cocoa sector and MII will work closely with these schemes.
Low entry threshold	Low skill/capital requirement, ability to attract capital and build skills	1 (low) Cocoa is a plantation crop and the current plantations are old. For increased productivity a rejuvenation program will be necessary whereby old trees are progressively being replaced by new improved tree varieties. This will be capital intensive and form a threshold for poor and unskilled groups.
Feasibility		
Political will	GoN/State/PIND priorities, budgetary commitment and expenditure, infrastructure	3 (high) There is a lot of political will as shown in the ATA with the aim of adding an additional 365,000 hectares under cultivation and the stated aim to surpass the 1 million metric ton mark by 2015.
Potential for innovation	Opportunities to introduce new technologies	3 (high). There is potential for innovation along the whole value chain from the production and distribution of improved varieties, rejuvenation of plantations, certification of farmers to fermentation and drying

Aquaculture – overall score = 17

Economic		
Market demand	availability of processors, import substitution, competitiveness	3 (high) Demand for captive fish is still high and growing. This is for the moment predominantly catfish but there is an increasing interest in tilapia as well. Fish smoking adds value and although there are fish farmers that also smoke fish, many fish smokers buy fish or

		custom smoke.
Potential for growth	income generation, employment, increased efficiency/productivity, integration with other programs, potential for environmental rehabilitation, geographic spread.	3 (high) Fish yields under MARKETS and BtM2 have doubled and tripled raising household incomes. Fish smokers that have adopted improved smokers and management practices have reduced smoking costs, reduced smoking time and reduced dangerous levels of smoke in the final product. There could be a high level of integration with other projects especially with the introduction of integrated aquaculture for vulnerable groups. Aquaculture has a wide geographic spread and is becoming increasingly important in urban and peri-urban settings.
Social/Broad and inclusive impact		
Presence of target population	women, youth and other vulnerable groups, hectares per farmer	3 (high) Women and youth can be integrated in the aquaculture value chain especially in the urban and peri-urban areas where fish farming is increasing.
Low entry threshold	Low skill/capital requirement, ability to attract capital and build skills	2 (medium) Fish ponds can greatly vary in size and at entry level could be a small earthen pond or plastic container. Initial outlay on quality fingerlings and quality fish feed is a hurdle to entry. There is a great potential for building skills such as pond management, brood stock development, fish smoking, food safety and packaging.
Feasibility		
Political will	GoN/State/PIND priorities, budgetary commitment and expenditure, infrastructure	3 (high) There is a lot of political will as shown in the ATA. Aquaculture is one of the three PIND selected value chains.
Potential for innovation	Opportunities to introduce new technologies	3 (high). There is potential for innovation along the whole value chain from improved brood stock and feed, through improved pond management to fish smoking and packaging. The increasing demand for tilapia

		will introduce new technologies such as cage culture.
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Maize – overall score = 16

Economic		
Market demand	availability of processors, import substitution, competitiveness	2 (medium) There are a good number of maize processors in Nigeria engaged in the production of animal feed. The demand for animal feed is still growing. The detailed value chain analysis needs to take a closer look at the competitiveness of the maize value chain in the international context.
Potential for growth	income generation, employment, increased efficiency/productivity, integration with other programs, potential for environmental rehabilitation, geographic spread.	3 (high) maize yields under MARKETS and BtM2 have doubled raising household incomes. The one processor that MARKETS and BtM2 worked with received higher quality grain and paid premium prices.
Social/Broad and inclusive impact		
Presence of target population	women, youth and other vulnerable groups, hectares per farmer	3 (high) Women and youth can be integrated in the maize value chain. The average farm size of the rice producers falls within the MII mandate. The maize value chain offers opportunities to vulnerable groups like the disabled to offer services such as shelling and drying.
Low entry threshold	Low skill/capital requirement, ability to attract capital and build skills	3 (high) Access to land is the critical constraint. Skills required for entry are low and there is a large potential for building skills both at farming and intermediary processing levels (shelling and drying services for instance).
Feasibility		
Political will	GoN/State/PIND priorities, budgetary commitment and expenditure, infrastructure	2 (medium) Maize is not part of the GoN ATA at this moment and has no PIND priority. However, demand from the animal feed sector is high and growing.
Potential for innovation	Opportunities to introduce new technologies	3 (high). There is potential for innovation along the whole value chain from improved varieties and hybrids, mechanized farm

		operations, threshers, drying to improved logistics. The introduction of DTMA varieties is a climate change mitigation measure. The pilot introduction of Aflasafe offers the potential to reduce aflatoxin contamination and reduce the risks to human and animal health
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Soya – overall score = 18

Economic		
Market demand	availability of processors, import substitution, competitiveness	3 (high) There are many processors of soybean for oil or meal for the animal feed industry. New processing facilities are coming on line. All processors have problems in sourcing good quality soybeans in adequate quantities. There is big potential for import substitution but a detailed value chain analysis will have to look at the competitiveness in the international context.
Potential for growth	income generation, employment, increased efficiency/productivity, integration with other programs, potential for environmental rehabilitation, geographic spread.	3 (high) Studies done by IITA have demonstrated significant increases in yield and household incomes. Soya has, with its ability to capture atmospheric nitrogen the potential to rehabilitate soils and improve overall soil status. Soybeans can be easily intercropped with maize. There are good opportunities to work together with other projects such as N2A
Social/Broad and inclusive impact		
Presence of target population	women, youth and other vulnerable groups, hectares per farmer	3 (high) Women and youth can be integrated in the soya value chain. IITA

		studies from Benue state show that women farmers start commercial soybean farming and sell the soybeans on their own account. The average farm size of the rice producers falls within the MII mandate. Studies in Benue state have demonstrated that increased home consumption of soybean dishes increases the nutritional status of infants and children;
Low entry threshold	Low skill/capital requirement, ability to attract capital and build skills	3 (high) Access to land is the critical constraint. Skills required for entry are low and there is a large potential for building skills both at farming, post harvest handling and processing level.
Feasibility		
Political will	GoN/State/PIND priorities, budgetary commitment and expenditure, infrastructure	3 (high) Although not an ATA or PIND crop there is a large unmet demand from the edible oil and animal feed industries for large volumes of high quality soyabeans.
Potential for innovation	Opportunities to introduce new technologies	3 (high). There is potential for innovation along the whole soy value chain from improved varieties, inoculation with rhizobium, mechanized farm operations, threshers, post harvest handling and in general the organization of the value chain and its actors. In addition there is a large potential to introduce appropriate technologies to turn soybeans into household dishes

Onion – overall score = 14

Economic		
Market demand	availability of processors, import substitution, competitiveness	1 (low) Onion is a major crop in Nigeria but its mainly limited to dry season production under irrigation. Wet season production is rare and during the wet season large volumes are imported from as far away as Agadez in Niger or Europe. The corresponding high prices often put onions outside the budget of the poorer population groups. Currently there is no onion processing of cold chain and almost all onions are sold into the fresh market. One onion cold chain and processing facility is being build in Kebbi.
Potential for growth	income generation, employment, increased efficiency/productivity, integration with other programs, potential for environmental rehabilitation, geographic spread.	3 (high) Wet season onion production has the potential to raise household incomes and guarantees onion availability year round. Proper onion production requires the incorporation of large quantities of organic manure into the soil thereby improving soil conditions and fertility. Onions are grown all over Nigeria but a large production is concentrated in Kebbi and Sokoto.
Social/Broad and inclusive impact		
Presence of target population	women, youth and other vulnerable groups, hectares per farmer	2 (medium) Women and youth can be integrated in the onion value chain. The average farm size of the onion producers falls within the MII mandate.
Low entry threshold	Low skill/capital requirement, ability to attract capital and build skills	2 (medium) Access to land is the critical constraint. Skills required for entry are medium and there is a large potential for building skills both at farming and post harvest handling.

Feasibility		
Political will	GoN/State/PIND priorities, budgetary commitment and expenditure, infrastructure	3 (high) Demand for fresh onions during and shortly after the rainy season is high with large volumes being imported.
Potential for innovation	Opportunities to introduce new technologies	3 (high). There is a great potential for innovation along the whole value chain from improved varieties, seedling nursery management, transplanting to post harvest handling and transportation.

Groundnut – overall score = 15

Economic		
Market demand	availability of processors, import substitution, competitiveness	3 (high) Nigeria used to be the leading producer of groundnuts in Africa and had a leading position as exporter. These days, many small, medium and large processors of edible oil and groundnut cake operate below capacity due to decreasing production. Poor control of mycotoxins have further lowered the export potential due to strict limits set by importing countries
Potential for growth	income generation, employment, increased efficiency/productivity, integration with other programs, potential for environmental rehabilitation, geographic spread.	2 (medium) Groundnut productivity can be increased by the adoption of varieties resistant to devastating leaf diseases now prevalent across Nigeria. Groundnuts as a crop improve soil conditions and fertility.
Social/Broad and inclusive impact		
Presence of target population	women, youth and other vulnerable groups, hectares per farmer	2 (medium) Although groundnuts are very widely grown for household use, the introduction of improved varieties is costly for individual households due to the high seeding rate. The average area under groundnuts falls within the MII mandate.
Low entry threshold	Low skill/capital requirement, ability to attract capital and build	3 (high) Access to land is the critical constraint. Skills required

	skills	for entry are low and there is a large potential for building skills both at farming, post harvest handling and processing level.
Feasibility		
Political will	GoN/State/PIND priorities, budgetary commitment and expenditure, infrastructure	1 (low) Groundnuts are not a priority crop for ATA or PIND and although there are regular demands to rebuild the “pyramids” little has been done to stimulate the adoption of improved varieties and technologies for mycotoxin reduction
Potential for innovation	Opportunities to introduce new technologies	3 (high). There are good opportunities for technological innovation. Improved varieties with resistance to leaf diseases and mycotoxins, and simple mycotoxin detection kits.

Sesame – overall score = 14

Economic		
Market demand	availability of processors, import substitution, competitiveness	3 (high) Sesame is a major export crop for Nigeria and the country is the second largest supplier of the Japanese market. Global demand for sesame is growing at a steady pace. The number of exporters is limited and the processing mainly involves cleaning after which the sesame is exported in bulk. There is very little value addition though one processor in Makurdi has started to dehull sesame for the local market.
Potential for growth	income generation, employment, increased efficiency/productivity, integration with other programs, potential for environmental rehabilitation, geographic spread.	3 (high) Sesame yields under MARKETS and BtM2 have doubled raising household incomes and creating employment. Sesame has a relatively wide geographical spread.

Social/Broad and inclusive impact		
Presence of target population	women, youth and other vulnerable groups, hectares per farmer	3 (high) Women and youth can be integrated in the sesame value chain. The average farm size of the rice producers falls within the M II mandate.
Low entry threshold	Low skill/capital requirement, ability to attract capital and build skills	2 (medium) Access to land is the critical constraint. Skills required for entry are low and there is a medium potential for building skills both at farming and processing level.
Feasibility		
Political will	GoN/State/PIND priorities, budgetary commitment and expenditure, infrastructure	1 (low) Sesame is not a priority crop for ATA or PIND. The increasing world demand for white sesame still make it an important crop and infrastructure costs for the cleaning operations are reasonable.
Potential for innovation	Opportunities to introduce new technologies	2 (medium). There is a medium potential for new technologies such as small grain cleaners. The biggest breakthrough would be the introduction of non shattering varieties as shattering can lead to 30% yield losses.

Tomato – overall score = 12

Economic		
Market demand	availability of processors, import substitution, competitiveness	1 (low) There are as far as we have ascertained no tomato processing facilities operational in Nigeria today. Dangote announced the building of a processing plant first in 2007 and has started recently the construction. Other facilities have been announced for Ogun state. Yet, Nigeria imports vast volumes of processed tomato products with an estimated value of \$ 78 million. There is a clear case for import substitution but a deeper value chain analysis will be needed to establish the

		competitiveness and comparative advantage.
Potential for growth	income generation, employment, increased efficiency/productivity, integration with other programs, potential for environmental rehabilitation, geographic spread.	2 (medium) Contractual tomato growing offers income generation and (manual) harvesting offers new employment opportunities. Tomatoes can be grown in a wide geography but proximity to the processing plant will limit its geographical spread.
Social/Broad and inclusive impact		
Presence of target population	women, youth and other vulnerable groups, hectares per farmer	3 (high) Women and youth can be integrated in the tomato value chain. The average farm size of the rice producers falls within the M II mandate.
Low entry threshold	Low skill/capital requirement, ability to attract capital and build skills	2 (medium) Access to land is the critical constraint. Skills required for entry are medium and access to irrigation and labor for transplanting and harvesting are high. There is a large potential for building skills both at farming and processing level. As witnessed in other countries in the region contractual farming brings its own problems as side selling is very common when fresh market prices are attractive leading to large volumes being diverted. Tomato processing is also energy intensive and may make local processing uncompetitive.
Feasibility		
Political will	GoN/State/PIND priorities, budgetary commitment and expenditure, infrastructure	1 (low) Tomatoes are an ATA crop but there has not yet been an action plan developed.
Potential for innovation	Opportunities to introduce new technologies	3 (high). There is a high potential for innovation along the whole value chain from improved varieties for processing, mechanized farm operations, strict farm management planning, post harvest handling, logistics.

Cowpea – overall score = 14

Economic		
Market demand	availability of processors, import substitution, competitiveness	2 (medium) Nigeria is deficient in cowpea production and imports vast quantities from neighboring countries. Industrial processing of cowpea is very limited as most cowpeas are produced and consumed at household level. MARKETS and BtM2 have demonstrated that prepared cowpea flour saves cooking time and effort and thus frees up time for women to have other income generating activities. However, apart from flour there is very little interest in other cowpea derivatives.
Potential for growth	income generation, employment, increased efficiency/productivity, integration with other programs, potential for environmental rehabilitation, geographic spread.	2 (medium) Increased cowpea production could potentially increase household incomes in particular if it is combined with better post harvest handling and storage. Cowpea has the potential to improve soil structure and fertility. Dual purpose cowpeas play an important role in the animal feed sector.
Social/Broad and inclusive impact		
Presence of target population	women, youth and other vulnerable groups, hectares per farmer	3 (high) In Northern Nigeria cowpeas are predominantly a women's crop and women play a dominant role in harvesting and storing cowpeas. The average cowpea are per farmer is within the MII mandate
Low entry threshold	Low skill/capital requirement, ability to attract capital and build skills	2 (medium) Access to land is the critical constraint. Skills required for entry are low and there is a medium potential for building skills both at farming and processing level.
Feasibility		
Political will	GoN/State/PIND priorities, budgetary commitment and	1 (low) Cowpea is not an ATA or PIND priority crop. The value

	expenditure, infrastructure	chain is weak or almost non-existent and value addition potential is low.
Potential for innovation	Opportunities to introduce new technologies	1 (low). The main innovations are improved varieties and the dissemination of the Dankwa flour mill technology.

Millet – overall score = 11

Economic		
Market demand	availability of processors, import substitution, competitiveness	1 (low) Although millet is a major staple crop in Northern Nigeria, industrial use of millet is very limited. Some millet flour is being produced and offered for sale in supermarkets but the demand for other derivatives is low.
Potential for growth	income generation, employment, increased efficiency/productivity, integration with other programs, potential for environmental rehabilitation, geographic spread.	2 (medium) Millet is almost exclusively grown for household consumption and the trade in millet both nationally and internationally is low. Increased productivity leads to household food security and income generation through surplus sales into local markets.
Social/Broad and inclusive impact		
Presence of target population	women, youth and other vulnerable groups, hectares per farmer	3 (high) Women and youth can be integrated in the millet value chain. The average farm size of the rice producers falls within the M II mandate.
Low entry threshold	Low skill/capital requirement, ability to attract capital and build skills	3 (high) Access to land is the critical constraint. Skills required for entry are low.
Feasibility		
Political will	GoN/State/PIND priorities, budgetary commitment and expenditure, infrastructure	1 (low) Millet is not an ATA or PIND priority crop. Millet has no value chain apart from a few companies making flour for urban populations. There is no demand nationally or

		internationally for millet derivatives.
Potential for innovation	Opportunities to introduce new technologies	1 (low). Improved varieties with resistant to disease.

6. Results and discussion.

Based on the scoring the results of the evaluation are as follows:

Crop	Overall score
Rice	18
Cassava	15
Sorghum	17
Cocoa	16
Aquaculture	17
Maize	16
Soya	18
Onion	14
Groundnut	15
Sesame	14
Tomato	12
Cowpea	14
Millet	11

The scoring could be further refined by giving a “weight” to the filters and recalculate the score.

From the current scoring, it seems that in addition to aquaculture and cassava (PIND priorities) rice, soya, cocoa, sorghum and maize merit selection.

ANNEX D. MARKETS II 6 Month Work Plan GANTT Chart

Calendar of Activities	Point Person(s)	April				May				June				July				August				September				Indicators of Achievement	
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4		
Fast Track Activity - Northern Rice																											
Planning meetings, development of subcontracts and implementation agreements	Aliyu / Edo																										<ul style="list-style-type: none"> • 10,000 farmers trained in short-term agricultural productivity or food security with at least 30% of them women and 20% youth (under the age of 30). • 10,000 hectares under improved technologies or management practices as a result of MARKETS II's efforts • 400 producer organizations, water user associations, trade and business associations, and community-based organizations receiving MARKETS II assistance.
Mobilization of farmers																											
Preseason training																											
Group dynamics and leadership training																											
Green Field Days																											
Field monitoring and establishment of demo farms																											
In season cost survey																											
Planning for post-harvest training																											
Fast Track Activity - Middle Belt / Southeast Rice																											
Planning meetings, development of subcontracts and implementation agreements	Francis/Edo																										<ul style="list-style-type: none"> • 14,000 farmers trained in short-term agricultural productivity or food security with at least 30% of them women and 20% youth (under the age of 30). • 14,000 hectares under improved technologies or management practices as a result of MARKETS II's efforts • 385 producer organizations, water user associations, trade and business associations, and community-based organizations receiving MARKETS II assistance.
Mobilization of farmers																											
Preseason training																											
Field monitoring, step down trainings and establishment of demo farms																											
Green Field Days																											
In season cost survey																											
Planning for post-harvest, group dynamics and leadership trainings																											
Fast Track Activity - Sorghum																											
Mobilization and registration of 15,000 farmers and the formation/registration of 600 groups in Kano and Kaduna.	Aliyu/Edo																										<ul style="list-style-type: none"> • 15,000 farmers trained in short-term agricultural productivity or food security with at least 30% of them women and 20% youth (under the age of 30). • 15,000 hectares under improved technologies or management practices as a result of MARKETS II's efforts • 600 producer organizations, water user associations, trade and business associations, and community-based organizations receiving MARKETS II assistance.
Preseason training for 600 lead farmers in Kano (400) and Kaduna (200)																											
Group Dynamics and leadership skills training in Kaduna																											
Group Dynamics and leadership training for 60 groups in Kano																											
Green Field Days in Kano and Kaduna for 600 lead farmers																											
Field monitoring in states of intervention																											
Fast Track Activity - Maize																											
Mobilization and registration of 7,000 new farmers and formation of 280 new groups in Soba, Giwa and Kajuru LGAs of Kaduna state.	Aliyu / Edo																										<ul style="list-style-type: none"> • 7,000 new farmers and 5,000 continuing farmers trained in short-term agricultural productivity or food security with at least 30% of them women and 20% youth (under the age of 30). • 12,000 hectares under improved technologies or management practices as a result of MARKETS II's efforts • 280 new producer organizations, water user associations, trade and business associations, and community-based organizations receiving MARKETS II assistance.
Preseason training for 600 lead farmers in Igabi, Giwa and Kajuru																											
Field monitoring and selection of demo farms in all 5 LGAs(50 demo farms in all.																											
Green Field Days in 3 locations (Igabi, Giwa and Kajuru)																											
Planning post-harvest training for 600 farmers in Igabi																											
Fast Track Activity - Sesame																											
Mobilizing and registering 2,500 new farmers in Jigawa(500)and Taraba(2,000), in addition to the updating the existing 6,000. Formation of a total of 340 groups, including 100 new groups.	Aliyu/Edo																										<ul style="list-style-type: none"> • 2,500 new farmers and 6,000 continuing farmers trained in short-term agricultural productivity or food security with at least 30% of them women and 20% youth (under the age of 30). • 8,500 hectares under improved technologies or management practices as a result of MARKETS II's efforts • 100 new producer organizations, water user associations, trade and business associations, and community-based organizations receiving MARKETS II assistance.
Preseason training for 300 lead farmers in each of the intervention																											
Field monitoring and in-season cost survey; Group Dynamics and Green Field Days for 300 lead farmers in Jigawa, Bauchi and Taraba																											
Field monitoring; Group Dynamics and leadership training for 60 groups in Taraba																											
Planning for post-harvest training for 300 lead farmers in the 3 states.																											
Value Chain Analysis / State Selection																											
Value chains selected for analysis	Edo																										
Proposal for value chain analysis submitted to USAID/PIND																											
Value chain analyses																											
State selection																											

Calendar of Activities	Point Person(s)	April				May				June				July				August				September				Indicators of Achievement		
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
Agricultural Productivity - Non-Fast Track																												
Technology generation and deployment																												
Review and edit POPs for 4 value chains (rice, sesame, sorghum, maize) in collaboration with Making Cents Inc.	Edo																										<ul style="list-style-type: none"> • POPs for 4 commodities reviewed, edited and distributed • Four AMG kits installed and women and vulnerable household groups trained • MOUs signed with NCRI Badeggi and Technical University of Enugu. • Available technologies tested and demonstrated in rice value chain in 4 locations. • Business cases developed around these technologies • Local manufacturers of rice technologies identified • Map showing existing and potential service providers in selected states completed • Curriculum for adult learning completed and ADP extension staff and service provider personnel trained. (Will this be completed?) • Monitoring approach for step down training completed and implemented. 	
MOU signed with NCRI Badeggi and Technical University of Enugu on the development and adaptation of rice threshing and milling equipment.																												
Begin identification of local manufacturers to scale up the production of proven technologies multicrop threshers and destoners																												
Selected equipment from NCRI and Enugu demonstrated to farmers in rice value chain. Demonstration in Ebony and Anambra. Multicrop threshers and destoners																												
Producer Capacity Development and Organizations																												
Recruit training manager																												
Develop a map showing existing and potential service providers Start Development curriculum for adult training to be used as preliminary to ToT .																												
Train ADP extension staff and service provider personnel in adult learning processes and techniques.																												
Agricultural Finance and Development Credit Authority																												
Draft implementation agreement and share with interested banks for review and input/sign agreements with at least 4 commercial banks	Farouk/ShoreBank International																										<ul style="list-style-type: none"> • Value of agricultural and rural loans • Public & private funds leveraged for agricultural & rural purposes • Number of loans to farmers and agro processors • Number of host country officials trained 10 states & FMARD 	
Profile and conduct institutional assessment of selected MFIs/MFBs and sign implementation agreements with at least 2																												
Convene a briefing session for senior agricultural lending personnel in all current and prospective partner commercial banks, on how the value chain approach works, their role, use of guarantees, wholesale lending to MFI's and technical assistance																												
Conduct a comprehensive study focusing on agricultural lending with respect to opportunities and risks, aggregate numbers and values of loans disbursed, loan and guarantees schemes used, spread of loan exposure within the agricultural value chain, and default patterns and/or rates.																												
Facilitation of at least 1 wholesale loan for at least 1 MFI/MFB																												
Monitor up-take levels on NIRSAL and DCA's agricultural credit guarantees.																												
Agricultural Inputs - Seeds and Fertilizer																												
Seed production training																												
Adapt POPs for four commodities to include seed production aspects so that the POPs can be used for training of small scale seed producers.	Edo/Brian (IFDC)																										<ul style="list-style-type: none"> • POPs in four key crops will be expanded to contain sections on seed production. • 45 rice seed producers managed by Notore produce high quality rice seed and store the seed properly. • Key varieties in maize, sorghum and rice are properly described in terms of morphological characteristics and the variety descriptions have been widely distributed amongst seed producers and seed certification agencies. • MOU has been signed between NCRI, NASC and MARKETS II to describe and officially release the sesame variety known as ex-Sudan. (we don't have control over the release) • At least ten agro input dealers have been identified in each state and will receive NAEC training. • At least 20 farmer dealers have been identified in value chain who are willing to promote and sell seed of improved varieties in their communities. These farmer dealers will be linked to seed producers and will receive NAEC training. • At least 6 International seed companies have been identified and asked to express interest to test their varieties and hybrids in Nigeria in 2013. Linkages have been made between these companies and the Nigerian competent authorities to facilitate testing. • At least 40,000 farmers receiving fertilizer via a voucher program (Taraba). • At least 2,000 farmers participating in Farmer Field Demonstrations on the benefits of using briquetted urea to cultivate rice. • At least 6 farmer field demonstration led by MARKETS II locations organized. • At least 1,500 direct sales of 10kg-bags of briquetted urea via Notore (15 MT). • At least 3 Public-Private-Partnerships signed on improving the fertilizer sector's ability to supply product to targeted farmers. • At least 30 agro-dealers trained on GES participation for each state participating in the program (currently 10 estimated states for 300 trained agro dealers). 	
Continue the training of Notore rice seed producers in the Kano area and train them specifically on removal of off-type plants and harvesting and post harvest handling																												
In collaboration with the NARS and the National Agricultural Seed Council design variety descriptions of key MARKETS II varieties which will help seed producers and seed certification personnel to improve and maintain genetic purity in seed production.																												
Seed distribution systems																												
Identify seed producers and agro input dealers from the database that was produced under BtM2 by the West African Seed Alliance. Establish linkages																												
Select lead farmers in each value chain that have the interest and capacity to become "farmer-dealers" in their communities.																												
Train agro input dealers and "farmer dealers" in NAEC																												
Work closely with SeedCo from Zimbabwe with their introduction and testing of new maize hybrids and soybean varieties and facilitate where possible the official registration of these varieties.																												
Work with other International and Multinational seed companies to have their varieties and hybrids tested through the National Agricultural Research System.																												
Work with seed companies over the next 6 months to understand how they can better meet the demands of the GES program to deliver seed to targeted farmers.																												

Calendar of Activities	Point Person(s)	April				May				June				July				August				September				Indicators of Achievement				
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4					
Private Sector Fertilizer Development																														
Coordinate trainings for all of the states participating in GES, anticipating a minimum of 20 trainings in the first 6 months of MARKETS II for a minimum of 400 agro dealers.																														
Promote and strengthen regional agro-dealer association membership and capacity to deliver services their agro-dealer/members																														
Facilitate 36 Dry-Season Farmer Field Demonstrations of briquetted urea to targeted rice-growing regions in 3 states (Kebbi, Niger, Gombe)																														
Coordinate at least one Green Field Day Demonstration for each state during June/July, with a minimum of 400 farmers attending each.																														
Facilitate a minimum of 48 Wet-Season Farmer Field demonstrations of briquetted urea in MARKETS II targeted rice value chain regions. Twelve fields will be facilitated in four separate states during the first 6 months of MARKETS II (potentially Kano, Kaduna, Kwara and Benue).																														
Coordinate at least one Green Field Day Demonstration for each state during September/October, with a minimum of 400 farmers attending each demonstration.																														
Capacity Building for Firms, SPs and POs																														
Provide support for various group dynamics and leadership trainings outlined under the Fast track activities ensuring strong participation by women and youth																														
Initial familiarization visits to existing 5 service providers (ABC, Engalf, Envoy, REMS, Sasakawa Global 2000)																														
Review and decision on institutional assessment tool to used on capacity assessment for 5 service providers (HICD vs OCA models)																														
Commence identification, mapping and capacity assessment of POs and associations working in the selected VCs in the 10 project states with particular focus on examining any challenges faced by the POs to ensure the inclusion of women and youth	Emeka / Making Cents																													
Conduct detailed institutional assessments for the 5 service providers.																														
In cooperation with Making Cents Inc, commence review and modification of training materials and methods (where appropriate)																														
Partnership in the Niger Delta																														
Aquaculture Awareness Building Trips.																														
Value Chain Training																														
Aquaculture Stakeholders Workshop																														
Joint Planning Session on cassava																														
Cassava workshop																														
Convene planning meeting to explore livelihood related capacity building activities for community and vulnerable groups in the Niger Delta	Kayode / Bassey (livelihoods)																													
Monthly coordination meetings																														
Nutrition and Livelihood Program (PEPFAR)																														
Develop tools and conduct capacity mapping of HES providers for recommendation to scale-up implementing partner in selected states																														
Produce a list of organizations that previously received some training under MARKETS and BtM2 in each of the targeted states for region 1 and region 2																														
Work with USAID to develop a short list of likely community-level grant recipients and train and initial group of trainers in each state to provide the household economic strengthening training in selected communities.	Bassey / Making Cents																													
Conduct rapid assessment activities with beneficiaries, trainers, and CBO partners; and then a collaborative re-working of key technical content of MicroEnterprise Fundamentals curriculum																														
Design/adapt training materials for older OVCs and explore the possibility of having youth trainers conducting peer to peer training on household economic strengthening.																														

Calendar of Activities	Point Person(s)	April				May				June				July				August				September				Indicators of Achievement	
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4		
Grants and Subcontracts Fund																											
Draft, award and execute subcontracts for Fast Track Activities (maize, sorghum, Northern rice, Midbelt / Southeast rice, sesame)	Blessing																										
Grant manual drafted and submitted to USAID																											
USAID reviews and approves grant manual																											
Training of GSF staff by Start-up Grants Specialist																											
Grants Orientation for MARKETS II Technical Staff																											
Orientation of local subcontractors																											
Government and External Relations																											
Hold discussions with FMARD value chain team leaders	Godson																										
Obtain FMARD value chain work plans																											
Visit selected states to discuss implementation agreements with commissioners of agriculture																											
Consult with development agencies to determine collaboration areas																											
Provide logistical support to CAADP Secretariat																											
Undertake 2-day media tour – one for each BPO																											
Organize MARKETS II Launch																											