



**USAID** | **NIGERIA**  
FROM THE AMERICAN PEOPLE

# MARKETS II YEAR 3 WORK PLAN

1<sup>ST</sup> OCTOBER 2014 TO 30<sup>TH</sup> SEPTEMBER 2015

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## ACRONYMS

ADP	Agricultural Development Project
AFFAN	Association of Fish Farmers and Aquaculturists of Nigeria
AMP	Aba Malting Plant
BoA	Bank of Agriculture
BoI	Bank of Industry
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
DCA	Development Credit Authority
DEC	Development Exchange Center
EA	Extension agent
FCT	Federal Capital Territory
FDF	Federal Department of Fisheries
FEPSAN	Fertilizers Producers and Suppliers Association of Nigeria
FMARD	Federal Ministry of Agriculture and Rural Development
FTF	Feed the Future
FVP	Fertilizer Voucher Program
GCL	Grand Cereals Limited
GES	Growth Enhancement Support
GON	Government of Nigeria
IA	Implementation Agreement
IAR&T	Institute for Agricultural Research and Training
IDBPR	Ijebu Ode Board on Poverty Reduction
IEE	Initial Environmental Examination
IFAD	International Fund for Agricultural Development
IFDC	International Fertilizer Development Centre
LAPO	Lift Above Poverty Organization
MARKETS	Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites
MEF	Micro Enterprise Fundamentals
MSME	Micro small and medium enterprise
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
NIOMR	Nigerian Institute for Oceanography and Marine Research
NPFS	National Program for Food Security
NWRI	National Water Resources Institute
OPV	Open-Pollinated Varieties
OVC	Orphans and Vulnerable Children
PIND	Partnership for the Niger Delta
PIR	Project-level intermediate results
PMP	Performance monitoring plan
PoP	Package of Practices
PERSUAP	Pesticide Evaluation Report and Safer Use Action Plan
RUTF	Ready-to-use therapeutic food

SAF	Strategic activities fund
SME	Small and medium enterprise
SO	Strategic objective
SSSN	Soil Science Society of Niger
ToT	Training of trainers
UDP	Urea Deep Placement
USG	United States Government
USG	Urea Super Granules

## SECTION I. INTRODUCTION TO MARKETS II

Chemonics International Inc. and its consortium members, International Fertilizer Development Centre (IFDC), Making Cents, Winrock International, Enclude International and Diamond Development Initiatives are pleased to present this third year work plan for the USAID/Nigeria- funded MARKETS II project. The work plan covers the period of October 1, 2014 through September 30, 2015. In Section I, we provide an overview of the project, our approach, results to date and partners. Section II covers our cross-cutting support activities. In Section III, we provide the detailed work plan activities for each value chain; MARKETS II support in agricultural input and irrigation, as well as overarching activities under capacity building, agriculture finance, government relations and youth-gender-vulnerable population areas that are not value-chain specific.

### A. Project Description

MARKETS II is a USAID-funded project implemented by Chemonics International between April 18, 2012 and April 16, 2017. As the flagship project of USAID's Agricultural Transformation Program (ATP), MARKETS II will improve livelihoods by deepening and extending the MARKETS/BtM2 model across five priority and two sub-value chains and target states and the Federal Capital Territory. MARKETS II will promote agricultural development through increased private sector participation and investment that will result in raised incomes, increased employment, attainment of food security and reduced poverty.

#### A1. Our Approach to MARKETS II

MARKETS II has been designed to support the U.S. Government's (USG) Feed the Future (FTF) initiative and the Government of Nigeria's (GON) Agricultural Transformation Agenda (ATA) that addresses critical issues hindering the agricultural sector. The project remains committed to its market-led, demand-driven approach of "produce what you can sell," not "sell what you can produce." MARKETS II's primary clients are Nigerian farmers (men, women, young males and females) with one to five hectares of land in targeted commodity value chains and states.

We apply the buyer-led approach model given in Exhibit 1 across selected value chains in target states. We start with the market to determine what agricultural products the buyer (e.g. a processor) wants and its requirements (i.e. quantity, quality, type, time period) and then provide support to smallholders to meet those requirements profitably. We train Nigerian farmers to see farming as a longer term

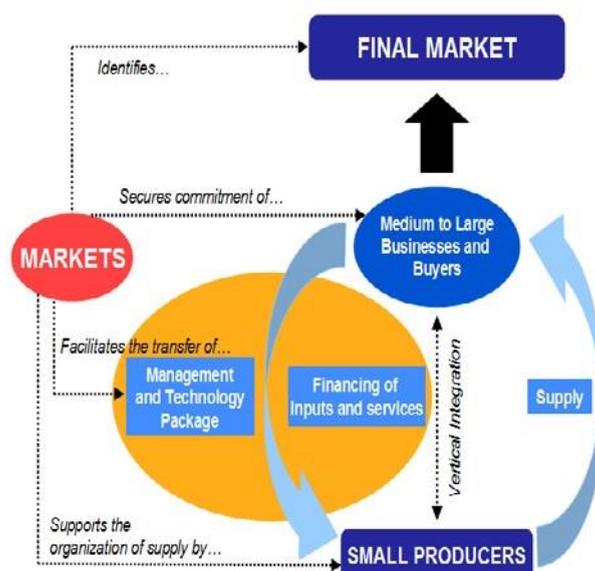


Figure 1: MARKETS II Buyer Led Approach

(beyond one agricultural cycle) business, and aim to reduce dependence on government and donors, and in turn promote greater market orientation to increase sales and profits in the agriculture sector. We expand our impact by enlisting role models and establishing model businesses to emulate.

The project conducted value chain analyses to inform the selection of five value chains: aquaculture (with maize and soybean as sub-value chains), cassava, cocoa, rice and sorghum; and state and production-market zone analyses to select target states, the Federal Capital Territory (FCT), and their associated production zones; but may expand to other states, with Mission approval, if opportunities arise and resources allow.

To improve the competitiveness of selected value chains, the project strengthens producers and producer organization capacity, increases access to agricultural inputs, expands technology generation and deployment, strengthens water and soil management, and increases access to finance. Given the importance of including women and youth in the rural economy MARKETS II identifies and supports agricultural opportunities along the value chain and incorporates farming services and micro and small scale processing activities in its assistance approach; and allows women and youth to participate in our farming support if they have less than 1 hectare of farm land.

In line with the USAID Forward strategy, MARKETS II utilizes a grants and subcontracts fund, and extensive capacity building to public and private sector value chain stakeholders, to work in tandem with local partners to achieve development objectives and ensure sustainability.

MARKETS II's activities are guided by five pillars:

- Maximizing the MARKETS buyer value chain led approach to unleash the potential of Nigerian agriculture, including the Niger Delta region in collaboration with the Foundation for Partnerships in the Niger Delta (PIND). Project activities address limiting factors and opportunities up and down the value chain.
- Ramping up and leveraging for reach; expanding on successes such as the fertilizer voucher program, FMARD GES program, and out-grower activities with a range of Nigerian and international processors; using our directly assisted farmers and micro- and small-scale processors as demonstration models to expand project impact beyond our local government areas (LGAs); continuing to work through others; building new partnerships to develop sustainable buyer-farmer linkages; and fostering replication by GON, target state governments, donors, the private sector, and farmer groups.
- Prioritizing access to agricultural inputs, finance, and new markets which are major stumbling blocks across all value chains.
- Entering each activity with an exit strategy by defining who takes on what from day one with our role to demonstrate, scale up, and exit when milestones are met.
- Empowering Nigerian agriculture – our team's goal is an inclusive Nigerian workforce (including women, youth and vulnerable populations) that understands agriculture as a long-term commercial business and a source of

good family nutrition, and puts their skills and knowledge to work to bring success to their households, the agricultural sector, and Nigeria.

MARKETS II also draws from experiences of its predecessor projects, MARKETS and Bridge to MARKETS II, and from constant dialogue with partners including the Government of Nigeria's Federal Ministry of Agricultural and Rural Development (FMARD), state ministries of agriculture and Agriculture Development Program (ADP) extension staff, commercial partners, other donors, and local and international partners.

## B. Year 2 Summary

In Year 2 MARKETS II built on the groundwork laid during its first year and identified leveraging opportunities to expand its direct and indirect impacts.

Key accomplishments from Year 2 include:

- Initiating the grants activity supporting mechanized production
- Bolstering the strong relationship with FMARD, state governments, PIND, and private sector stakeholders
- Increasing collaboration with other donor projects focusing on our sustainability strategy
- Providing PERSUAP, soil, and water management assistance
- Engagement with microfinance organizations and input suppliers increased
- Extending new technology activities
- Ramping up nutrition training
- Providing capacity building training to agricultural departments of commercial banks
- Promoting farmer and farming support business activities and opportunities
- Revamping our package of practices (PoPs) and other training packages and sharing with other development and training providers to improve learning and impact
- Impacting greater numbers of women and youth by providing support to micro and small-scale processors, traders, and farm support services up and down the targeted value chains and taking advantage of the increased willingness and flexibility of microfinance organizations to provide credit to micro and small-scale processors, traders, and farm support services
- Leveraging MARKETS II standard PoP training platforms by incorporating diet information to orient male and female farmers on good household nutrition
- Expanding the nutrition component of the MARKETS II micro enterprise fundamentals (MEF) training, and combining nutrition training with micro and small-scale processor business training
- Identifying and seizing opportunities to increase yields and agricultural revenues by branching into combined income generating activities like pollination services and honey production in the cocoa and soybean value chains
- Taking advantage of the nutritive benefits of our targeted value chains (in particular soy beans) and our strong relationships with the ADP programs to use the ADP home economics units female staff to demonstrate household nutrition advantages and micro-business opportunities for farm families in

the making and use of new soy and soy-other (maize, sorghum, cassava) staple crop products.

- Promoting the idea of local small-scale farm support businesses: service threshing, land preparation, irrigation services, pesticide spraying services; and demonstrating and promoting the business opportunities from appropriate and cost efficient agricultural production and post-harvest equipment, and the involvement of local manufacturers
- Identifying synergistic opportunities in existing platforms (like the GES, other donor projects, and private sector stakeholders) to support common program goals (for example, taking advantage of the GES redemption centers queuing farmers to provide quick training and orientation on improved use of the GES provided inputs and new technologies like the project-promoted urea deep placement (UDP) system)
- Developing our first grantee farmer groups as models and service providers for neighboring farmer organizations
- Expanding productive use of existing land through increased dry season rice activities (and starting dry season maize in 2014-15), companion cropping in cassava and cocoa, and promotion of crop rotation
- Promoting appropriate and lower costs technologies like drip irrigation for homestead farming and a motorcycle-powered irrigation water pump
- Promoting localization as a sustainability strategy by increasing the opportunities for involvement and capacity building for local subcontractors, public sector extension staff, and lead farmers
- Tackling the limited availability of quality agricultural inputs; for example, facilitating arrangements between our better farmers and seed companies to grow seed for the general farming population; and promoting more efficient use of the available inputs through the UDP system, the Direct Paddy Seeder, and the simple light-seed selection box; and maintaining or improving soil fertility through crop rotation and the incorporation of organic matter
- Maintaining an “open door policy” for the private sector, projects, entrepreneurs to visit and share our lessons learned and insights

## B1. Key Results from Year 2

MARKETS II anticipates concluding Year 2 with the results shown below in Table 1:

Table 1: MARKETS II Year 2 Results

Indicator / Disaggregation	FY 2014 Target	FY 2014 Actual	LOP target <sup>1</sup>	LOP actual
Custom: Annual expenditures on purchase or upgrading of assets (US\$)			420	
Custom: Level of household hunger in the hungry season (%)			40	-
4.5(2): Number of jobs (FTE) attributed to FTF implementation lasting more than four weeks	380	1,333	7,970 <sup>2</sup>	1,706

<sup>1</sup> Based on project experience and expansion into neighboring geographic areas indicator LOP targets have been revised upwards. Credit figures were also adjusted based on the project’s strengthened involvement with the microfinance sector.

<sup>2</sup> Due to our improved data collection, proper guidance to our service providers and proper tracking of jobs created for long-term cycle jobs the target figure for this indicator has been revised upwards.

Indicator / Disaggregation	FY 2014 Target	FY 2014 Actual	LOP target <sup>1</sup>	LOP actual
4.5(16): Gross margin per unit of land(ton/ha) <sup>3</sup>				
Cassava <sup>4</sup>			895	
Cocoa	435	410	530	410
Fish (Aquaculture)	24,125	26,014	35,000	26,014
Maize	650	631	1,300	1,199
Rice- Irrigated	989	1,432	1,610	1,432
Rice- rain fed	860	1,290	1,450	1,422
Soybean	375	407	430	407
Sorghum	275	382	420	401
4.5.2(2): Number of hectares under improved technologies or management practices as a result of United States Government (USG) assistance	160,010	157,092	936,310	365,765
4.5.2(5): Number of farmers and others who have applied new technologies or management practices as a result of USG assistance	129,800	139,175	919,300	291,943
4.5.2(7): Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	131,850	132,451	889,160	294,859
4.5.2(39): Number of technologies or management practices in one of the following phases of development as a result of USG assistance	11	11	37	29
Phase of development				
Phase 1: Under research				
Phase 2: Under field testing	2	4	16	13
Phase 3: Made available for transfer	9	7	21	16
4.5.2(11): Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	3,702	11,105	40,536	16,604
4.5.2(27) Number of members of producer organizations and community based organizations receiving USG assistance	129,800	136,182	848,986	285,915
4.5.2 (42) Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations and community-based organizations (CBOs) that applied new technologies or management practices as a result of USG assistance	3,702	11,105	40,536	16,604
4.5.2(12): Number of public-private partnerships formed as a result of FTF assistance	48	44	232	127
4.5.2(38): Value of new private sector investment in the agriculture sector or food chain leveraged by FTF	5,750,000	5,539,545	25,250,000	12,699,997

<sup>3</sup> These results are for the FY 2013 cropping season collected in December 2013 to February 2014. The exception being irrigated rice whose data was collected in July through September 2014. LOP actual numbers are for the highest figure recorded for any commodity over the years.

<sup>4</sup>The fact that cassava takes 16 months from planting to harvesting means that cassava planted during the FY 2013 cropping season will be harvested in October-November 2014, and its results will be reported in subsequently.

Indicator / Disaggregation	FY 2014 Target	FY 2014 Actual	LOP target <sup>1</sup>	LOP actual
implementation (\$)				
4.5.2(13): Number of rural households benefiting directly from USG interventions	160,010	333,744	1,412,024	558,107
4.5.2(14): Number of vulnerable households benefiting directly from USG assistance	10,015	10,756	62,345	28,558
4.5.2(23): Value of incremental sales (collected at farm-level) attributed to FTF implementation (\$) <sup>5</sup>	115,000,000	95,898,274 <sup>6</sup>	556,868,868 <sup>7</sup>	155,858,165
Aquaculture	4,500,000	22,543,235	76,731,092	22,543,235
Cassava			34,528,004	0
Cocoa	10,000,000	13,521,883	36,541,340	13,521,883
Maize	20,000,000	9,552,010	100,017,306	32,273,094
Rice (rain-fed)	50,500,000	44,325,172	171,389,601	58,872,004
Rice (Irrigated)	5,000,000	5,667,563	60,971,392	7,377,315
Soybean	10,000,000	4,033,663	31,507,327	4,033,663
Sorghum	15,000,000	3,854,545	45,182,805	14,445,858
Sesame				2,791,113
4.5.2(29): Value of Agricultural and Rural Loans (\$)	15,000,000	99,025,570	156,500,000	118,106,940
4.5.2(37): Number of MSMEs, including farmers, receiving business development services from USG assisted sources	160,000	281,700	1,412,024	505,074
4.5.2(30): Number of MSMEs, including farmers, receiving USG assistance to access loans	50,000	149,036	520,000	228,376
Custom: Score, in percent, of combined key areas of organization capacity amongst USG direct and indirect local implementing partners	0.781		0.923	
Custom: Number of individuals who benefitted from USG assistance	2,200,000	2,358,335	12,000,000	5,520,917
Custom: Number of new jobs created in the value chain (includes jobs lasting less than 4 weeks)	25,000	31,359	150,000	54,561
GNDR (2): Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)	0.50	0.66	0.5	0.55
GNDR (3): Proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming			0.6	
GNDR (4): Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities			0.5	

<sup>5</sup> Calculation of this indicator has been revised to accommodate number of farmers in respective years unlike before when it only considered static baseline value.

<sup>6</sup> These results are for the FY 2013 cropping season collected in December 2013 to February 2014. The exception being irrigated rice whose data was collected in July through September 2014.

<sup>7</sup> Target for this indicator was revised downwards based on the new FTF method of calculation.

Indicator / Disaggregation	FY 2014 Target	FY 2014 Actual	LOP target <sup>1</sup>	LOP actual
Custom: Public funds leveraged for agriculture and rural development (\$)	7,500,000	7,211,030	33,000,000	66,910,957
Custom: \$ Value of incremental sales (processor and agro-input level) attributed to FTF implementation	15,000,000	31,357,480	182,200,000	121,381,893 <sup>8</sup>
Small-scale processor level	5,000,000	30,470,605	66,750,000	30,470,605
Agro-input level	10,000,000	886,875	115,450,000	90,911,288
Custom: Number of beneficiaries under the Grants and Subcontracts Fund	37	40	159	81
Custom: Amount of funds disbursed (\$)	2,400,000	1,691,685	10,000,000	2,867,702
Custom: Number of sites reporting proper waste disposal practices	40	43	160	43
Custom: Number of farmers trained on CPP safe use practices	15,000	16,224	222,680	17,847
Custom: Number of farmers applying CPP safe use practices	7,500	11,744	167,640	11,744
Custom: Increase in productivity (yields) of value chain commodities (Ton/ha) <sup>9</sup>				
Cassava			23.54	
Cocoa	0.44	0.58	0.70	0.58
Fish (Aquaculture)	11.04	17.91	22.50	17.91
Maize	1.97	2.98	5.15	5.08
Rice- Irrigated	3.90	6.42	6.70	6.42
Rice- rain-fed	3.23	5.32	5.60	5.32
Soybean	1.15	1.62	2.40	1.62
Sorghum	1.35	2.16	2.43	2.16
FTF 3.1.9-1: Number of people trained in child health and nutrition through USG-supported programs (S)			113,000	

## C. Partners and Resources

MARKETS II partners with a consortium of international and local service providers, commercial and public sector organizations, including other USAID and donor-funded projects. Collaboration is an essential element to MARKETS II achieving sustainable results. Where possible, we will look to leverage activities, knowledge and resources with other agencies, and provide technical support where needed. We describe some of our key partners below.

### C1. Government of Nigeria

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

<sup>8</sup> GESS figure of FY2013 was included

<sup>9</sup> These results are for the FY 2013 cropping season collected in December 2013 to February 2014. The exception being irrigated rice whose data was collected in July through September 2014. LOP actual numbers are for the highest figure recorded for any commodity over the years.

MARKETS II's selection of value chains and states took into consideration FMARD's criteria and the locations of FMARD's planned Staple Crop Processing Zones (SCPZ). Our relationship with the Federal Ministry of Agriculture is strengthened through identifying, in consultation with the relevant officials, areas where MARKETS II will be able to complement Agricultural Transformation Agenda (ATA activities) and make relevant contributions and leverage the GON's activities. Our collaboration on the GES activities has included MARKETS II funding extension agent (EA) and farmer training, involvement and discussions with the ATA rice and other value chains, and responsive contributions to the Paddy Aggregation Center and SCPZ analyses. MARKETS II contributions were much appreciated and are a reflection of MARKETS II's flexibility in furthering our joint objectives. Proposed activities with the GON for Year 3 are outlined under Section III B3 Government and External Relations.

*State Governments.* MARKETS II successful implementation relies heavily on the effective support of state governments where we operate. During the state selection process, we considered state government support and scored states on a point system that included state-level investments in agriculture and the willingness of the state government to support agriculture. In our value chain development system, the project signs implementation agreements (IA) and works closely with the individual state Agricultural Development Programs (ADPs), and provides capacity building training and support to the ADP extension agents to improve their ability to service smallholder farmers. We discuss our target states in Section D2 below.

## **C2. USAID and Other Donor Projects**

To increase project impact and reduce duplication of effort, MARKETS II collaborates and leverages resources, activities, and technical support with other USAID and complimentary donor projects. Potential and existing partnerships include: International Fund for Agricultural Development (IFAD) on value chain development and agricultural financing in the Northern, Niger Delta and Mid- Belt regions; USAID NEXTT on supporting trade and improved transportation corridors, and in the cocoa value chain; the Caterina de' Medici Africa Foundation (CDMA) on youth empowerment initiatives in cassava; the United Nations Industrial Development Organization (UNIDO) and World Bank's Fadama III project on value chain development and SCPZ support in various states; DFID on value chain development in northern states; and the Gates Foundation-GTZ's CARI Project on the rice value chain work in Niger and Kogi states. In Section III, we provide a matrix that identifies specific areas for collaboration with other USAID and donor projects in each targeted value chain.

## **C3. Foundation for Partnership Initiatives in the Niger Delta (PIND) and Other Niger Delta Organizations**

MARKETS II, through USAID, is partnering with PIND to improve the livelihoods of farmers (women, men, and youth) in the Niger Delta region and increase the capabilities of Niger Delta service providers to sustainably support them. MARKETS II contributes to PIND's economic development program in three areas: overcoming communities' constraints to market access; increasing sustainable agricultural development and enhancing food security; and identifying and nurturing technology-driven development opportunities. MARKETS II works in the cassava and

aquaculture value chains in Delta, Rivers, Bayelsa, Edo, Ondo, and Cross River states. MARKETS II is also able to provide assistance in the cross-cutting finance and capacity building and business development areas to PIND's other supported value chains and their coalition partners. MARKETS II collaborates with PIND and the USAID SACE project to support organizational capacity development for targeted groups like the Edo Cooperative Society in Edo state. MARKETS II work in the cocoa and rice value chains in the Niger Delta indirectly supports PIND's overall development goals. MARKETS II supports IFAD's Community Based Natural Resource Management Program in the Niger Delta (CBNRMP-ND) by providing technical and business capacity training to IFAD farmer groups in jointly targeted value chains.

#### **C4. MARKETS II Consortium Partners**

Our subcontractors IFDC, Making Cents International, Enclude, Winrock International, and Diamond Development Initiative (DDI) offer specialized expertise in extension and training, private sector fertilizer systems, agriculture production, capacity building, and financial services. Long-term staff of both Winrock and IFDC is embedded in MARKETS II's offices and are an integral part of the MARKETS II team.

#### **C5. Local Service Providers**

Local firms serve as key implementing partners in farmer, producer organization, and out-grower scheme development efforts. In line with USAID FORWARD, MARKETS II recognizes there are a number of skilled Nigerian firms and NGOs working in the sector, and is dependent on building the effectiveness and capabilities of these organizations as a part of its exit strategy. MARKETS II is doing this by raising the quality of services provided by local capacity building and training providers, as well as by building the ability of our local subcontractors (including DDI) to serve as contractors directly with business, government, and donors. MARKETS II holds "Getting to Subcontracts" workshops; selects local subcontractors through a competitive RFP process; conducts institutional capacity assessments of our local service providers using the USAID organizational capacity framework; provides feedback, evaluations and training in M&E, GPS fundamentals, and project management; and supplies recommendations and references to donors interested in engaging local service providers. We discuss capacity building activities in Section III B1.

#### **C6. Private Sector Partners**

As a market-oriented, demand driven value chain project, MARKETS II facilitates the long-term creation and deepening of alliances among the various actors in agricultural markets, primarily those engaged in the production and sale in our targeted value chains. We sign implementation agreements with commercial partners including large agribusinesses, micro, small and large processors, input suppliers, and financial institutions. We have an "Open Door" policy to provide advice and suggestions to new and existing entrepreneurs interested in establishing or expanding agribusiness operations. We provide a list of our commercial partners within each value chain chapter in Section III.

## D. Strategy for Third Annual Work Plan

This Year 3 work plan represents the third full agricultural season plan under the MARKETS II contract. Building upon the successes of the predecessor projects and Year 2 milestones and results, MARKETS II's continuing strategy for the upcoming year is to:

- Expand the number of assisted farmers and value chain partners through (1) direct technical support and training; (2) leveraging interventions of collaborating partners, programs, and projects; and (3) expanding indirect project impact.
- Promote and expand the number of dry season paddy farmers; begin dry season maize production activities.
- Use directly assisted farmers and value chain partners as models to impact a larger percentage of Nigerian smallholder farmers.
- Test, demonstrate and promote feasible, affordable, and acceptable technical improvements in production, processing and management.
- Promote a commercial business approach to agriculture.
- Dialogue with partners and have an “open-door” policy to share ideas and information, and avoid overlap and duplication.
- Explore and promote value chain opportunities.
- Increase collaboration with the Government of Nigeria's Agriculture Transformation Agenda and other donor efforts in the targeted sectors.
- Increase capacity building for local partners to improve their economic and organizational functions.
- Increase impact on youth, vulnerable populations and gender groups by intervening in activities along the value chain including farm support services and micro and small scale processing; and by leveraging credit facilities available for these groups from micro-finance organizations.
- Expand nutrition training and impact by including it as a regular component of all PoPs given to value chain farmers; by improving our MEF nutrition component; by providing more advanced nutrition training and orientation to micro and small scale processors; and by collaborating with new and existing private sector partners to increase income generating opportunities in nutrition related businesses and employment.
- Leverage the project's training platform and large target population to include messaging on public health issues as the need arises.

In this section, we provide a brief overview of challenges and opportunities within the selected value chains and target states which helped to inform our strategy and activities detailed in Section III. Also, we discuss integration of primary cross-cutting issues: youth, gender, and vulnerable groups; climate change, environment, and nutrition. Lastly, we summarize the work plan process and critical assumptions for Year 3.

### D1. Value Chains

MARKETS II operates in five value chains and two sub-value chains: aquaculture (with maize and soybean as sub-value chains), cassava, cocoa, rice and sorghum. Their

selection was informed by value chain analyses conducted from May 2012 through October 2012. This work plan builds upon our prior activities in the selected commodity areas, incorporates lessons learned, and expands the range and project involvement in related value chain opportunities. For example: increased seed production and sales by networked farmers; increased farm production services (spraying, planting, irrigation, land preparation, pollination) by individuals, micro-, and small businesses; and improved micro and small scale processing operations. Below we briefly summarize the challenges and opportunities within each of the targeted value chains.

### *Aquaculture*

The Nigerian market for fresh water fish is good. The country is a large fish consumer and imports about half of what it consumes. This is an opportunity for competitive smallholder fish producers to increase their income. MARKETS II is assisting by helping improve their production methods, yields and lowering costs through (1) continuing technical and commercial business training and support to existing (South and Niger Delta areas) and new (Edo, Baylesa, Cross River and Rivers states) project fish farmers on catfish and tilapia; (2) continuing support to existing aquaculture farmer operations in the North and Middle Belt regions and taking advantage of leveraging opportunities, such as Olam's irrigation canals for floating cage culture demonstrations; (3) promoting fish farming to potential farmers in these states; (4) promoting and assisting small-scale off-takers to improve processing and storage methods; (5) supporting input suppliers to increase the quality and quantity of brood stock and fingerlings; and (6) improving the affordability and use of quality fish feed. MARKETS II also supports fish farmers indirectly by collaborating with the Kano Institute of Fisheries to incorporate our Nigerian Agricultural Enterprise Curriculum (NAEC) and providing training of trainers in its application.

A chief concern among farmers is proper fish nutrition and quality and cost of fish feed, as imported fish feed can account for between 60 - 70 percent of costs. MARKETS II supports the soybean and maize value chains to supply raw materials to a number of quality local fish feed manufacturers to produce fish feed. We will continue to examine and test locally produced alternatives for imported high-protein fishmeal.

### *Maize*

Maize is the main source of energy in locally manufactured commercial fish feed, a key ingredient of floating feed, and an important component of family meals for many households. It is, however, grown inefficiently in Nigeria. MARKETS II treats maize as a sub-value chain under aquaculture. In addition to project support to maize growers producing for off-takers, MARKETS II is: (1) facilitating arrangements and providing technical advice to our maize producers growing seed for seed companies; (2) testing the UDP technology for maize production; (3) promoting crop rotation with soybeans; (4) providing training in proper pesticide use for sprayer teams of adults and youths; (5) providing nutrition, new product, and small business (MEF and NAEC) training to micro and small-scale maize processors; and (6) providing orientation and information on the use of maize and maize-other ingredient combinations for family meals.

## *Soy*

Protein, in addition to energy is also critical for fish feed. Soy is a main source of protein in local commercial fish feed and is also an important component of family meals for many households. Like maize, the demand for soy presents both an opportunity and a challenge, as soy is grown inefficiently in Nigeria. Similar to maize, MARKETS II is treating it as a sub-value chain to aquaculture. Domestic soybean production in Nigeria is estimated to be 500,000 tons/year, lagging behind the rapid growth in soybean meal demand by the aquaculture and poultry sectors. In addition to project support to soybean growers in improved production methods and inputs use, MARKETS II promotes the use of inoculants, pollination services, and improved harvesting methods to increase yields and decrease input costs. We promote crop rotation with maize and sorghum; and, as a component of our youth focus, provide training on proper pesticide use for new and existing sprayer teams and individuals. We give nutrition, new product and small business (MEF and NAEC) training to micro and small scale maize processors, and instruct on the use of soy and soy-other ingredient combinations for family meals.

## *Cassava*

Nigeria is the largest cassava producer in the world and local demand is high. However, crop yields are low and farmers who rely on low input use and manual labor show little profit or incur losses. The use of cassava for the production of high quality cassava flour (HQCF) for bakeries, glucose syrup, ethanol, and starch faces strong competition from the conversion of cassava into food products, such as gari and fufu, by micro- and small-scale processors resulting in high supply prices and low capacity utilization of larger industrial factories. To increase farmer revenues and off-taker supplies, MARKETS II works with small farmers to increase their yields, rationalize their input and labor use and costs, and will test and promote cassava appropriate fertilizer blends as available; promotes labor saving technology (for example the cassava harvester); promotes intercropping with short cycle revenue generating and soil enriching crops; provides nutrition, new product and small business (MEF and NAEC) training to micro- and small-scale cassava processors; and instructs on the use of cassava-other ingredient combinations for family meals. The project is involved, at the request of FMARD, in the review of the establishment of a private-public cassava board.

## *Cocoa*

Nigeria remains one of the four major producers of cocoa with an estimated 1.4 million people depending on cocoa production for their livelihoods. However, quality, aging trees, and aging farmers are causes for concern. MARKETS II works with large cocoa off-takers to increase yields and quality of their cocoa producers' beans and to qualify their producers for international certifications. We provide training in: proper pesticide use and spraying for youth teams; beekeeping for pollination of the cocoa; and appropriate methods for cocoa drying and harvesting. The project is involved, at the request of FMARD, in the review of the reestablishment of a private-public cocoa board.

## *Rice*

Nigeria is a large producer and importer of rice. Rice paddy is cultivated in virtually all agro-ecological zones of Nigeria and mainly by smallholder farmers in the wet season. The large domestic demand for rice is both an opportunity and a challenge. Rice is generally grown very inefficiently due to poor production practices. MARKETS II is working to increase the volume of locally produced rice by supporting small producers to increase their yields during the rainy season, and increasingly to establish or expand dry season production in irrigated zones. The project is exploring and promoting improved small farmer technology and farming methods, and works with the private sector, large-scale millers and FMARD on ways to increase the volume of competitively priced paddy reaching the larger millers through direct farmer support and leveraging opportunities like the GES platform. As in the other value chains, MARKETS II provides nutrition and small business (MEF and NAEC) training to micro- and small-scale rice processors. The project also collaborates with seed companies and select groups of MARKET II farmers to produce quantities of improved paddy seed for commercial sale.

## *Sorghum*

Nigeria is one of the world's major sorghum producers. Sorghum is widely grown in the north for home consumption, and for sale in the domestic market and export to other parts of Africa. A key opportunity is potential commercial demand, which is estimated to be over 200,000 tons, but which requires a specific quality and variety of sorghum. Challenges include poor production practices and input costs. MARKETS II provides support to increase sorghum producer yields, decrease their input costs, and facilitates their marketing links with Nigerian Breweries' Aba Malting plant. We are testing a relationship with a new private sector warehouse receipts commercial program. Based on MARKETS' success with improved open pollinated sorghum varieties, which are now in commercial use, MARKETS II is currently working with Nigerian Breweries to test grow new varieties of hybrid sorghum seed. The project also is testing the UDP technology for sorghum production, and is promoting crop rotation with soybeans. As a component of our youth focus we provide training in proper pesticide application and use for sprayer teams; provide nutrition, new product, and small business training (MEF and NAEC) to micro- and small-scale sorghum processors; and training to use sorghum and sorghum-other ingredient combinations for family feeding.

## **D2. Target States**

MARKETS II's efforts rely heavily on support and coordination with state governments. We meet with the State Commissioners of Agriculture and sign IAs with and work closely with the state Agricultural Development Programs (ADP). With our value chain approach, we selected target states and their associated production zones based upon a number of criteria including: PIND's priority states, USAID's resiliency states, presence of the Federal Ministry of Agriculture's SCPZs, multiple target crop presence, the individual state government's commitment to developing agriculture and/or infrastructure, the presence of large numbers of farmers (including youth, women and vulnerable groups) and security dynamics.

We frequently review our selection of states, LGAs, and value chain interventions to ensure efficient use of project resources. For instance, MARKETS II recently initiated activities in Nasarawa state, based on the opportunity to significantly impact large numbers of small farmers due to the large Olam rice mill that came into operation in 2014. In planning of 2014-2015 activities we are focusing on expansion in existing or contiguous LGAs rather than in widely dispersed geographic areas. MARKETS II is partnering with the federal and state governments in the large-scale GES activities supporting smallholder use of USG and we are examining the cost effectiveness and restructuring of activities in the FCT.

The maps in Annex B provide MARKETS II's target and associated production zones and the value chains addressed in each. Please note the level of effort in the different states:

- Osun, Ogun, and Lagos – sporadic contact and information exchange to fish farmers from prior MARKETS projects
- Kogi – training of micro- and small-scale cassava processors
- Taraba – initial efforts with rice paddy farmers
- Other states – intensive multiple value chain activities

### **D3. Integration of Crosscutting Issues**

*Youth and gender.* Expanding on Year 2's activities, the work plan in Section III below details activities designed for youth, women and men to benefit from project interventions and achieve equitable outcomes. MARKETS II's youth strategy promotes agriculture (farming and farm services) as a profitable business through: financial literacy and small business training; MARKETS II's PoPs, including technical training and support in farming and the farm services; and youth participation in the targeted value chains. The project has a minimum target of 30% youth participation in all activities. MARKETS II's Director of Household Economic Strengthening serves as the project's youth champion.

MARKETS II also addresses the constraints to women's participation in commercial agriculture, namely limited access to land, commercial bank finance, extension, and inputs. The project capitalizes on the opportunities for women's involvement in non-farming segments of the value chain. For instance, micro-finance organizations' loan products are usually more suited for micro- and small-scale processing and trade; and women often have an easier access to these areas than to profitable farming in our targeted value chains. MARKETS II partners with women-focused microfinance organizations and lending institutions that have specialized credit programs for women in farming, farming services, and processing; and we promote job creation through farm service provision such as seed sorting, grain cleaning, pollination, bulking, packaging, micro- and small-scale processing, and marketing.

We also support the inclusion of more female farmers by targeting the enrollment of least fifty percent of women in out-grower schemes (including lowering our land area requirement to less than 1 hectare where necessary), and promoting the involvement of lead female farmers and processors as role models. Similarly, we partner with the ADP and our service providers to increase the number of public and private sector female extension agents, business leaders, and women and youth lead farmers; and the nutrition and micro/small-scale processing component of MARKETS II activities relies on the heavily female-staffed ADP's Home Economics Department.

MARKETS II's Director of Household Economic Strengthening, Program Officer and Program Assistant oversee gender inclusion across all project activities.

*Resilience and nutrition.* MARKETS II builds the capacity and assets of very poor and vulnerable households to recover more quickly without using negative coping mechanisms such as eating less and selling their limited productive assets (e.g. livestock and stored grains). These households are most impacted by drought and floods, high food prices, and other economic shocks. Examples of resilience activities include facilitating access to agricultural inputs, training on best agricultural practices, promotion of dry season irrigated rice production, promotion of farm services as business and employment opportunities, and livelihood and nutrition training.

Nutrition content and messaging is now being integrated into the MARKETS II PoPs given to all farmers in our value chains. More in-depth nutrition training, through our modified NEAC materials, is provided to micro- and small-scale processors. Messaging of other related public health issues will be integrated in our PoPs training and field days as the need arises.

*Climate change and environment.* We promote inputs and technologies that mitigate negative consequences of climate change. Examples are detailed by value chain in Section III below. Activities include dissemination of drought tolerant crop varieties, water and soil management best practices, and promotion of UDP and drip irrigation methods where appropriate. Throughout implementation, we will ensure strict compliance under the Mission's Initial Environmental Examination (IEE) from May 2010. Our technical team provides training on safe pesticide use and disposal. We conduct periodic reviews and training on waste disposal with processing partners. Our Director of Agriculture Productivity reviews and updates the PERSUAP, reports quarterly on our environmental monitoring and mitigation plan (EMMP) activities, and ensures adherence to environment review forms (ERF) and the environmental review checklist (ERC) for all technical activities, including subcontractor and grantee activities.

#### **D4. Work Plan Process**

Learning from prior work plan processes, the third year work plan is the result of planning workshops in Lagos and Abuja during June and July 2014. Regional and national partners were invited to one-day stakeholders meetings prior to the South, North, and Middle Belt regional planning workshops. All regional MARKETS II staff participated in relevant sessions, while crosscutting technical staff, the Chief of Party, and the Director of Finance and Administration participated in all sessions. Workshop objectives were as follows:

- Review and analysis of accomplishments to-date, best practices and lessons learned to improve project impact.
- Obtain feedback from stakeholders and staff on Year 3 activities to frame an effective implementation strategy for FY2014/15.
- Brainstorm and make decisions on specific partner activities to continue, add, modify, or eliminate to ensure MARKETS II reaches performance targets.

## D5. Critical Assumptions

The successful implementation of MARKETS II's third project year is dependent on the following critical assumptions:

- Despite upcoming 2015 elections and the public health risks from the Ebola virus, the GON at the federal and state levels will demonstrate political will and adhere to its obligations to implement the CAADP compact and national agricultural investment plan. Specifically, they will allocate no less than 10 percent of the national budget to agriculture, and will achieve an annual agricultural growth rate of at least 6 percent. Additionally, the public and private sectors will adapt to the above mentioned issues and function relatively normally.
- The ability of Nigeria's agriculture sector to adapt appropriate technologies and production systems to climate change will not impede growth in the sector.
- MARKETS II continues to successfully adapt to the dynamic security environment in the regions where we are working. As the project increases its level of implementation and funding, our visibility, geographic range, and vulnerability will increase. Top concerns that could pose a serious risk to continued activities and staff safety of staff include: kidnappings, extortion, bombings and terrorist attacks, the spread of Ebola virus infections, official limits on internal transportation, civil unrest, and the breakdown of the health sector.

## SECTION II. CROSSCUTTING SUPPORT ACTIVITIES

### A. Monitoring and Evaluation

The MARKETS II M&E system provides a means to capture and analyze project performance data. The primary beneficiaries of the M&E system include project staff and USAID while secondary beneficiaries include partners, stakeholders, and the Federal and state governments of Nigeria.

The MARKETS II M&E system targets data collection primarily on activities directly implemented by MARKETS II and its partners and the impacts of those activities. This ensures that results reported by the MARKETS II M&E system are those within the project's ability to influence. MARKETS II will also capture secondary impacts through field visits, special studies, and rapid appraisals where appropriate. Project impact on indirect beneficiaries is shown by collecting data through the establishment of demonstration plots in non-intervention zones and copycat studies, which help to measure spillover effects by establishing how many farmers in the community have copied our technologies through interaction with or observation of our direct beneficiaries.

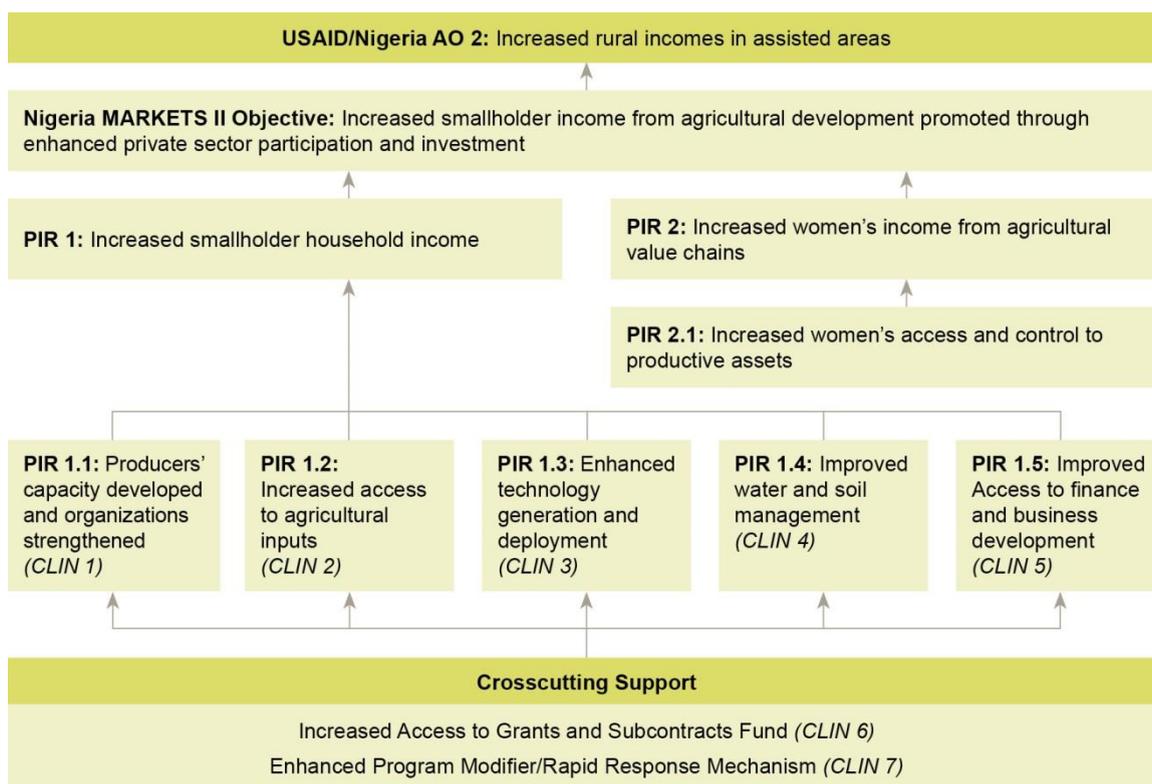
To provide the comprehensive coverage needed for project progress review, troubleshooting, and other management tasks, the M&E system tracks two main types of indicators: impact and performance. Where appropriate, indicators are disaggregated by sector, geographic location, sex, and gendered household type. MARKETS II also tracks disaggregation by youth where possible, defined as those between 18 – 29 years old.

#### A1. Overview and Strategy

MARKETS II is designed to assist USAID in achieving its Assistance Objective 2 (AO 2), increased rural incomes in assisted areas. USAID/Nigeria's performance monitoring plan and results framework for assistance consists of three intermediate results (IRs), [see Figure 2 Results Framework]: 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. MARKETS II focuses on the first two of these IRs, which are expected to lift a significant number of small-scale 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.

Monitoring progress and evaluating results are key management functions in any performance-based management plan. Performance monitoring is an on-going process that allows managers to determine whether a program or activity is making progress towards its intended results. Performance information plays a critical role in planning and managing decisions. Evaluation is the periodic assessment of a project's relevance, performance, efficiency, and impact—both expected and unexpected—in relation to stated objectives. Evaluation helps to identify effects that are attributable to the program. The strength of monitoring and evaluation lies in its ability to provide timely performance information used to manage for results and improve performance.

Figure 2: MARKETS II Results Framework



PIR: Project Intermediate Result

MARKETS II not only collects performance and impact data; it also adds value to the raw data by performing appropriate contextual analysis thereby transforming data into information. The M&E database system provides a means to capture and analyze data to provide performance and impact information to staff and stakeholders. Due to the diverse M&E system beneficiaries, establishing an effective performance measurement system requires developing an understanding and agreement among a spectrum of project stakeholders. MARKETS II will employ appropriate database and data techniques to enter, store, manage, and analyze M&E data.

The results of M&E studies and assessments are used to inform and advise the program technical staff to revise the implementation strategy to ensure effective and efficient implementation. Lessons learned and best practice are disseminated to USAID, GON and other stakeholders to inform program design and guide implementation of existing programs.

All M&E assignments and studies are designed in collaboration with technical staff and are scheduled according to the calendars for respective value chain activities to generate field lessons and ensure information utilization by technical staff. MARKETS II M&E team revises targets annually to be up-to-date with project outreach and evolving project needs. For example, target revisions include scalability of technologies across states and value chains; the design of products targeting women; youth specific designed programs; short term food security measures like dry season rice production; and UDP technology.

## **A2. Key Activities for Year 3**

### ***A2a. Capacity building for staff, subcontractors, and EAs on M&E reporting requirements:***

- Use of various M&E templates
- Use of GPS for waypoints tracking and area calculation
- Project monitoring
- Ability of EAs to collect quality data and reporting across value chains

### ***A2b. Conduct FY2014 cropping season cost, yield, and income survey***

- Extension Agents, M&E point persons of ADPs, and subcontractor teams will attend the two-day training by MARKETS II to conduct data collection on randomly selected farmers by value chains and how to administer the survey document. We will conduct practical demonstrations of measuring sample plots in the field and weighing the harvest to ensure a uniform data collection process. ADP workers are expected to be assigned at least five farmers to survey.
- MARKETS II will provide: survey tool for conducting the cost, yield and income survey across the value chains; measuring tape for each enumerator; balance for each enumerator to weigh harvest; one GPS unit to be used to determine farm size for each farmer In consultation with MARKETS II, the subcontractors will develop an itinerary for completing the Cost, Yield and Income Survey. While the survey is progressing, the MARKETS' M&E team and the technical team will backstop for compliance and further guidance.
- Enumerators will conduct preliminary visits to each state for planning and determining which fields are ready for harvest; administer the survey tool following instructions provided by MARKETS II.
- Data collected by the extension agents will be entered into databases by the service providers.
- Entered data will be collated into workable databases for all value chains under MARKETS II; data cleaning will be undertaken by MARKETS II M&E team to ensure reliable information is used for analysis based on parameters of interest for reporting to USAID.

### ***A2c. Monitor project progress***

The administrative and technical records of the project are the main sources of M&E data. Additionally, we consult: government records, surveys, and databases; USAID and other donor reports; NGO reports and records; and the project's partners (enterprises, producer groups, input providers, business services providers). The M&E team provides specific monitoring data spreadsheets and databases to partners and trains them to maintain them with regular data input. While partners are contributing to the M&E system of MARKETS II, they are also learning that monitoring and evaluation are valuable business and management skills.

The information to be provided by MARKETS II partners is jointly determined by the M&E team, regional managers, and technical specialists. MARKETS II continually refines its M&E system and approach to balance necessary data collection with critical technical work. Care was taken to eliminate redundant indicators and those that are not indicative of project impact or performance. MARKETS II employs user-friendly software systems for data entry and analysis to ease the burden of data entry and management. Where applicable, MARKETS II support staff participates in data

collection and entry to relieve technical staff.

The MARKETS II team collects and analyzes performance information regularly to determine implementation adjustments. The M&E team, in collaboration with MEMS II, ensures that all project M&E data and information are accessible and convertible into USAID's reporting systems. The regional managers and each technical specialist are responsible for managing primary data collection and entry in his or her technical area. The M&E Manager is responsible for collating the M&E databases from regional managers, technical specialists, and partners, updating the M&E system and performing analyses. The M&E Director supervises the overall M&E system.

#### ***A2d. GPS map production***

MARKETS II recognizes the importance of geo-referencing data and presenting data within a geographic context. Consequently MARKETS II maintains geographic information in connection with M&E, relevant technical, and management data. In particular, the following highlighted areas will be organized into basic geographic databases to generate thematic maps across MARKETS II project areas:

- Spatial mapping of demonstration plots, partners, processors, agro-dealers and value chain distribution per state
- Integrated maps of agro-inputs dealers with MARKETS II demo plots
- Collaborate with FEWSNET, FADAMA, Federal Ministry of Environment, and the National Emergency Management Agency (NEMA) to exchange information and share maps to improve the GIS maps data bank in MARKETS II and those of our collaborators

#### ***A2e. Ensure quality control of data***

The regional managers and technical specialists provide first-hand quality control for the M&E data elements. Upon completion of the data entry templates, each responsible MARKETS II staff examines the quantitative data to identify common errors including any form of inconsistencies, out-of-range values, significant departures from trends, or other errors. Where a problem is identified, the staff member verifies data against original sources and cross-verifies from alternate data sources.

The M&E Director is responsible for secondary data quality control, i.e. post data entry. Basic data analysis and tabulation identify potential erroneous data, and a spot-check system verifies data at their sources, e.g. visits to service providers, responsible ADPs, and producer groups. The M&E team also conducts joint periodic data verification exercises with USAID and MEMS II staff. When errors are identified, the M&E Director makes appropriate corrections by consulting the data source, where possible.

#### ***A2f. Conduct income baseline survey for small-scale processors***

- Development of data collection tool (questionnaires) for the small-scale processors
- Training field staff for both qualitative and quantitative data collection
- Sampling, data collection, analysis, and preparation of baseline report

#### ***A2g. Mid-term evaluation surveys (direct and indirect beneficiaries)***

- Use lessons learned during the baseline survey to revise the data collection tool (questionnaires) for the mid-term evaluation surveys; USAID/MEMS II will develop tool for independent survey.
- Design the mid-term evaluation survey methodology including sampling techniques.
- Train field staff for both qualitative and quantitative data collection.

- Sampling, data collection, analysis and preparation of mid-term evaluation report.

#### ***A2h. Indirect beneficiary data capture during training at GES redemption centers***

- Map out all selected GES redemption centers where training will be undertaken.
- Monitor, validate, and report all farmers trained during GES redemption exercise as indirect beneficiaries.

#### ***A2i. Data Quality Assessment activity***

- Train MARKETS II technical staff, M&E team, subcontractors, and ADP staff on data quality assessment methodologies and techniques, identification of data quality issues and ways of limiting data errors.
- Review internal data processes, sources, and records.
- Review service provider data processes sources and records; carry out selected site visits to validate service providers.
- Conduct, with USAID and MEMS, DQA on FTF indicators to validate findings reported to USAID.

### **A3. Targets for FY2015**

**Table 2: MARKETS II FY2015 Targets**

<b>Indicator / Disaggregation</b>	<b>Oct 1, 2014- Sept 30, 2015</b>
Custom: Annual expenditures on purchase or upgrading of assets (US\$)	346
Custom: Level of household hunger in the hungry season (%)	42.5
4.5(2): Number of jobs (FTE) attributed to FTF implementation lasting more than four weeks	3,000
4.5(16): Gross margin per unit of land(ton/ha) <sup>10</sup>	
Cassava	535
Cocoa	467
Fish (Aquaculture)	28,950
Maize	850
Rice- Irrigated	1,450
Rice- rain-fed	1,300
Soybean	410
Sorghum	400
4.5.2(2): Number of hectares under improved technologies or management practices as a result of United States Government (USG) assistance	290,000
4.5.2(5): Number of farmers and others who have applied new technologies or management practices as a result of USG assistance	267,200
4.5.2(7): Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	261,200
4.5.2(39): Number of technologies or management practices in one of the following phases of development as a result of USG assistance	14
Phase of development	0
Phase 1: Under research	0
Phase 2: Under field testing	10
Phase 3: Made available for transfer	4
4.5.2(11): Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	11,185
4.5.2(27) Number of members of producer organizations and community based organizations receiving USG assistance	227,386

<sup>10</sup> This target is for FY2014 cropping season except irrigated rice (FY2015 cropping season)

Indicator / Disaggregation	Oct 1, 2014- Sept 30, 2015
4.5.2 (42) Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations and community-based organizations (CBOs) that applied new technologies or management practices as a result of USG assistance	11,185
4.5.2(12): Number of public-private partnerships formed as a result of FTF assistance	50
4.5.2(38): Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation (\$)	6,670,000
4.5.2(13): Number of rural households benefiting directly from USG interventions	393,200
4.5.2(14): Number of vulnerable households benefiting directly from USG assistance	12,515
4.5.2(23): Value of incremental sales (collected at farm-level) attributed to FTF implementation (\$) <sup>11</sup>	100,031,852
Aquaculture	16,029,738
Cassava	5,128,524
Cocoa	6,297,335
Maize	15,195,704
Rice (rain-fed)	31,055,399
Rice (Irrigated)	16,537,499
Soybean	4,350,136
Sorghum	5,437,517
4.5.2(29): Value of Agricultural and Rural Loans (\$)	55,000,000 <sup>12</sup>
4.5.2(37): Number of MSMEs, including farmers, receiving business development services from USG assisted sources	393,200
4.5.2(30): Number of MSMEs, including farmers, receiving USG assistance to access loans	175,000
Custom: Score, in percent, of combined key areas of organization capacity amongst USG direct and indirect local implementing partners	0.795
Custom: Number of individuals who benefitted from USG assistance	2,800,000
Custom: Number of new jobs created in the value chain (includes jobs lasting less than 4 weeks)	50,000
GNDR (2): Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)	0.5
GNDR (3): Proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming	0.30
GNDR (4): Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities	0.3
Custom: Public funds leveraged for agriculture and rural development (\$)	8,000,000
Custom: Value of incremental sales (processor and agro-input level) attributed to FTF implementation (\$)	34,725,000
Small-scale processor level	30,000,000
Agro-input level	4,725,000
Custom: Number of beneficiaries under the Grants and Subcontracts Fund	37
Custom: Amount of funds disbursed (\$)	2,000,000
Custom: Number of sites reporting proper waste disposal practices	40
Custom: Number of farmers trained on CPP safe use practices	87,280
Custom: Number of farmers applying CPP safe use practices	65,460
Custom: Increase in productivity (yields) of value chain commodities (Ton/ha) <sup>13</sup>	
Cassava	15.50
Cocoa	0.63

<sup>11</sup> This target is for FY2014 cropping season except irrigated rice (FY2015 cropping season)

<sup>12</sup> This indicator only forecasts loans to micro and small scale processors and others in the targeted value chains and primarily from microfinance banks and organizations.

<sup>13</sup> This target is for FY2014 cropping season except irrigated rice (FY2015 cropping season)

Indicator / Disaggregation	Oct 1, 2014- Sept 30, 2015
Fish (Aquaculture)	18.00
Maize	3.50
Rice- Irrigated	6.50
Rice- rain-fed	5.60
Soybean	1.80
Sorghum	2.20
FTF 3.1.9-1: Number of people trained in child health and nutrition through USG-supported programs (S)	8,000

Please see Annex A for complete work plan Gantt charts.

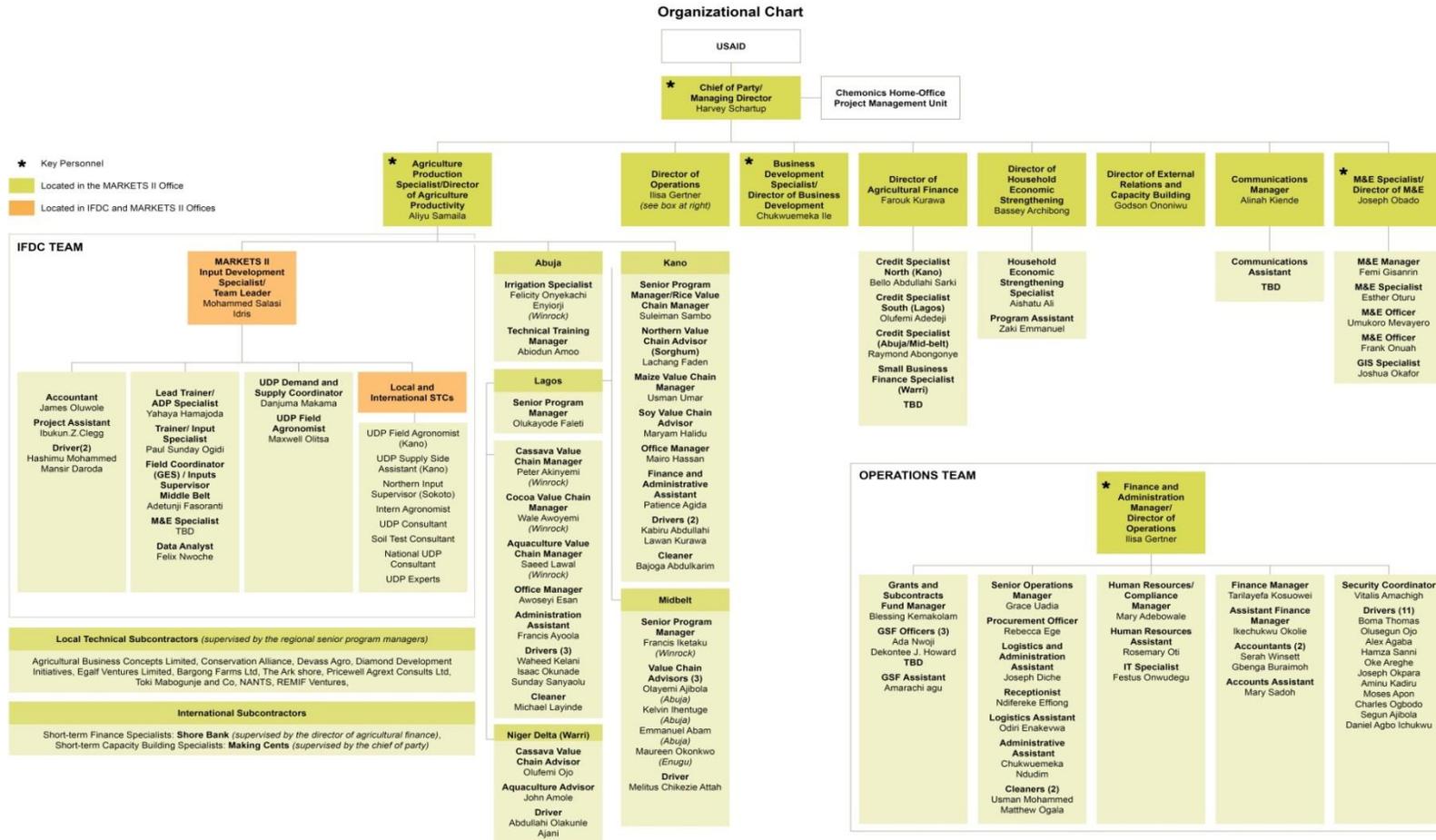
## B. Project Management and Administration

### B1. Overview and Strategy

#### **Staffing**

Figure 3 shows our current organizational and staffing structure. The team is overseen by a chief of party and seven directors leading teams in agricultural productivity; business (and organizational capacity) development; agricultural finance; external relations; M&E; youth, gender, livelihoods and nutrition; and operations. MARKETS II has qualified personnel in offices in Abuja, Kano, Lagos, Warri, and Enugu.

Figure 3: MARKETS II Organizational Chart



## ***Operations and Support***

After more than two years of implementation, MARKETS II's Operations and Support unit is successfully established for efficient operations in Abuja and the regional offices in Lagos, Kano, Enugu and Warri. With clear policies and procedures in place, the operations and finance teams work seamlessly with the technical staff to provide the administrative backstopping required to implement MARKETS II programs in the field. The operations team is also responsible for ensuring that appropriate security measures are in place to allow MARKETS II to achieve its goals in an increasingly uncertain environment. The program support group also houses the Grants and Subcontracts Fund (GSF) team which is discussed in Section C below.

MARKETS II will carry out the following activities to provide a more efficient and productive work environment:

- Implement a security protocol to address issues related to potential insecurity around the upcoming elections. This includes adoption of defensive driver training.
- Expand the database of local service providers through recommendations from partners and through requests for expressions of interests. This will be especially important as MARKETS II looks to increase the prospect of project sustainability through a wider network of local support capabilities.

## ***Security***

Given the ongoing security incidents within Nigeria, the MARKETS II project continues to prioritize staff safety in project offices and during field travel. The project is still implementing the recommendations from last year's safety, security and risk assessment. The risk management assessment reviewed potential threats and risks to staff and program delivery, as well as to formally implement a more tailored and robust security platform across the project's fifteen target states. Chemonics' home office Regional Security Advisors continue to work closely with the project's local Security Coordinator for Nigeria, the COP and Ops Manager for MARKETS II and the home office PMU to implement recommendations. The security coordinator will divide time between MARKETS II and SACE, Chemonics' other USAID project in-country, to coordinate security efforts.

## **B2. Key Activities for Year 3**

### ***Staffing***

- We will propose converting the Director of Operations position to a Deputy Chief of Party role that will have oversight of the finance, administration, HR, security, grants and subcontracts units and communications. This will provide additional support to the Chief of Party and enhance project communications.

### ***Operations and Support***

- Renew service providers' contract agreements for Kano, Lagos, and Abuja offices.
- Renew project office lease agreements for Kano, Lagos, and Abuja offices.
- Procure routine project operational requirements.
- Conduct routine assessment of project vehicles.

- Procure technical team’s activity requirements (halls, catering, and training materials.)
- Meet project’s logistics’ demands (local and international.)
- Complete security requirements for emergency action plan.
- Update project inventory and prepare early disposition plan.
- Training of project drivers (routine maintenance and defensive driving.)
- Support to all other project activities as required.

### **Security**

- Continue to provide information on security matters at monthly staff meetings, through weekly security newsletters, and on an ad hoc basis as required.
- Issue RFP for drivers’ defensive driving training.
- Provide monthly progress report (Security Coordinator) to COP, Ops Manager, HO Safety and Security Department and Project Management Unit.
- Continually monitor security at offices and residences per Security Assessment.
- Conduct a minimum of two security exercises and drills.
- Review Year 3 technical work plan and provide guidance on potential security risks that might impact implementation.
- Conduct security preparations ahead of the 2015 general election.

## **C. Grants and Subcontracts Fund**

### **C1. Overview and Strategy**

MARKETS II has a \$10-million Grants and Subcontracts Fund (GSF) for grants, subcontracts, and special activities with local and international organizations that are used to leverage project activities, deliver support, and expand opportunities for value chain investment. The GSF will have dual impact, both supporting MARKETS II in achieving change in target areas and in building the institutional capacity of grantees and local subcontractors to carry on this work in the future. Competitively selected local subcontractors, under the guidance of MARKETS II staff, will work in selected value chains, identifying and organizing farmers and training leaders and extension staff in the local community for high impact and maximum reach in the state. This fund is purposely structured to guarantee maximum impact for local partners and other Nigerian firms seeking to leverage resources with private or international firms, and provide assistance to smaller organizations seeking to enhance MARKETS II objectives. To date, MARKETS II issued over 60 sub-contracts out of the GSF to provide technical assistance to partners and farmer groups and to promote clients’ efforts and new initiatives within the project’s target value chains.

Of the \$10 million fund, \$3.1 million<sup>14</sup> is currently dedicated to grants to promote innovative applications (ideas, processes, equipment, training designs, etc.) that can be introduced into the commodity value chain to enhance productivity, increase efficiency, improve a process, or lead to some practical benefit to producers or to agri-businesses.

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<sup>14</sup> Based on the Honorable Minister of Agriculture’s approval of the inclusion of the Urea Super Granules (USG) in the coming dry season GES program, MARKETS II is proposing that a significant portion of the grant funds be reassigned to fund the collaborative expansion of the Urea Super Granule activity with the Federal and state ministries of agriculture and rural development.

All grant activities will respond to the objectives and key result areas of the project and will be linked to the project's results framework. Activities will benefit target areas prioritized by USAID and the GON including women, youth and vulnerable groups. A variety of grant mechanisms will be awarded when appropriate in combination with technical assistance, training, and other activities in response to local needs in support of the work plan.

## C2. Key Activities for Year 3

- Review of concept papers for APS No. 2
- Review of concept papers for APS No. 3
- Award grants
- Issue EOIs and RFPs for new 2015/16 subcontracts; conduct evaluations
- Execute subcontracts for dry and wet season farming
- Manage the following local subcontracts in collaboration with the technical and M&E teams:
  - Subk-039: Training of 1,000 rice out-growers in Niger
  - Subk-040: Cost, yield and income survey for Aquaculture farmers in Oyo, Osun, Ondo, Cross River, Kwara, Lagos and Delta
  - Subk-041: Income surveys for drip irrigation farmers in Kebbi, Jigawa and Sokoto
  - Subk-043: Training of 4,500 rice out-growers in Niger
  - Subk-044: Training of 6,000 soybean out-growers in Kaduna
  - Subk-045: Training of 6,000 rice out-growers in Kwara
  - Subk-046: Training of 3,000 rice out-growers in Cross River
  - Subk-047: Training of 3,500 soybean out-growers in Niger
  - Subk-048: Training of 7,500 rice out-growers in Benue
  - Subk-049: Training 4,000 rice out-growers in FCT
  - Subk-050: Training 7,000 rice out-growers in Ebonyi
  - Subk-051: Training 3,000 rice out-growers in Enugu
  - Subk-052: Training 4,500 cassava out-growers in Oyo, Ondo and Edo
  - Subk-053: Training 4,500 cocoa out-growers in Cross River
  - Subk-054: Training 4,000 rice out-growers in Anambra
  - Subk-055: Training of 5,000 maize out-growers in Lere and Igabi, Kaduna
  - Subk-056: Training of 5,000 maize out-growers in Kajuru and Chikun, Kaduna
  - Subk-057: Training of 5,000 maize out-growers in Soba and Giwa, Kaduna
  - Subk-058: Training of 1,500 maize out-growers in Cross River
  - Subk-059: Training of 7,500 cocoa out-growers in Ondo
  - Subk-060: Training of 6,000 cocoa out-growers in Oyo
  - Subk-061: Training of 6,000 cocoa out-growers in Ondo
  - Subk-062: Training of 2,000 rice out-growers in Taraba
  - Subk-063: Capacity Building and Business Support for Selected Grantees and Associations
  - Subk-064: Training of 6,000 soybean out-growers in Benue
  - Subk-065: Training of 3,000 rice out-growers in Nasarawa
  - Subk-066: Training of 3,000 cassava out-growers in F.C.T
  - Subk-067: Training of 1,500 aquaculture farmers in Oyo, Ondo & Kwara
  - Subk-068: Capacity Building for 500 farmers for pollination services in Kaduna, Niger, Benue, Ondo and Cross River
  - Subk-069: Training of 1,500 aquaculture farmers in Jigawa, Kano & Sokoto

- Subk-070: Training of 500 aquaculture farmers in Niger & F.C.T
- Subk-071: Training of 1,500 aquaculture farmers in Cross River

### C3. Grants and Subcontracts Fund FY2014/15 Targets

Table 3: Grants and Subcontracts Fund FY2014/15 Targets

Indicator	Target
Number of grants/subcontract beneficiaries	30
Amount of grants and subcontract funds awarded	\$4,656,840

## D. Effective Communication

### D1. Overview and Strategy

The Communications Unit of MARKETS II is designed to showcase and share the achievements of the program with relevant stakeholders including USAID and GON (Federal and state). During this period, the communication unit will focus more on highlighting impact stories across the value chains and in other interventions. The program shows its achievements and impacts through communication materials detailed below in Section D2 generated through quarterly field visits and leads provided by technical staff, M&E staff, and service providers. Communication materials on model groups will be shared with others for inspiration.

### D2. Key Activities for Year 3

#### Project progress reporting

*Bi-monthly highlights.* Project progress highlights of significant activities provided every two weeks to USAID, PIND, MARKETS II staff, and the PMU.

*Quarterly Reports.* Contract deliverable detailing quarterly planned versus actual activities and results submitted to USAID, PIND, MARKETS II staff, and the PMU. Quarter 4's report reflects on activities and achievements over the prior year.

*Quarterly Summary Highlights.* Based on quarterly reports, and working with the External Relations Department, we will produce a summary of key activities and achievements to disseminate to with partners, including the Federal Ministry of Agriculture and Rural Development, state ADPs, and staff.

*Mid-point progress report.* The unit will introduce a mid-point progress report informational handout in late 2014 or early 2015. This four-page pdf report will provide an overview of our goals and progress to-date, value chains, poverty reduction effects, and information graphics to represent the project.

#### Success stories

*Success stories.* We will include success stories in the various communication materials, and at least two in each quarterly report. The Communications Unit relies on the technical team, service providers, and M&E to identify potential success stories and will track these opportunities for follow up.

*Video clips.* The unit will explore using video clips to showcase project success and impact. Clips will be shared with USAID, the PMU, and can be used for social media.

### **Quarterly field trips**

The unit will carry out quarterly field trips to the three regions for communication materials content.

### **Other project handouts**

The unit will reach out through various handouts (one-pagers, project dashboard) for specific audiences, such as the state government ADP and vulnerable groups. These can include a general handout for MARKETS II activities, and specific handouts for interventions such as finance, credit, and technology. We will disseminate materials during project trainings and meetings.

### **Online content**

Although MARKETS II will not maintain a project website, we will provide content to USAID, such as information graphics, success stories, papers, high-level events, and high resolution photos, to upload to their website and social media outlets. MARKETS II has the options to create Facebook and Twitter accounts, to be linked to USAID.

### **Articles and publications**

In addition to success stories, MARKETS II will explore options to develop articles for USAID's various outlets such as Transforming Lives and Frontlines.

### **Public health information**

Public health issues will be integrated into our PoPs training and field days, as needed.

## SECTION III. WORK PLAN

This section describes in detail the planned activities from October 1, 2014 through September 30, 2015. Section A discusses the value chain activities by commodity and across key technical component areas. Section B covers broader, cross-cutting value chain support activities.

### A. Year 3 Project Implementation: Value Chain Activities

In this section, MARKETS II presents its value chain activities by commodity and across the following technical component areas as stated in our contract line item numbers (CLINs):

- Producer capacity building and association development
- Agricultural inputs
- Technology generation and deployment
- Water and soil management
- Access to finance; and
- Grants and subcontracts

We added the components areas of agricultural production, and government and external relations to highlight our out-grower activities and collaboration with government counterparts. We incorporated technology upscaling under the technology generation and deployment category. Each value chain section begins with an overview of our overall strategy, followed by a list of key activities per technical component area. We highlight some of our private, public and non-governmental partners along with the focal state and local government areas for each commodity. Also, we identify collaboration opportunities on specific value chain activities. Each section concludes with the value chain's key M&E targets. We include Gantt charts for each value chain and value chain support activity in Annex A. Gantt charts for agricultural inputs and irrigation are also provided in Annex A.

#### A1. Aquaculture

##### A1a. Value Chain Strategy



Catfish being scooped with an apron net.

Similar to our Year 2 activities, the proposed third year work plan is designed to fill the knowledge gaps and build the capacity of fish farmers, their associations, fish processors and feed manufacturers with respect to technologies, input supply, post-harvest handling and processing, and marketing. MARKETS II will increase the number of fish farmers assisted by expanding interventions in its targeted states. MARKETS II works in collaboration with state ADPs, Federal Department of

Fisheries, fishery research institutes and fish feed manufactures in the Southwest, Middle Belt, North, and Niger Delta states—we continue to work closely with PIND in the Niger Delta aquaculture value chain.

To broaden producer marketing opportunities, MARKETS II has expanded beyond the monoculture of catfish to support diversification with tilapia where appropriate. Given the high cost of imported feed, we assist in the reduction of input costs by continuing to support the local fish feed industry through increasing the agricultural productivity of maize and soybean farmers and linking them with fish feed producers. We also work with research institutes and feed manufacturers to develop locally produced alternatives to imported fishmeal.

### *A1b. Key Activities for Year 3*

#### ***Agriculture Production***

- Train farmers on basic aquaculture production techniques and farm management practices for existing and new association partners in the Southwest, Middle Belt, North, and Niger Delta states
- Provide technical assistance on brood stock development and hatchery management
- Provide technical assistance on production and marketing of the all-male (monosex) tilapia to interested partners
- Provide our aquaculture package of practices (PoP), demonstration pond manuals, and aquaculture buyers' guides to association partners
- Provide ToT for improved fish handling and transportation practices for fry, fingerlings, and brood stock
- Conduct training on post-harvest processing techniques (i.e. smoking, drying, packaging, cold chain use) to maintain quality and prolong the shelf life of processed catfish and farmed tilapia
- Scale up demonstration pond activities in the Niger Delta
- Collaborate with the Farmer to Farmer project's trained fingerlings producers as a source of fingerlings
- Provide training on improved fingerling production and hatchery management techniques for selected farmers
- Partner with input providers to supply aquaculture starter kits for potential youth and women fish farmers; MARKETS II will provide training and non-perishable start-up materials, including mentoring by established producers

#### ***Producer Capacity Building and Association Development***

- Conduct rapid and then detailed organizational capacity assessments of new fish farmer associations (FFAs) and market and production opportunities in Bayelsa, Rivers, Edo, Nasarawa, Kwara, Ondo, Oyo, Jigawa, Kano, Kaduna, and Sokoto states.
- Build the capacity of ADPs in extension service delivery for fish farmers.
- Provide group dynamics and leadership trainings for new fish farmers.
- Introduce NAEC aquaculture business training through lead trainers for new partners.
- Conduct trainings through service providers on basic aquaculture production techniques and farm management practice for new association partners.
- Conduct training of trainers (ToT) on improved fish handling and transportation

- practices for fry, fingerlings, brooder for association partners.
- Pilot mentorship opportunities between women farmers in the value chain, where feasible.
- Create linkages and exchange visits between strong performing women's groups and newly formed groups, where feasible.
- Hold quarterly meetings (at least) to review value chain activities with farmer group leaders, processors, and ADPs to build trust through regular communication between producers and processors.
- Coordinate with IFAD's Community Based Natural Resource Project in the Niger Delta and with other projects in capacity building for fish farmer groups.
- Provide NAEC aquaculture business training for selected youth.
- Collaborate on trainings for sales representatives of GCL, FEEDTECH, NOVUM, and Durante Fish Industries Ltd on improved aquaculture production techniques, best farm management feeding practices, and effective feed marketing strategies.

### ***Agricultural Inputs***

- Increase the availability of viable fish seed through support in brood stock development and hatchery management.
- Inform farmers about GES access to inputs (e.g. fish seed, fish nets, feed) and through reputable commercial providers.
- Intensify brood stock development program for production of viable fingerlings in collaboration with research institutes and aquaculture stakeholders.
- Support NFFRI in the improvement of water quality testing kits.
- Collaborate with the Federal Department of Fisheries and the ATA team to analyze existing smoking equipment and provide smoking kiln cabinets to farmers.
- Collaborate with the West African Agricultural Productivity Program (WAAPP, Abuja) on its aquaculture input supply program for fish farmers.

### ***Technology Generation, Deployment and Upscaling***

- Provide technical assistance on brood stock development and hatchery management, including the all-male (monosex) culture of tilapia to interested partners.
- Train interested partners on floating cage culture system for tilapia.
- Collaborate with the Winrock REEP project on the use of renewable energy in aquaculture and hatchery production.
- Demonstrate motorcycle-powered water pumps for pond filling and emptying.
- Demonstrate improved post-harvest processing techniques (i.e. handling, smoking, filleting and packaging of smoked catfish.)
- Support research and industrial development of local production of alternatives to imported fishmeal and other fish feed ingredients.
- Review for approval grants that support technology adoption, mechanization, and inclusion of youth and women (e.g. insulated fish box, plastic tank fish production, and improved smoking kiln.)
- Demonstrate improved insulated boxes for fish handling and preservation of farmed fish products (catfish/tilapia.)

### ***Water and Soil Management***

- Demonstrate the use of water quality testing kits in collaboration with NFFRI
- Demonstrate the use of motorcycle-mounted water pump for the filling and

- evacuation of fish ponds
- Training on water quality management, fish health, and disease control for fish farmers in the Niger Delta

### ***Access to Finance***

- Support financial institution partners (MFBs, commercial banks) in the development of loan products for aquaculture farmers
- Training for potential borrowers and facilitate linkage and access to loans for fish farmers/market actors
- Encourage the culture of taking insurance on crops among farmers through awareness creation during training and extension activities
- Encourage internal mobilization of funds through awareness creation on benefits of thrift and credit activities among group members
- Follow up with Lift Above Poverty Organization (LAPO)/LARDI and financial institution partners for loan disbursement; develop similar packages with DEC and Fortis microfinance organizations

### ***Government and External Relations***

- Build the capacity of ADPs in extension service delivery for fish farmers.
- Enhance the participation and capacity building of the Women-In-Agriculture (WIA) component of the state ADPs in extension service delivery to support female and youth fish farmers.
- Collaborate with the Federal Ministry Department of Fisheries on the education of fish processors to enhance production of quality smoked fish products.
- Organize stakeholder's forum for relationship building among value chain actors including FMARD (Department of Fisheries), research institutes and producer groups.
- Collaborate with FMARD ATA Aquaculture value chain team.
- Sensitize traditional leaders, village power actors, and religious leaders on to issues of women and youth access to land and work with them to address these issues.
- Start interactive visits between associations for knowledge sharing.

### ***Grants and Subcontracts***

- Review and approve grant applications to support the improvement of simple water quality test kits.
- Review and approve grant applications that support technology adoption, mechanization, and inclusion of youth and women.
- MARKETS II will provide guidance, support, and training to the local service providers to increase their capacity to provide technical and organizational capacity building training to fish farmers and their associations.

Please see Annex A for complete work plan Gantt charts.

## A1c. Value Chain Partners and Collaboration

Table 4: Aquaculture Value Chain Partners

Input Suppliers	Federal Government	State Government	Research Institutions	Financial Service Providers
<b>Aquaculture</b>				
<b>Agro-processors:</b> Durante, GCL, Ideal Feed, Feed Tech <b>Producers: SOKOTO (4 LGAs),</b> *Sokoto North, *Sokoto South, *Kware, *Tambuwal				BoA Bol FBN UBN Ecobank Sterling Stanbic IBTC Unity
Durante Fish Ind Ltd GCL, FeedTech, Ideal Feed	ATA/ Aquac VC team FDF/SASN NPFS	Sokoto ADP	NIFFR NIOMR NSPRI	
<b>Agro-processors:</b> Durante, GCL, Ideal Feed, Feed Tech <b>Producers: KWARA (8+),</b> *Ilorin central, *Ilorin south, *Offa, Ilorin west, Oyun, Irepodun, Ifelodun and Oke-ero				
Durante Fish Ind Ltd GCL, FeedTech, Ideal Feed	ATA/ Aquac VC team FDF/SASN NPFS	Kwara ADP	NIFFR NIOMR NSPRI	LAPO Bowman MFBs.
<b>Agro-processors:</b> Durante, GCL, Ideal Feed, Feed Tech <b>Producers: Kano, Rano, D/kudu, Kumbotso, Tarauni</b>				
Durante Fish Ind Ltd GCL, FeedTech, Ideal Feed	ATA/ Aquac VC team FDF/SASN NPFS	Kano Fisheries Institute, KNARDA, MOANR	NIFFR NIOMR NSPRI	
<b>Agro-processors:</b> Durante, GCL, Ideal Feed, Feed Tech <b>Producers: ONDO (7+),</b> Akure South, Akure Central, Akure North, Okitipupa, Ondo West, Ile-Oluji/Oke-Igbo and Owo				
Durante Fish Ind Ltd GCL, FeedTech, Ideal Feed	ATA Aquac VC team FDF/SASN NPFS	Ondo ADP	NIFFR NIOMR NSPRI	
<b>Agro-processors:</b> Durante, GCL, Ideal Feed, Feed Tech; Timmod Investment, Frijay Consult <b>Producers: DELTA (5+),</b> *Uvwie, *Ughelli, Oshimili South & Ndokwa West				
Durante Fish Ind Ltd GCL, FeedTech, Ideal Feed Timmod Frijay	ATA/ Aquac VC team FDF/SASN NPFS	Delta ADP	NIFFR NIOMR NSPRI	
<b>Agro-processors:</b> Durante, GCL, Ideal Feed, Feed Tech <b>Producers: FCT(1),</b> *Kuje, *Gwagwalada, *AMAC, Kwali, *Abaji, *Bwari				
Durante Fish Ind Ltd GCL, FeedTech, Ideal Feed	ATA/ Aquac VC team FDF/SASN NPFS	FCT ADP	NIFFR NIOMR NSPRI	
<b>Agro-processors:</b> Durante, GCL, Ideal Feed, Feed Tech, Azemor (Fish processor) <b>Producers: OYO (8+),</b> *Ido, *Lagelu, *Akinyele, Afijio, Iwajowa, Saki West, Oyo West & Ogbomosho South.				
Durante Fish Ind Ltd, GCL, FeedTech, Ideal Feed Azemor	ATA/ Aquac VC team FDF/SASN NPFS	Oyo ADP	NIFFR NIOMR NSPRI	
<b>Agro-processors:</b> Durante, GCL, Ideal Feed, Feed Tech <b>Producers: Jigawa(7)</b> Kirikassamma, Guri, Hadejia, Malam Madori, Ringim, B/Kudu, Auyo				

Durante Fish Ind Ltd GCL, FeedTech, Ideal Feed	ATA/ Aquac VC team FDF/SASN NPFS	Jigawa ADP	NIFFR NIOMR NSPRI
<b>Agro-processors:</b> Durante, GCL, Ideal Feed, Feed Tech <b>Producers: CROSS RIVER (8+),</b> *Biase (1), Odukpiani, Calabar South, Calabar Municipal, Ikom, Yakurr, Obudu & Ogoja.			
Durante Fish Ind. Ltd, GCL, FeedTech, Ideal Feed	ATA/ Aquac VC team FDF/SASN NPFS	Cross River ADP	NIFFR NIOMR NSPRI
Note: + = No of farmer groups/State * = LGA of concentration of farmers			

<b>Agro-processors:</b> Durante, GCL, Ideal Feed, Feed Tech; Timmod Investment, Frijay Consult <b>Producers: Edo State (2+),</b> Oredo & Ikpobaokha			
Durante Fish Ind Ltd GCL, FeedTech, Ideal Feed Timmod Frijay	ATA/ Aquac VC team FDF/SASN NPFS	Edo ADP	NIFFR NIOMR NSPRI
<b>Agro-processors:</b> Durante, GCL, Ideal Feed, Feed Tech; Timmod Investment, Frijay Consult <b>Producers: Bayelsa State (3+),</b> Yenagoa, Sagbama & Kolokuma/Opokuma			
Durante Fish Ind Ltd GCL, FeedTech, Ideal Feed Timmod Frijay	ATA/ Aquac VC team FDF/SASN NPFS	Bayelsa ADP	NIFFR NIOMR NSPRI
<b>Agro-processors:</b> Durante, GCL, Ideal Feed, Feed Tech <b>Producers: Osun(1+),</b> *Ejigbo, *Osogbo Central			
Durante Fish Ind. Ltd GCL, FeedTech, Ideal Feed	ATA/ Aquac VC team FDF/SASN NPFS	Osun ADP	NIFFR NIOMR NSPRI
<b>Agro-processors:</b> Durante, GCL, Ideal Feed, Feed Tech; Timmod Investment, Frijay Consult <b>Producers: Rivers State (3+),</b> Khana, Obio/Akpor, Ogba/Ndoni/Egbema			
Durante Fish Ind Ltd GCL, FeedTech, Ideal Feed Timmod Frijay	ATA/ Aquac VC team FDF/SASN NPFS	Rivers ADP	NIFFR NIOMR NSPRI
<b>Agro-processors:</b> Durante, GCL, Ideal Feed, Feed Tech, Azemor (Fish processor) <b>Producers: Niger (1+),</b> *			
Durante Fish Ind Ltd, GCL, FeedTech, Ideal Feed	ATA/ Aquac VC team FDF/SASN NPFS	NAMDA	NIFFR NIOMR NSPRI
<b>Agro-processors:</b> Durante, GCL, Ideal Feed, Feed Tech, Azemor (Fish processor) <b>Producers: Nasarawa (1+),</b> *Doma			
Durante Fish Ind Ltd, GCL, FeedTech, Ideal Feed	ATA/ Aquac VC team FDF/SASN NPFS	NADP	NIFFR NIOMR NSPRI
Note: + = No of farmer groups/State * = LGA of concentration of farmers			

**Table 5: Aquaculture Value Chain Collaboration Matrix**

Activity Name and Description	Location State & LGAs	Potential Collaboration (Donors, NGOs, CBOs)
<b>Aquaculture</b>		
<b>1. Technology Generation/ Transfer</b>		
a. Fish meal production using low value tilapia	NIOMR (Lagos/ Eti osa LGA)	FAO,IFAD, USAID/FARMER-FARMER, WARP.
b. Development of post-harvest processing equipment(insulated fish box, smoking kiln cabinet )	NSPRI(Kwara/ Asa LGA)	FAO, IFAD, USAID/FARMER-FARMER, WARP.
c. Packaging of water quality test kits.	NIFFR(Niger/ Borgu LGA)	FAO/SASN,IFAD
d. 1. Floating cage culture of Tilapia 2. Monosex culture of Tilapia(All male)	Durante (Oyo/ Ibadan SW LGA) NIOMR (Badore, Lagos, Eti-Osa LGA)	FAO,IFAD, USAID/FARMER-FARMER, WARP
e. Use of Cassava based diet in floating fish feed production	NIOMR (Lagos/ Eti osa LGA)	FAO/SASN,IFAD
f. Research support on the use of renewable energy in aquaculture and hatchery production.		FAO, IFAD
g. Research support on the use of insect protein as alternative to fish meal inclusion in fish feed	NIOMR, NIFFR, FIIRO	FAO/IFAD
<b>2. Agriculture Production</b>		
a. Scale up of Demo pond activities in the Niger Delta	Warri, Delta State, Uvwie LGA, Rivers & Bayelsa.	IFAD, CBNRMP – ND PROJECT.
b. Brood stock development and management program (Tilapia, Clarias)	NIOMR Lagos State, NIFFR, FCT ( <i>Kuje, Gwagwalada, Abaji, AMAC, Bwari,Kwali</i> ) Niger State (Chanchanga, Mokwa, Wushishi, Paiko, Bosso and Suleja),Nasarawa (Doma)	FAO, IFAD, WARP
c. Capacity building of ADP EAs in delivery of aquaculture extension service	Kwara, Oyo, Ondo, Cross River, Sokoto , FCT( <i>Kuje, Gwagwalada, Abaji, AMAC, Bwari,Kwali</i> ) and Niger (Chanchanga, Mokwa, Wushishi, Paiko, Bosso and Suleja), Nasarawa (Doma)	FAO,IFAD,NPFS/FADAMA, UNDP
d. Using NAEC to train partners on aquaculture as a business	Nationwide	FAO, IFAD, UNDP

## A1d. Aquaculture Targets

Table 6: Aquaculture FY2014/15 Targets

Indicator	Target
Gross margin per unit of land of selected product (US\$/ha)	\$31,850
Number of hectares under improved technologies or management practices as a result of USG assistance	0
Number of farmers and others who have applied new technologies or management practices as a result of USG assistance	12,000
Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	12,000
Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	160
Number of public-private partnerships formed as a result of FTF assistance	15

## A2. Maize

### A2a. Value Chain Strategy



Extension agents demonstrate best practices in a maize farm.

quality OPV maize seeds for networked farmers. Demonstration plots will be developed in both intervention and non-intervention areas to show additional farmers the results of improved production and postharvest techniques.

We will direct farmers to acquire some of their inputs from the FMARD GES program. We will also link farmers to reputable fertilizer dealers in the off-season when fertilizer

Maize is included as a sub-value chain to MARKETS II's aquaculture activities. In the third year we will expand our maize activities by increasing the total number of networked farmers in our current LGAs as out-growers to Durante Fish Industries Ltd, Grand Cereals Ltd, NOVUM, and FEEDTECH animal feed companies. We continue to train farmers on best agricultural practices, using the project's PoP: efficient use of inputs such as FYM incorporation, optimum plant population, correct and timely application of fertilizers and agro-chemicals, crop rotation, and use of tractors and simple machines to reduce drudgery. Through collaboration with research institutes such as the Institute of Agricultural Research & Training (IAR&T) and IITA Seed Production Unit, and reputable seed companies, we continue to source high

is cheaper and encourage farmer group deposits to acquire inputs in bulk. Strong farmer groups will also be supported to become seed and fertilizer dealers. With the recent arrival of international seed companies SeedCo and Syngenta, we will expand our efforts to link and train selected farmers as seed producers for the companies—quality maize seed is in high demand and sells for a higher price than maize. Maize seed production may be expanded to the dry season to reduce isolation problems faced by smallholder farmers during the wet season.

In 2014-15, MARKETS II will also promote dry season maize farming to complement farmer revenue considering green maize's reduced cost of production and potential for increased income.

### ***A2b. Key Activities for Year 3***

#### ***Agriculture Production***

- Sensitize, mobilize, register networked farmers
- Train lead farmers on best production practices including site selection, spacing, pesticide use, harvesting and buyback
- Conduct pre-season, in-season and postharvest ToTs to lead farmers
- Conduct step-down training through lead farmers to farmer association members and monitor the training
- Establish demonstration plots on improved technologies
- Establish demo-plots in non-targeted LGAs to further make technologies available to non-target farmers.
- Train extension agents outside LGAs of intervention to assist in delivering technologies through demo farms
- Encourage farmer-farmer learning through the use of 'away' charts for step-down trainings
- Advise farmers on day-to-day extension services and conduct field visits
- Conduct field days for lead farmers and invited farmers
- Conduct market surveys and stakeholder meetings
- Continue to facilitate end of season buying period market surveys to arrange "fair" buyer-seller pricing terms
- Provide support to dry season maize farmers in areas with adequate water resources
- Train seed out-grower farmers on seed production techniques
- Training of youth in maize seed production where applicable
- Training of contract sprayers (youth and others)

#### ***Producer Capacity Building and Association Development***

- Conduct group dynamics, leadership skills, and farming as a business training using the project's Nigerian Agricultural Enterprise Curriculum (NAEC).
- Build capacity of service providers (SPs) and extension agents (EAs) on technical delivery, reporting, and use of GPS.
- Pilot mentorship opportunities between women farmers in the value chain, where feasible.
- Create linkages and exchange visits between strong performing women's groups and newly formed groups, where feasible.
- Hold quarterly meetings (at least) to review value chain activities with farmer group leaders, processors, and ADPs to build trust through regular communication between producers and processors.

### ***Agricultural Inputs***

- Facilitate access of networked farmers to input suppliers.
- Liaise with seed companies and train and encourage established farmers and youths in maize seed production.
- Inform farmers of GES redemption sites and timing.
- Help planning for off-season fertilizer purchases.

### ***Technology Generation, Deployment and Up scaling***

- Link farmers to improved open-pollinated varieties of maize seed (SWAN YELLOW, DMRDSR, DR 9943, DR9928, LNPTV.)
- Train farmers on improved planting methods: single-seed planting, correct spacing.
- Promote the culture of “planting” fertilizer to reduce volatilization and run-off losses.
- Test briquetted NPK and urea fertilizers to reduce wastage and increase efficiency.

### ***Water and Soil Management***

- Encourage maize/soy crop rotation.
- Promote the use of organic matter to improve soil water retention and nutrient uptake.

### ***Access to Finance***

- Encourage internal mobilization of funds by creating awareness of the benefits of thrift and credit activities among group members.
- Encourage the culture of taking insurance on crops among farmers through awareness creation during training and extension activities.
- Facilitate linkage to finance for small-scale maize farmers in the value chain.
- Support financial institution partners (MFBs, Commercial banks) in the development of loan products for maize farmers.
- Follow up with LAPO/LARDI and financial institution partners for loan disbursement; develop similar packages with DEC and Fortis microfinance organizations.

### ***Government and External Relations***

- Build the capacity of ADPs in extension service delivery for maize farmers.
- Strengthen collaboration and private-public-partnerships (PPP) with relevant stakeholders to promote adoption of appropriate technologies in best maize production, postharvest, processing technologies, and dissemination among farmers.
- Enhance the capacity building of the Women-In-Agriculture (WIA) component in state ADPs in extension service delivery to support female and youth farmers.
- Strengthen collaboration with FMARD and maize ATA.
- Sensitize traditional leaders, village power actors, and religious leaders on to issues of women and youth access to land and work with them to address these issues.
- Start interactive visits between associations for knowledge sharing.

### ***Grants and Subcontracts***

- Review and approve grant applications that support technology adoption, mechanization, and inclusion of youth and women.
- MARKETS II will provide guidance, support and training to the local service providers to increase their capacity to provide technical and organizational capacity building training to maize farmers and their associations.

Please see Annex A for complete work plan Gantt charts.

### A2c. Value Chain Partners and Collaboration

Table 7: Maize Value Chain Partners

Input Suppliers	Federal Government	State Government	Research Institutions	Financial Service Providers
<b>Maize</b>				
<b>Agro-processor:</b> Grand Cereals Limited <b>Producers:</b> Number of Farmer Groups by LGA: Lere (100), Igabi (100), Soba (120), Giwa (80)				Bank of Agriculture First Bank (Da All-Green) JAIZ Bank Unity Bank Sterling Bank, DEC
<b>Agro-processor:</b> Novum Agro <b>Producers:</b> Number of Farmer Groups by LGA: Kajuru (80)				
<b>Agro-processor:</b> FeedTech <b>Producers:</b> Number of Farmer Groups by LGA: Chikun (80), Makarfi (40), Kubau (40)				
IAR Seeds, Da All Green Seeds, Premier Seeds, Greenspore, MaslahaSeed, SEED Project, Maina Seeds, Manoma Seeds, Notore Seeds, Wacot, Golden, TAK, and Notore Fertilizers	ATA Maize Value Chain Tech. Group, FMARD, Maize Desk Officer,	Kaduna ADP, Kano ADP (dry season)	IAR/ABU, Zaria	
<b>Agro-processor:</b> Durante <b>Producers:</b> Number of Farmer Groups by LGA: Saki West (8), Atisbo (8), Iseyin (8), Itesiwaju (8), Iwajowa (8)				
IAR Seeds and Premier Seeds		Oyo ADP	MOOR Plantation, IITA,	

Table 8: Maize Value Chain Collaboration Matrix

Activity Name and Description	Location State & LGAs	Potential Collaboration (Donors, NGOs, CBOs)
<b>Maize</b>		
Linking of networked farmers to good source of seeds Link farmers with quality fertilizers Link farmers with good source of agro-chemicals Mechanization simple farm equipment in soil tillage, planting, weeding, harvesting and Threshing	Kano, Zaria and Kaduna. Kaduna Kaduna Kaduna, Ilorin	Seed Production Unit, IAR/ABU, Zaria, Seed Companies (Premier, Project, Maina, aslaha, Manoma, Alheri. NOTORE, GOLDEN and TAK Fertilizers JUBAILI, African Agro-chemical, CANDEL, Syngenta and Local Distributors NCAM, Ilorin, IAR/ABU Zaria, MOOR Plantation and Local Fabricators.

## A2d. Maize Targets

Table 9: Maize FY2014/15 Targets

Indicator	Target
Gross margin per unit of land of selected product (US\$/ha)	\$1250
Number of hectares under improved technologies or management practices as a result of USG assistance	24,000
Number of farmers and others who have applied new technologies or management practices as a result of USG assistance	24,000
Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	24,000
Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	960
Number of public-private partnerships formed as a result of FTF assistance	5

## A3. Soybean

### A3a. Value Chain Strategy



A soybean farmer in Benue state shows a plot that used best practices.

The proposed work plan activities continue our focus of strengthening the soy sub-value chain as a critical component of the aquaculture value chain. We promote the adoption of improved seed including TGx 1444-2E and TGx 1448-2E (and test TGx 1904-6E, TGx 1835-10E, TGx 1951-3F and TGx 1987-62F varieties), close spacing, drilling methods, soybean inoculum, appropriate fertilizer use, best agricultural practices, PERSUAP methodology and integrated pest management to increase the availability of high quality raw material for fish feed and for nutritious foods for household consumption.

Soybeans in rotation with maize and sorghum is a good option for soil fertility improvement and striga control. MARKETS II also provides training in beekeeping for soybean pollination services and, as a by-product, honey. We link farmer groups to our current partner processors including Hule and Sons and De Ideal Agro Allied Services and will follow up with a new soy mill being established in Benue State. We facilitate access to credit through financial partners

for farmer groups and agro-processors; and we continue to increase the capacities of the groups through group dynamics trainings for increased leadership skills.

Soy is a valuable source of protein and a nutritious crop for household use and sales by micro- and small-scale processors. Through women's groups, we raise the nutrition awareness and provide processing training in using soy protein and soy-maize or soy-sorghum products.

### ***A3b. Key Activities for Year 3***

#### ***Agricultural Productivity***

- Mobilization and training of farmers in Niger, Benue, and Kaduna states on best agronomic practices for improved soybean production using the MARKETS II PoP.
- Provide training for the field staff and farmers on effective use of soybean inoculum.
- Establish demonstration plots in target states in networked and non-networked areas.
- Promote job creation through services such as crop spraying (youth), beekeeping and pollination, and processing.
- Investigate the potential for soybean production and marketing in Taraba and Kogi states.

#### ***Producer Capacity Building and Association Development***

- Help form and register farmer groups, and train them and extension agents in group formation, NAEC, leadership skills, and group dynamics.
- Hold quarterly meetings (at least) to review value chain activities with farmer group leaders, processors, and ADPs to build trust through regular communication between producers and processors.
- Partner with the ADPs to increase the number of female extension agents and women and youth lead farmers and promote knowledge sharing among them and farmer groups.
- Hold cooking demonstrations on nutrient diversification using soy, sorghum, maize, and other products.
- Pilot mentorship opportunities between women farmers in the value chain, where feasible.
- Create linkages and exchange visits between strong performing women's groups and newly formed groups, where feasible.

#### ***Agricultural Inputs***

- Facilitate linkages for farmer groups for seeds, inoculum, agro-chemicals, and fertilizers through the GES, N2Africa, AgriGuardian, NCRI, IITA, and agro-dealers.
- Work with WACOT to train seed out-growers in Benue state.
- Identify and link micro- and small-scale processors to sources of processing equipment.
- Link farmers to sources of post-harvest equipment.
- Link farmers to sources of land preparation equipment and mechanization.
- Train women and youth on seed multiplication at the community level.

### ***Technology Generation, Deployment and Upscaling***

- Demonstrate and introduce improved seed varieties (TG-1444-2E and 1448), rhizobium inoculation, and harvesting from plant base to allow root to decompose in the soil.
- Test TGx 1904-6E, TGx 1835-10E, TGx 1951-3F and TGx 1987-62F varieties.
- Identify, test, and demonstrate small-scale soy processing equipment.
- Train interested soybean farmers and others on beekeeping and pollination.
- Promote crop rotation with maize and sorghum to maintain soil fertility.

### ***Water and Soil Management***

- Promote sustainable use of soybean farm land through crop rotation practices and harvesting methods of cutting from the base and allowing the roots to decompose in soil to add organic matter content.
- Treat seeds with Rhizobium inoculum to enhance nitrogen fixation, increase yield, and add benefits to the soil.
- Encourage close planting (5 cm spacing) to control weeds via early canopy closure, hence reducing cost.

### ***Access to Finance***

- Meet lead farmers, farmer groups, and agro processors to discuss financing needs along the value chain.
- Assess bankability of a “typical soybean producer” by calculating total production cost (i.e. input, labor and mechanization cost per hectare before the farming season), sales, revenue, and gross margins; if feasible, share information with financial institutions to facilitate access to finance.
- Encourage the culture of taking insurance on crops among farmers by creating awareness during training and extension activities.
- Encourage internal mobilization of funds by creating awareness on benefits of thrift and credit activities among group members.
- Identify producer groups and partners that will be recommended to the finance team for linkage to credit facility.
- Explore a partnership with the Bank of Agriculture to provide credit.

### ***Government and External Relations***

- Participate in and support ATA soybean value chain meetings.
- Attend quarterly stakeholder meetings to review the value chain activities.
- Continue to work with and through State Commissioners of Agriculture and ADP extension services.
- Sensitize traditional leaders, village power actors, and religious leaders on to issues of women and youth access to land and work with them to address these issues.
- Start interactive visits between associations for knowledge sharing.

### ***Grants and Subcontracts***

- Review and approve grant applications that support technology adoption, mechanization, and inclusion of youth and women farmers and micro- and small-scale processors.

- MARKETS II will provide guidance, support, and training to the local service providers to increase their capacity to provide technical and organizational capacity building training to soy farmers and their associations.
- Explore possible partnership with the Bank of Agriculture to potentially match grants.

Please see Annex A for complete work plan Gantt charts.

### A3c. Value Chain Partners and Collaboration

Table 10: Soy Value Chain Partners

Input Suppliers	Federal Government	State Government	Research Institutions	Financial Service Providers
<b>Soy</b>				
<b>Agro-processors:</b> Grand Cereals, Novum Agro, Karma Milk, Feed Tech <b>Producers:</b> Number of Farmer Groups by LGA: Kaduna, LGA (5), Chikun, Giwa, Ikara, Makarfi, Kajura,* 2015 10000 farmers				BoA, BoI, FBN, UBN, Ecobank, Sterling bank, Stanbic IBTC, Unity, Jai'z, DEC and WDI
IAR Seeds, Da All Green Seeds, Premier Seeds, Maslaha Seeds, Notore Seeds, Wacot, Golden, TAK, and Notore Fertilizers	ATA soybean value chain	Kaduna ADP	IAR, NCRI, IITA	
<b>Agro-processor:</b> De Ideal Feed <b>Producers:</b> Number of Farmer Groups by LGA: Niger, LGA (5), Rafi, Mariga-4, Lapai-5, Mokwa-6, Shiroro-7, Raffi-6, Paikoro-14				
	ATA soybean value chain	Niger ADP		
<b>Agro-processor:</b> Hule & Sons <b>Producers:</b> Benue, LGA ) Tarka-33, Gboko-47, Bukuru-37, Gwer West-34, GwerEast-18, Apa-22, Konshishaa-50, Guma-19				
		Benue ADP		

Table 11: Soy Value Chain Collaboration Matrix

Activity Name and Description	Location State & LGAs	Potential Collaboration (Donors, NGOs, CBOs)
<b>Soy</b>		
Food fortification for school children program	*Kogi (Dekina, Ijumu, Kogi)	UNICEF
Rhizobium inoculation training	Benue state (Tarka, Gboko, Bukuru, Gwer West, Gwer East, Apa, Konshishaa, Guma, Niger State (Rafi, Mariga-, Lapai- Mokwa-Shiroro-Raffi-Paikoro-	Rhizobacteria Argentina, IITA, N2Africa, AgriGuadian., SERAPH Nigeria Ltd

### A3d. Soy Targets

Table 12: Soy FY2014/15 Targets

Indicator	Target
Gross margin per unit of land of selected product (US\$/ha)	\$420
Number of hectares under improved technologies or management practices as a result of USG assistance	27,200
Number of farmers and others who have applied new technologies or management practices as a result of USG assistance	20,000
Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	20,000
Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	1080
Number of public-private partnerships formed as a result of FTF assistance	6

### A4. Cassava

#### A4a. Overview and Strategy



Uprooted cassava.

In 2014-2015 MARKETS II will expand out-grower scheme activities with existing partners (i.e. Matna, AADL, Thai Farms and Niji Foods) and increase the production and quality of cassava through trainings on improved farm management practices. In the Niger Delta, working with PIND, we continue our relationships with Thai Farms, Ideawor Farms and Lentus Farms, the Edo State Cooperative Farmers' Agency Limited (ESCFA), and our supported out-grower activities. In addition, cassava out-growers will be mobilized for Ego Farm, a new processor in Rivers state, as well as for selected micro- and small-scale processors groups in the state. We will explore collaboration with potential new Niger Delta processors in Delta

State and elsewhere. We continue our collaboration with YARCOF in Abaji, FCT and the Catherine de Medici Foundation in Ondo State.

MARKETS II will continue to train and support micro- and small-scale women cassava processors in capacity building, business and product development, and linkages to financial institutions. We will mobilize and train interested selected youth farmers on pesticide applications as contract sprayers. Similarly, selected women and youth will be trained on cassava cutting systems for rapid multiplication of cassava stems.

### ***A4b. Key Activities for Year 3***

#### ***Agricultural Productivity***

- Organize training (training of trainers, ToT) of lead farmers on recommended cassava production and farm management practices and monitor step-down training for cassava productivity.
- Organize green and brown field days for farmers enlisted in the cassava out-grower schemes for adoption of good agronomic practices.
- Establish demonstration plots in intervention and non-intervention LGAs and train EAs in those LGAs for wider outreach.
- Use demonstration plots to train farmers on improved agronomic and management practices for sustainable production of cassava roots.
- Promote intercropping with revenue generating and nutritious companion crops.
- Train women cassava processors on improved cassava processing and nutrition.
- Organize training on chemical weed control for youth as contract sprayers in cassava project states.
- Train selected youth farmers on techniques and economics of commercial stem multiplication in cassava project states.

#### ***Producer Capacity Building and Association Development***

- Build capacity of extension agents through group dynamics and leadership skills trainings and cassava PoPs.
- Use our Nigerian Agricultural Enterprise Curriculum (NAEC) to train farmers on farming as a business.
- Strengthen associations through training extension agents and cassava group leaders on group formation, group dynamics, and leadership skills.
- Pilot mentorship opportunities between women farmers in the value chain, where feasible.
- Create linkages and exchange visits between strong performing women's groups and newly formed groups, where feasible.
- Hold quarterly meetings (at least) to review value chain activities with farmer group leaders, processors, and ADPs to build trust through regular communication between producers and processors.
- Train agro-processors on sustainable effluent management to ensure environmentally friendly operations.

#### ***Agricultural Inputs***

- Increase access to improved cassava varieties by facilitating the dissemination and distribution of improved high yielding, commercially viable (with high starch content), and disease resistant varieties of cassava to farmers.
- Facilitate linkage to sources of improved cowpea, melon, and other seeds for intercropping in cassava production.
- Facilitate linkages with the GES program for inputs such as fertilizer and crop protection chemicals.
- Assist with planning for off-season fertilizer purchases.

- Demonstrate new cassava-specific fertilizer blends when available from Notore and other companies.
- Promote the use of pesticide contract sprayers.
- Identify tractor service providers and facilitate farmer access.
- Implement a pilot cassava cuttings scheme in Edo, Ondo, and Rivers states.

### ***Technology Generation, Deployment, and Upscaling***

- Demonstrate appropriate cassava production technologies (e.g. cassava harvester) and facilitate private sector production of accepted products.
- Demonstrate and promote multiplication systems for improved cassava stems and train women and youth farmers on the methodology.
- Facilitate access to improved high-yielding varieties in partnership with IITA and the Root Crops Research Institute.
- Train producer organizations and associations on improved planting methods including plant spacing and intercropping with egusi.
- Demonstrate new cassava-specific fertilizer blends when available from Notore and other companies.
- Encourage intercropping with short-duration crops like melon and beans to provide nutrition and income to the farmer before main crop harvesting.
- Identify and pilot on-farm semi-processing technologies.
- Encourage agro processors to demonstrate to farmers the efficiency and effectiveness of mechanization in cassava production for more profitability.
- Demonstrate the use of approved herbicides in controlling weeds by networked farmers.

### ***Water and Soil Management***

- Encourage crop rotation in training.
- Demonstrate the use of organic manure for fertility maintenance and soil management in sustainable production of cassava roots.
- Encourage companion crops/cover crops for soil improvement and income generation.
- Promote soil conservation methods.

### ***Access to Finance***

- Link farmers and processors to financial institutions and other credit sources.
- Encourage the culture of taking insurance on crops among farmers by creating awareness during training and extension activities.
- Encourage internal mobilization of funds by creating awareness of benefits of thrift and credit activities among group members.

### ***Government and External Relations***

- Continue to explore possible collaboration with FMARD and Edo State on land clearing.
- Organize stakeholders' forum for relationship building with value chain actors.
- Collaborate with relevant research institutes (IITA, NRCRI, NCAM, and FIIRO) on cassava production and processing technologies.
- Continue to work with state ADPs and EAs to organize and train farmers.

- Participate in the review and development of a cassava board at the invitation of FMARD.
- Sensitize traditional leaders, village power actors, and religious leaders on to issues of women and youth access to land and work with them to address these issues.
- Start interactive visits between associations for knowledge sharing.

### **Grants and Subcontracts**

- Review and approve grant applications that support technology adoption, mechanization, and inclusion of youth and women.
- MARKETS II will provide guidance, support and training to the local service providers to increase their capacity to provide technical and organizational capacity building training to cassava farmers and their associations.

Please see Annex A for complete work plan Gantt charts.

### **A4c. Value Chain Partners and Collaboration**

**Table 13: Cassava Value Chain Partners**

Input Suppliers	Federal Government	State Government	Research Institutions	Financial Service Providers
<b>Cassava</b>				
<b>Agro-processors:</b> Thai Farm International Limited (Oyo State) <b>Producers:</b> Number of Farmer Groups by LGA: Atiba (10), Oyo West (10), Afijio (10), Surulere (10), LGA (4)				
Harvestfield, Fistico Nigeria Limited, Syngenta, CZARD, Notore.	FMARD ATA Cassava Value Chain Team	Oyo State ADP	IITA, NRCRI	Bank of Agriculture, NAIC
<b>Agro-processors:</b> Allied Atlantic Distilleries Limited <b>Producers:</b> Number of Farmer Groups by LGA: Ibarapa North (10), Ibarapa Central (10), Ibarapa East (10), Ido (10), Iseyin (30), Itesiwaju (10)				
Harvestfield, Fistico Nigeria Limited, Syngenta, CZARD, Notore.	FMARD ATA Cassava Value Chain Team	Oyo State ADP	IITA, NRCRI	Bank of Agriculture, NAIC
<b>Agro-processors:</b> Niji Foods Limited <b>Producers:</b> Number of Farmer Groups by LGA: Atisbo (6), Iseyin ( ), Kajola (24), Iwajowa (10), LGA (5)				
Harvestfield, Fistico Nigeria Limited, Syngenta, CZARD, Notore.	FMARD ATA Cassava Value Chain Team	Oyo State ADP	IITA, NRCRI	Bank of Agriculture, NAIC
<b>Agro-processors:</b> Thai Farm International Limited (Ondo state) <b>Producers:</b> Number of Farmer Groups by LGA: Odigbo (40), Okitipupa (20), Irele (20) LGA (3)				
Harvestfield, Fistico Nigeria Limited, Syngenta, CZARD, Notore.	FMARD ATA Cassava Value Chain Team	Ondo State ADP	IITA, NRCRI	Bank of Agriculture, NAIC
<b>Agro-processors:</b> Matna Foods Limited (Ondo State) <b>Producers:</b> Number of Farmer Groups by LGA: Akure North (10), Akure South (10), Owo (20), Ose (20), LGA				
Harvestfield, Fistico Nigeria Limited, Syngenta, CZARD, Notore.	FMARD ATA Cassava Value Chain Team	Ondo State ADP	IITA, NRCRI	Bank of Agriculture, NAIC
<b>Agro-processors:</b> Yaba Rural Cooperative Foundation <b>Producers:</b> Number of Farmer Groups by Area Councils (LGA): Abaji (30), Kuje (30), Gwagwalada (20), AMAC (5), Kwali (20) and Bwari (15). LGA (6)				

Input Suppliers	Federal Government	State Government	Research Institutions	Financial Service Providers
Harvestfield, Fistico Nigeria Limited, Syngenta, CZARD, Notore.	FMARD ATA Cassava Value Chain Team	FCT ADP	IITA, NRCRI	Bank of Agriculture, NAIC
<b>Agro-processors: Matna Foods Company Limited (Edo state)</b> <b>Producers: Number of Farmer Groups by LGA: ), Ovia North-East (10), Owan West (10) LGA (2)</b>				
Harvestfield, Fistico Nigeria Limited, Syngenta, CZARD, Notore.	FMARD ATA Cassava Value Chain Team	Edo State ADP	IITA, NRCRI	Bank of Agriculture, Sterling Bank, First Bank, LAPO, NAIC
<b>Agro-processors: Ideawor Farms Limited</b> <b>Producers: Number of Farmer Groups by LGA: Etsako-West (10), Etsako-East (10), LGA (2)</b>				
Harvestfield, Fistico Nigeria Limited, Syngenta, CZARD, Notore.	FMARD ATA Cassava Value Chain Team	Edo State ADP	IITA, NRCRI	Bank of Agriculture, Sterling Bank, First Bank, LAPO NAIC
<b>Agro-processors: Lentus Farms Limited</b> <b>Producers: Number of Farmer Groups by LGA: Orhionmwon (20), LGA (1)</b>				
Harvestfield, Fistico Nigeria Limited, Syngenta, CZARD, Notore.	FMARD ATA Cassava Value Chain Team	Edo State ADP	IITA, NRCRI	Bank of Agriculture, Sterling Bank, First Bank, LAPO NAIC
<b>Agro-processors: Ego Farms Limited (Rivers State)</b> <b>Producers: Number of Farmer Groups by LGA: Emoha (10), Etche (10) LGA (2)</b>				
Harvestfield, Fistico Nigeria Limited, Syngenta, CZARD, Notore.	FMARD ATA Cassava Value Chain Team	Rivers State ADP	IITA, NRCRI	Bank of Agriculture, Sterling Bank, First Bank, LAPO NAIC

**Table 14: Cassava Value Chain Collaboration Matrix**

Activity Name and Description	Location State & LGAs	Potential collaboration (Donors, NGOs, CBOs)
<b>Cassava</b>		
Thai Farm International Limited, Cassava Out-growers Scheme, Oyo State (Technical support to 500 cassava farmers for increased productivity & Income)	Oyo State (Atiba, Oyo-West, Afijio and Surulere LGAs)	Oyo State ADP
Allied Atlantic Distilleries Limited, Cassava Out-growers Scheme, Oyo State (Technical support to 500 cassava farmers for increased productivity & Income)	Oyo State (Ibarapa North, Ibarapa Central, Ibarapa East, Ido, Iseyin and Itesiwaju LGAs)	Oyo State ADP, .
Niji Foods Limited Cassava Out-growers Scheme, Oyo State (Technical support to 500 cassava farmers for increased productivity and Income)	Oyo State , Kajola, Atisbo and Iwajowa LGAs)	Oyo State ADP
Thai Farm International Limited, Cassava Out-growers Scheme, Ondo State (Technical support to 500 cassava farmers for increased productivity & Income)	Ondo State (Odigbo, Okitipupa and Irele LGAs)	CDMA, Ondo State ADP

Activity Name and Description	Location State & LGAs	Potential collaboration (Donors, NGOs, CBOs)
Matna Foods Limited, Cassava Out-growers Scheme, Ondo State (Technical support to 500 cassava farmers for increased productivity and Income)	Ondo State (Akure North, Akure South, Owo and Ose LGAs)	Ondo State ADP
Yaba Rural Cooperative Foundation, Cassava Out-growers Scheme, FCT (Technical support to 3,000 cassava farmers for increased productivity & Income)	FCT (Abaji, Kuje, Gwagwalada, AMAC, Kwali and Bwari Area Councils)	FCT ADP
Matna Foods Company Limited, Cassava Out-growers Scheme, Edo State (Technical support to 500 cassava farmers for increased productivity & Income)	Edo State (, Ovia North-East, and Owan West LGAs)	Edo State ADP , PIND
Ideawor Farm Limited, Cassava Out-growers Scheme, Edo State (Technical support to 500 cassava farmers for increased productivity and Income)	Edo State (Etsako West & Etsako East LGAs)	Edo State ADP, PIND
Lentus Farm Limited, Cassava Out-growers Scheme, Edo State (Technical support to 500 cassava farmers for increased productivity and Income)	Edo State (Orhionmwon LGA)	Edo State ADP, PIND
Ego Farms Limited, Cassava out-growers scheme, Rivers State (Technical support to 500 cassava farmers for increased productivity and income)	Rivers State (Emoha and Etche LGAs)	Rivers State ADP, PIND
Women Cassava Processors, Edo, Ondo and Rivers states (Technical support to 1,000 women processors for increased profitability, income and better nutrition)	Edo, Ondo and Rivers states	Edo, Ondo and Rivers states ADPs

#### A4d. Cassava Targets

Table 15: Cassava FY2014/15 Targets

Indicator	Target
Gross margin per unit of land of selected product (US\$/ha)	\$665
Number of hectares under improved technologies or management practices as a result of USG assistance	11,880
Number of farmers and others who have applied new technologies or management practices as a result of USG	10,800
Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	10,800
Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	432
Number of public-private partnerships formed as a result of FTF assistance	6

## A5. Cocoa

### A5a. Overview and Strategy



Cracking cocoa pods.

In 2014-2015, we continue our focus on increasing yield and improving quality in the cocoa value chain. MARKETS II will expand collaboration with our partnering companies (Multi-Trex Integrated Foods Plc, Armajaro Nigeria Limited, Yara Commodities Limited and Agro-Traders Limited) and the ADPs in our three cocoa target states (Oyo, Ondo and Cross River States) by increasing the number of smallholder cocoa farmers assisted. MARKETS II will continue to facilitate farmers' access and effective use of inputs (improved planting material, fertilizer, pesticides) by promoting the adoption of

improved seedlings, nursery establishment and management, appropriate fertilizer use, best agricultural practices, and integrated pest management. We continue training farmer groups on better techniques for post-harvest handling, fermentation, and drying to improve the quality of cocoa beans. We also continue assistance on the introduction and development of cocoa grafting methods and other cocoa rehabilitation techniques. The effects of soil organic matter, different shade covers, and companion planting on soil fertility, cocoa yields and farmer income are part of our training. MARKETS II continues to support our partners' efforts to introduce traceability, create Internal Control Systems (ICS), and certification for UTZ, RA or other relevant standards.

MARKETS II supports the inclusiveness of women and youth in the cocoa value chain in farming and in the start-up and development of micro and small businesses providing farming services. These include business and technical training in the proper use and disposal of pesticides, using the project's PERSUAP as a guide, for pesticide application businesses; and in beekeeping for cocoa pollination and honey production businesses.

### A5b. Key Activities for Year 3

#### **Agricultural Production**

- Train lead farmers, extension agents and farmers on improved cocoa production (Good Agricultural Practices), including advice on rehabilitation of old cocoa farms, grafting and replanting, regular pruning and other plant health care, soil fertility management, improved post-harvest handling practices, etc.; a demonstration farm will be maintained where the best practices are shown and practical training activities can take place during the different seasons.
- Establish demonstration plots for hands on training on nursery establishment and management for improved planting material, grafting skills and farmer training on

- planting, replanting and farm diversification (for example, plantain and banana production in combination with young cocoa plantations).
- Train youth and others as pesticide spray service providers (SSP).
- Train farmer groups on traceability systems, ICS set-up and certification requirements for UTZ, RA or other relevant standards.
- Provide technical support for pre-audit, internal inspection and certification for UTZ, RA or other applicable schemes.
- Train women, youth and men in beekeeping and honey production, and a more limited group on pollination services. Inform cocoa producers on the advantages of bees and pollination in increasing yields and in the importance of coordination between beekeeping and pesticide spraying.

### ***Producer Capacity Building and Association Development***

- Continue training, using MARKETS' Nigerian Agricultural Enterprise Curriculum (NAEC), farmers and agricultural service providers on agriculture enterprise development.
- Continue to strengthen associations through training of cocoa group leaders and extension agents on group formation, organization strengthening, group dynamics and leadership skills; and on business development, auxiliary services and group marketing.
- Use MARKETS's Micro Enterprise (MEF) curriculum to provide micro-enterprise training for women, youths, and men in beekeeping, honey production and pollination services.
- Provide MEF training for grafting, bud wood, and nursery management providers.
- Pilot mentorship opportunities between women farmers in the value chain, where feasible.
- Create linkages and exchange visits between strong performing women's groups and newly formed groups, where feasible.
- Hold quarterly meetings (at least) to review value chain activities with farmer group leaders, processors, and ADPs to build trust through regular communication between producers and processors.

### ***Agricultural Inputs***

- Promote using the Growth Enhancement Scheme (GES) to increase cocoa farmer access to inputs.
- Help planning for off-season fertilizer purchase.
- Support improvement and expansion of the input supply system, including cocoa specific fertilizer, approved and recommended agro-chemicals, and improved planting material.
- Train lead farmers and spray service providers (youth contract sprayers) in approved agro pesticide use within cocoa production systems (PERSUAP compliance.)
- Demonstrate new fertilizer blends when available to farmers.

### ***Technology Generation, Deployment, and Upscaling***

- Continue to promote use of the wooden mallet for breaking pods; raised fermentation trays; raised drying platforms; nursery establishment and management and

intercropping with desirable food and fruit crops: plantain, oil palm, orange, cocoa yam.

- Promote improved post-harvest processing and handling such as use of box and tray fermentation techniques (an alternative fermentation process to heap and basket method.)
- Train women and youth farmers in nursery establishment and management.
- Demonstrate the use of bio-control or botanical pesticides for IPM recommendation.
- Demonstrate and encourage the use of cocoa grafting techniques and other cocoa plantation rehabilitation techniques.
- Train farmers (especially women and youth) on beekeeping, pollination (and honey production) to increase yields of cocoa.
- Facilitate fertilizer technologies and promote use of cocoa-specific fertilizer recommendations.
- Promote farmer training on planting, replanting, and diversification (demonstrate line planting of cocoa trees and intercropping.)
- Collaborate with CRIN on the development of bud wood gardens, identification of best clones and testing of propagation approaches, and facilitate adoption by farmers.

### ***Water and Soil Management***

- Demonstrate the use of compost (neem, pod husk, and animal dung) and different shade covers on soil fertility.
- Encourage conservation farming for soil improvement and sustainable land use.
- Train in and promote the use of appropriate inputs (pesticides, fertilizer), handling, and disposal to farmers in accordance to PERSUAP.
- Facilitate fertilizer technologies including adaptive research into fertilizer blending for various soil types in partnership with CRIN and other national institutes.

### ***Access to Finance***

- Support financial institutions to develop loan product for cocoa farmers.
- Link farmers to financial institutions and other credit sources.
- Encourage internal mobilization of funds through awareness creation on benefits of thrift and credit activities among group members.
- Encourage the culture of taking insurance on crops among farmers through awareness creation.

### ***Government and External Relations***

- At the invitation of FMARD participate in discussions on the creation of a national cocoa board.
- Organize stakeholders' forum for relationship building with value chain actors.
- Collaborate with relevant research institutes (CRIN, IITA.)
- Collaborate with FMARD ATA Cocoa value chain team (GES, improved planting material, cocoa fertilizer, policy, etc.)
- Collaborate with agro-chemical dealers; Croplife, Harvest field, Biostat, Golden fertilizer, Notore fertilizer company.
- Maintain relationship with the World Cocoa Foundation – Cocoa Livelihoods Program –Nigeria team.
- Collaborate with Oyo and Cross River state youth programs.
- Continue to work with state ADP and EAs to train farmers.
- Explore opportunities for leveraging and synergy with USAID's NEXTT Project.

- Renew and sign implementation agreements with private sector partners and state ADPs.
- Sensitize traditional leaders, village power actors, and religious leaders to issues of women and youth access to land and work with them to address these issues.
- Start interactive visits between associations for knowledge sharing.

### **Grants and Subcontracts**

- Review and approve grant applications that support technology adoption, mechanization, and inclusion of youth and women famers and micro- and small-scale service providers (e.g. tray and box fermentation, beekeeping and pollination services, raised platform for sun drying, development of clones for bud wood dissemination), and IPM research on pests and disease.
- MARKETS II will provide guidance, support, and training to the local service providers to increase their capacity to provide technical and organizational capacity building training to cocoa farmers and their associations.

Please see Annex A for complete work plan Gantt charts.

### **A5c. Value Chain Partners and Collaboration**

**Table 16: Cocoa Value Chain Partners**

Input suppliers	Federal Government	State Government	Research Institutions	Financial Service Providers
<b>Cocoa</b>				
<b>Agro-Processor:</b> Multi-Trex Integrated Foods Plc				
<b>Producers:</b> Number of Farmer Groups by LGA: 80 groups, LGA (# ) Ibarapa North (13), Ido (14), Akinyele (15),, Ibarapa East (8), Odigbo (10), Akure South (12), Akure North (6)				
Crop life Harvest Field Dizengoff Saro-Agro-sciences	ATA Cocoa Value Chain Technical Team	Oyo ADP Ondo ADP Cross River ADP	Cocoa Research Institute of Nigeria (CRIN) Institute of Agricultural Research (IAR, ABU) Institute of Tropical Agriculture of Nigeria (IITA), Soil society of Nigeria (SSN)	
<b>Agro-Processor:</b> Armajaro Nig Ltd				
<b>Producers:</b> Number of Farmer Groups by LGA: 240 groups, LGA (#) Ibarapa North (10), Ibarapa East (10), Orire (14), Ogo-Oluwa (14), Ido (3), Surulere (12), Oluyole (16), Ona Ara (8), Lagelu (8), Iwajowa (15), Akoko South West(15), Ose (10), Owo (14), Ondo East (20), Ondo West (30), Akure North (14), Ile-Oluji (20), Odigbo (15)				

Input suppliers	Federal Government	State Government	Research Institutions	Financial Service Providers
Crop life Harvest Field Dizengoff Saro-Agro-sciences	ATA Cocoa Value Chain Technical Team	Oyo ADP Ondo ADP Cross River ADP	Cocoa Research Institute of Nigeria (CRIN) Institute of Agricultural Research (IAR, ABU) Institute of Tropical Agriculture of Nigeria (IITA), Soil society of Nigeria (SSN)	Bank of Agriculture Union Bank Plc Microfinance Banks
<b>Agro-Processor:</b> Yara Commodities Ltd <b>Producers:</b> Number of Farmer Groups by LGA: 160 groups, LGA (#) Ile-Oluji (23), Akure South(10), Akure North (10), Ondo west (10), Idanre (40), Ose (3), Etung (30), Ikom (20), Boki (25)				
Crop life Harvest Field Dizengoff Saro-Agro-sciences	ATA Cocoa Value Chain Technical Team	Oyo ADP Ondo ADP Cross River ADP	Cocoa Research Institute of Nigeria (CRIN) Institute of Agricultural Research (IAR, ABU) Institute of Tropical Agriculture of Nigeria (IITA), Soil society of Nigeria (SSN)	
<b>Agro-Processor:</b> Agro Traders Nigeria Limited <b>Producers:</b> Number of Farmer Groups by LGA: 60 groups, LGA (#) Boki (30), Obubra (30)				
Crop life Harvest Field Dizengoff Saro-Agro-sciences	ATA Cocoa Value Chain Technical Team	Oyo ADP Ondo ADP Cross River ADP	Cocoa Research Institute of Nigeria (CRIN) Institute of Agricultural Research (IAR, ABU) Institute of Tropical Agriculture of Nigeria (IITA), Soil society of Nigeria (SSN)	

Table 17: Cocoa Value Chain Collaboration Matrix

Activity Name and Description	Location State & LGAs	Potential collaboration (Donors, NGOs, CBOs)
<b>Cocoa</b>		
Capacity Building of lead farmers and extension agents on Good Agricultural Practices (GAP) and Internal Management System (IMS)	Oyo, Ondo, Cross River state	Conservation Alliance Farming World & Rural Devt Initiative Regional Expertise center
Grants support on technology transfer on specific cocoa fertilizer use and capacity building on GAP	Oyo, Ondo, Cross River state	Sustainable Trade Initiative (IDH)

Activity Name and Description	Location State & LGAs	Potential collaboration (Donors, NGOs, CBOs)
Grants support on technology transfer on specific cocoa fertilizer use and capacity building on entrepreneurial training in grafting, bud wood and nursery management	Oyo, Ondo and Cross	World Cocoa Foundation/Cocoa livelihoods Program
Capacity building on farmers organization strengthening and cooperative management	Oyo, Ondo and Cross River state	Socodevi –Nigeria
Capacity building training on Good Agricultural Practices (GAP)& Internal Management System/IMS	Oyo, (Akinyele, Ido, Orire, Ogo-Oluwa, Surulere, Ona Ara, Lagelu, Ibarapa North & East);Ondo (Akoko south west, Ose, Owo, Idanre, Ile-Oluji, Ondo West, Ondo East, Idanre, Akure North & South.	Conservation Alliance
Capacity building training on Good Agricultural Practices (GAP)& Internal Management System/IMS	Cross River (Etung, Ikom and Boki	Farming World and Rural Development Initiative
Capacity building on contract sprayer and input support system	Oyo, Ondo and Cross River	Techno serve/Crop life
Support Cocoa research Institute of Nigeria in the area of molecular biotechnology, crop nutrient/yield gap analysis and IPM research on pests and disease.	Oyo	Cocoa Research Institute of Nigeria (CRIN), International Institute of Tropical Agriculture (IITA)
Capacity Building training on Honey Bee & stingless Bee pollination as a bio-intensive tool for improving crop yield of cocoa for women and youths	Ondo and Cross River State	Bargong Farms Limited

#### A5d. Cocoa Targets

Table 18: Cocoa FY2014/15 Targets

Indicator	Target
Gross margin per unit of land of selected product (US\$/ha)	\$499
Number of hectares under improved technologies or management Practices as a result of USG assistance	43,740
Number of farmers and others who have applied new technologies or management practices as a result of USG assistance	27,000
Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	27,000
Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community –based organizations (CBOs) receiving USG assistance.	540
Number of public-private partnerships formed as result of FTF assistance	7

## A6. Rice

### A6a. Overview and Strategy



Drying rice.

Rice is MARKETS II's largest value chain in terms of number of farmers and number of states. As in our other targeted value chain, we improve the competitiveness of Nigerian rice by organizing and assisting out-growers to increase yields and incomes by providing technical assistance and capacity building to smallholder rice farmers and linkages to partner processors. We cover about 50,000 hectares (wet season) and 10,000 hectares (dry season) across the North and Middle Belt states and aim to improve yields to 4.0 MT/ha or higher from a baseline of 2.02 MT/ha. We also promote dry season farming as an

additional income source and safety net for farmers in irrigated areas, and target yields of 6.0 MT/ha.

In 2014/2015 the collaboration with our off-taker millers will be maintained and new off-taker millers added when the opportunities arise. The number of farmers will be increased in our current states, including Nasarawa, and we initiate rice paddy out-grower activities in Taraba state to respond to large and growing market demands in the country. Given the large potential and opportunities of increasing our efforts with Olam in Nasarawa state and the proximity of these activities to Abuja, MARKETS II will reexamine our allocation of resources to rice interventions in the FCT. MARKETS II works with medium and larger millers and conglomerations of small-scale millers who process the bulk of the paddy rice. Under our new work plan there are increased efforts on improving the business activities of these smaller mills.

Good yields start from good seed but good seed is often in short supply. MARKETS II will continue to partner with seed companies to train and support project farmers in seed production, and promote the use of quality seed over recycled seed. We continue to follow the progress of the FMARD's Staple Crop Processing Zones (SCPZ) and the Paddy Aggregation Centers (PAC)—both of which the project supported by technical assistance—and have started collaboration with private companies, like AFEX, that are establishing warehouse receipts programs using a PAC model.

MARKETS II is taking advantage of the large number of queuing smallholder farmers at the GES redemption sites. While they wait for GES subsidies, we provide various trainings and orientations. For the coming dry season, FMARD approved our proposal for a significant collaborative up-scaling of our UDP rice activity so that the Ministry will add subsidized urea briquettes to its list of redeemable inputs. This will significantly increase the number of farmers aware of and able to try the technology while kick-starting the private sector into supplying the briquettes. We are also considering

highlighting the motorcycle powered irrigation pump and bird (fish) nets at selected GES redemption sites.

### ***A6b. Key Activities for Year 3***

#### ***Agriculture Production***

- Mobilization and training of farmers in selected states on best agronomic practices for improved rice production
- Preseason training (ToTs) for lead farmers on improved rice best production practices; in-season ToTs will be done to showcase the performance of the technologies promoted during preseason ToTs and postharvest training is geared to guide the producers to producing good quality paddy
- Demonstrations of rice threshers and reapers to lead farmers
- Establish demonstration plots in targeted LGAs and non-target LGAs.
- Train selected rice farmers on rice seed production for seed companies
- Sensitize farmers' groups, community heads, community based organizations and faith-based organizations on dry season rice production
- Facilitate linkage between farmers, agents and processors for the sale of paddy
- Assist new farmer groups with registration to facilitate ease of contact and training
- Collaborate with the Nigerian agent for Caterpillar agricultural equipment to provide smallholder alternatives production and harvesting equipment (service provision, rental or improved buying terms)

#### ***Producer Capacity Building and Association Development***

- Use training of trainers to build capacity of extension agents
- Form and register farmers group in wet and dry seasons; provide group formation, groups dynamics and leadership training for new and continuing farmers
- Training for staff of rice processing factories on effluent disposal and waste management
- Training of selected farmers on techniques and economics of mechanization in rice production Training of farmers and small-scale processors on the business of farming using the project's NAEC curriculum and small-scale processing training materials
- Pilot mentorship opportunities between women farmers in the value chain, where feasible
- Create linkages and exchange visits between strong performing women's groups and newly formed groups, where feasible
- Hold quarterly meetings to review value chain activities with farmer group leaders, processors, ADPs to strengthen relationship between producers and processors

#### ***Agricultural Inputs***

- Develop market for contract spraying by providing information to agro-dealers, rural input dealers, and farmers on safe use and handling of pesticides
- Collaborate with seed companies (WACOT, TECHNISEED, NOTORE, and others) to train their out-growers.
- Train youth, women and men interested in farm service businesses: (1) contract sprayers on proper pesticide handling; (2) irrigation; (3) UDP, nurseries and transplanting; harvesting and handling.
- Hold UDP demonstrations in targeted sites.

- Link farmers to reliable sources of inputs such as CPP from Jubail, fertilizer from GOLDEN, or NOTORE fertilizer dealers.
- Work in collaboration with the state GES/ATA coordinators to encourage farmers to take advantage of inputs through the GES scheme.
- Assist with planning for off-season fertilizer purchase.
- Invite fishnet dealer to in-season training and post-harvest ToTs.
- In collaboration with NCRI, test new varieties of seeds with our off-takers and farmers.
- Hold ToTs for EAs in states targeted for UDP upscaling at GES sites and monitor subsequent training and UDP packets given to farmers.

### ***Technology Generation, Deployment, and Upscaling***

- Test, demonstrate and promote adoption of new and/or improved technologies such as:
  - UDP and FDP applicator
  - Improved seeds (FAROs 44, 52, and 57)
  - Fishing nets for bird control
  - System for Rice Intensification (SRI)
  - Transplanting with Direct Paddy Seeder (DPS)
  - Line planting with Direct Paddy Seeder (DPS)
  - Power tiller
  - Collapsible sun dryer (dry season rice)
- Test productivity levels of new varieties (FAROs 60, 61 – lowland) in collaboration with NCRI
- Use videos to inform farmers about the UDP technology; hold video viewings with groups in collaboration with Notore
- Demonstrate agricultural equipment such as rice reapers, threshers
- Guide farmers on compost making
- Collaborate with local private sector manufacturers to produce useful affordable equipment, for instance power tiller, planters, UDP applicator, briquetting machines, reaper, thresher and winnowing equipment

### ***Water and Soil Management***

- Promote soil and water management techniques:
  - Plowing back remains of threshed rice straw and rice husks
  - Use of organic manure
  - Improving drainage system in farmlands
  - Avoidance of bush burning and over-grazing of farm land
- Promote water management through water users association
- Promote crop rotation in trainings.
- Promote UDP technology
- Promote motorcycle powered irrigation pump

### ***Access to Finance***

- Educate farmers, processors, and other actors in value chain on opportunities to access finance.
- Encourage the culture of taking insurance on crops among farmers by creating awareness during training and extension activities.

- Encourage internal mobilization of funds by creating awareness of benefits of thrift and credit activities among group members.

### **Government and External Relations**

- Continue relationships with organizations in value chain development including Africa Rice, ATA Rice Value Chain Team, NESG Rice stakeholders group, and IFAD to harness potential collaboration.
- Continue to explore opportunities with research institutions and universities.
- Hold review meetings with value chain partners at least once every three months.
- Continue to engage ATA rice working group on wet and dry season rice activities.
- Renew IA agreements with partners clearly defining roles and responsibilities.
- Continue to be available to FMARD for ad hoc technical assistance approved by the Mission.
- Follow up with FMARD on the dry season UDP collaboration.
- Build the capacity of ADPs in extension service delivery for rice farmers.
- Enhance the capacity building of the Women-In-Agriculture (WIA) component of the state ADPs in extension service delivery to support female and youth farmers.
- Sensitize traditional leaders, village power actors, and religious leaders on issues of women and youth access to land and work with them to address these issues
- Start interactive visits between associations for knowledge sharing.

### **Grants and Subcontracts**

- Review and approve grant applications that support technology adoption, mechanization, and inclusion of youth and women farmers and micro- small scale service providers (e.g. tray and box fermentation, beekeeping and pollination services, raised platform for sun drying, development of clones for bud wood dissemination,) and IPM research on pests and disease.
- MARKETS II will provide guidance, support, and training to the local service providers to increase their capacity to provide technical and organizational capacity building training to rice farmers and their associations.

Please see Annex A for complete work plan Gantt charts.

**Table 19: Rice Value Chain Partners**

Input Suppliers	Federal Government	State Government	Research Institutions	Financial Service Providers
<b>Rice</b>				
<b>Agro-processor:</b> Ebony Agro <b>Producers:</b> Number of Farmer Groups by LGA: Afikpo North (33), Afikpo south (40), Ebonyi (33), Ezza South (32), Ikwo (50), Ivo (40), Ohazara (32), Ohaukwu (33) and Onicha (33); Cross River Bekwara(18), Ogoja(18),Yala (18),Obubra (18),Ikom(12), Yakurr (12), Abi (12), Biase(12)				
Da All Green, Techni seed, Premier Seeds, Notore Seeds, Wacot, Golden, TAK, and Notore Fertilizers Strategic Seeds	ATA Rice Value Chain Team	ADP	NCRI, NCAM	Bank of Agriculture (all), First Bank, Bol, Diamond bank, Sterling bank, Union bank Eco-Bank, Jaiz, , Unity Bank
<b>Agro-processor:</b> Abakaliki Small Scale Processors <b>Producers:</b> Number of Farmer Groups by LGA: Izzi (40), Abakaliki (33)				

Da All Green, Techni seed, Premier Seeds, Notore Seeds, Wacot, Golden, TAK, and Notore Fertilizers	ATA Rice Value Chain Team	ADP	NCRI, NCAM	Bank of Agriculture (all), First Bank, Bol, Diamond bank, Sterling bank, Union bank Eco-Bank, Jaiz, , Unity Bank
<b>Input Suppliers</b>	<b>Federal Government</b>	<b>State Government</b>	<b>Research Institutions</b>	<b>Financial Service Providers</b>
<b>Agro-processor:</b> Omor Small Scale Processors <b>Producers:</b> Number of Farmer Groups by LGA: Awka North (12), Ayamelum (4) in Anambra State.				
Da All Green, Techni seed, Premier Seeds, Notore Seeds, Wacot, Golden, TAK, and Notore Fertilizers	ATA Rice Value Chain Team	ADP	NCRI, NCAM	Bank of Agriculture (all), First Bank, Bol, Diamond bank, Sterling bank, Union bank Eco-Bank, Jaiz, , Unity Bank
<b>Agro-processor:</b> Tara Rice <b>Producers:</b> Number of Farmer Groups by LGA: Ayamelum (100), Orumba North (15), Orumba south (15), Awka North (18), Isi-Uzo(20), Uzo-Uwani (50), Aninri (30), Ezeagu (20) in Enugu State				
Da All Green, Techni seed, Premier Seeds, Notore Seeds, Wacot, Golden, TAK, and Notore Fertilizers	ATA Rice Value Chain Team	ADP	NCRI, NCAM	Bank of Agriculture (all), First Bank, Bol, Diamond bank, Sterling bank, Union bank Eco-Bank, Jaiz, , Unity Bank
<b>Agro-processor:</b> Onyx Rice Company <b>Producers:</b> Number of Farmer Groups by LGA: Lavun (44),Edati (38), Gbako (35), Wushishi (38), Bida (10), Katchia (35) in Niger state.				
Da All Green, Techni seed, Premier Seeds, Notore Seeds, Wacot, Golden, TAK, and Notore Fertilizers	ATA Rice Value Chain Team	ADP	NCRI, NCAM	Bank of Agriculture (all), First Bank, Bol, Diamond bank, Sterling bank, Union bank Eco-Bank, Jaiz, , Unity Bank
<b>Agro-processor:</b> Mikap <b>Producers:</b> Number of Farmer Groups by LGA: Tarka (13), Guma (51),Makurdi (59), ,Gboko (29),,Gwe West (23),, Kwande (20), Katsina Ala (17), Logo (6),,Oju (20) , Apa (14), Otukpo (24), Obi (11) in Benue State; Bekwara(23), Ogoja(31),Yala (24),Obubra (16),Ikom(12), Yakurr (12), Abi (15), Biase(17) in Cross River State				
Da All Green, Techni seed, Premier Seeds, Notore Seeds, Wacot, Golden, TAK, and Notore Fertilizers, Strategic Seeds	ATA Rice Value Chain Team	ADP	NCRI, NCAM	Bank of Agriculture (all), First Bank, Bol, Diamond bank, Sterling bank, Union bank Eco-Bank, Jaiz, , Unity Bank
<b>Agro-processors:</b> Small Scale Processors (Kwara) <b>Producers:</b> Number of Farmer Groups by LGA: LGA (#) Patigi (27), Ilorin South (5)				

Da All Green, Techni seed, Premier Seeds, Notore Seeds, Wacot, Golden, TAK, and Notore Fertilizers, Mamora Seeds	ATA Rice Value Chain Team	ADP	NCRI, NCAM	Bank of Agriculture (all), First Bank, Bol, Diamond bank, Sterling bank, Union bank Eco-Bank, Jaiz, , Unity Bank
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Input Suppliers	Federal Government	State Government	Research Institutions	Financial Service Provider
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**Agro-processor:** Quarra Rice

**Producers:** Number of Farmer Groups by LGA: Edu (78), Patigi (140), Ilorin south (10) in Kwara

Da All Green, Techni seed, Premier Seeds, Notore Seeds, Wacot, Golden, TAK, and Notore Fertilizers, Mamora Seeds	ATA Rice Value Chain Team	ADP	NCRI, NCAM	Bank of Agriculture (all), First Bank, Bol, Diamond bank, Sterling bank, Union bank Eco-Bank, Jaiz, , Unity Bank
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**Agro-processor:** Olam Nigerian Ltd

**Producers:** Number of Farmer Groups by LGA: Doma (42), Awe (58), Lafia (40)

Da All Green, Techni seed, Premier Seeds, Notore Seeds, Wacot, Golden, TAK, and Notore Fertilizers Strategic Seed, Mamora Seeds Olam seed	ATA Rice Value Chain Team	ADP	NCRI, NCAM	Bank of Agriculture (all), First Bank, Bol, Diamond bank, Sterling bank, Union bank Eco-Bank, Jaiz, , Unity Bank
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**Agro-processor:** Yaba Rural Cooperative Foundation

**Producers:** Number of Farmer Groups by LGA: Abaji (25), Kuje (25), Gwagwalada (25), Kwali (25)

Da All Green, Techni seed, Premier Seeds, Notore Seeds, Wacot, Golden, TAK, and Notore Fertilizers	ATA Rice Value Chain Team	ADP	NCRI, NCAM	Bank of Agriculture (all), First Bank, Bol, Diamond bank, Sterling bank, Union bank Eco-Bank, Jaiz, , Unity Bank
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**Agro-processor:** Atafi Rice

**Producers:** Number of Farmer Groups by LGA: Auyo (25)

Da All Green, Techni seed, Premier Seeds, Notore Seeds, Wacot, Golden, TAK, and Notore Fertilizers	ATA Rice Value Chain Team	JIGAWA ADP	NCRI, NCAM	Bank of Agriculture (all), First Bank, Bol, Diamond bank, Sterling bank, Union bank Eco-Bank, Jaiz, , Unity Bank, DEC
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**Agro-processor:** Umza

**Producers:** Number of Farmer Groups by LGA: Kura (25), Garin Malan (6), Doguwa (2), T/Wada (1), Kiru (2), Bunkure (4), Kibiya (4), Sumaila (1)-Kano state. Kirikassama (7), Hadejia (21), M/Madadori (18), Auyo (30), K/Hausa (4)-Jigawa. State. Gasssol, Taraba St

Da All Green, Techni seed, Premier Seeds, Notore Seeds, Wacot, Golden, TAK, and Notore Fertilizers	ATA Rice Value Chain Team	KANO, JIGAWA, TARABA  ADP	NCRI, NCAM	Bank of Agriculture (all), First Bank, Bol, Diamond bank, Sterling bank, Union bank Eco- Bank, Jaiz, , Unity Bank,DEC
<b>Agro-processor:</b> Labana <b>Producers:</b> Number of Farmer Groups by LGA: Wurno (13), Gwadabawa(9), Sokoto North (4), Kebbe (22), Tambuwal(12)-Sokoto state.. B/Kebbi (25) Gwandu (1) Augie (5) Argungu (4) yauri (13) Suru (18) Jega (8) Bunza (15), D/Gari, Kalgo Kebbi State				
Da All Green, Techni seed, Premier Seeds, Notore Seeds, Wacot, Golden, TAK, and Notore Fertilizers	ATA Rice Value Chain Team	SOKOTO, KEBBI  ADP	NCRI, NCAM	Bank of Agriculture (all), First Bank, Bol, Diamond bank, Sterling bank, Union bank Eco- Bank, Jaiz, , Unity Bank, DEC
<b>Agro-processor:</b> Popular rice <b>Producers:</b> Number of Farmer Groups by LGA: Bagwai (17), D/Tofa (5), Bichi (1), Shanono (1),Tofa (1)				
Da All Green, Techni seed, Premier Seeds, Notore Seeds, Wacot, Golden, TAK, and Notore Fertilizers	ATA Rice Value Chain Team	KANO  ADP	NCRI, NCAM	Bank of Agriculture (all), First Bank, Bol, Diamond bank, Sterling bank, Union bank Eco- Bank, Jaiz, , Unity Bank, DEC

Table 20: Rice Value Chain Collaboration Matrix

Activity Name and Description	Location State & LGAs	Potential Organization to Collaborate with (Donors, NGOs, CBOs)
<b>Rice</b>		
<p>Organizing, training, and managing rice out-growers to increase yield and income among small holder farmers and link them to partner processors.</p>	<p><i>Enugu:</i> Uzo Uwani, Aninri, Isi-Uzo, Nkanu East and Ezeagu.  <i>Anambra:</i> Ayamelum, Anambra East, Awka North, Orumba North, Orumba south  <i>Ebonyi:</i> Izzi, Onicha, Ikwo, Afikpo north, Afikpo south, Ohaozara, Abakaliki Ohaukwu, Ebonyi, Ivo, Ezza North and Ezza South.  <i>Niger:</i> Katcha, Edati, Bida, Gbako, Wushishi, Lavun  <i>Benue:</i> Guma, Gboko, Gwer West, Tarka, Makurdi, Katsina ala, Logo, Otukpo, Apa, Obi, Oju, Kwande,            Cross River: Yala, Biase, Obubra, Abi, Ogoja, Bekwara, Yakurr,  <i>Kwara:</i> Patigi, Edu and Ilorin South.  <i>FCT:</i> Gwagwalada, Kuje, Abaji and Kwali            Nasarawa: Doma, Awe and Lafia  <i>Edo:</i> TBD            Sokoto: Sokoto North, Wurno, Goronyo, Kware, Kebbe, and Gwadabawa  <i>Kebbi:</i> Shonga, Yauri, Argungu, Jega, Suru, Birnin Kebbi.</p>	<p>FG/SG ATA, FADAMA, IFAD, WAAPP, CARI, JICA</p>
<p>Organizing, training, and managing rice out-growers to increase yield and income among small holder farmers and link them to partner processors.</p>	<p><i>Kano:</i> Bunkure, Shanono, Kura, Gabasawa, Danbatta, Garun-malam, Bagwai, Makoda, T/Wada, Warawa. <i>Jigawa:</i> Auyo, Hadejija, Kaugama, Malamadori, Kiri- Kasamma., K/Hausa.  <i>Sokoto:</i> Sokoto North, Wurno, Goronyo, Kware, Kebbe, and Gwadabawa  <i>Kebbi:</i> Shonga, Yauri, Argungu, Jega, Suru, Birnin Kebbi.            Taraba. Gassol, Lau</p>	<p>FG/SG ATA, FADAMA, IFAD,</p>

## A6d. Rice Targets

Table 21: Rice FY2014/15 Targets

Indicator	Target
Gross margin per unit of land of selected product (US\$/ha)	\$1,350
Number of hectares under improved technologies or management practices as a result of USG assistance	69,300
Number of farmers and others who have applied new technologies or management practices as a result of USG assistance	63,000
Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	63,000
Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	2,520
Number of public-private partnerships formed as a result of FTF assistance	18

## A7. Sorghum

### A7a. Overview and Strategy



A smiling farmer holds a sorghum plant.

Sorghum is the oldest commodity of the MARKETS value chains and our strategy builds upon past activities, relationships, and successes. Under MARKETS and BtM2 the project worked with Nigerian Breweries to develop and promote a higher yielding white sorghum variety suitable for malting, increasing yields to an average of 2.4 metric tons per hectare (twice the national average) for more than 10,000 project networked farmers. However, the achieved yield improvement is close to the maximum genetic ability of the available open

pollinated varieties so that further gains in yield are not likely. MARKETS II is therefore collaborating in the development of hybrid sorghum varieties having a theoretical yield of up to 4 metric tons per hectare. We will continue to assist Nigerian Breweries' Aba Malting Plant in test growing two new hybrids by project out-growers in Kaduna. We will forge a similar partnership with Syngenta, a new entrant into the Nigerian sorghum hybrid seed.

In 2014-15 MARKETS II continues with cultivation of white sorghum varieties in Kano and Kaduna partnering with off-takers Food, Agro and Allied Industries Limited in Kano and with Aba Malting Plant in Kaduna; and we will begin collaboration with NOVUM, FEEDTECH and Grand Cereals Limited as off-takers in sorghum as well. MARKETS II will continue to encourage farmers to plan and

acquire inputs early, and will involve partner seed companies in pre-season trainings to facilitate the sale of seeds directly to farmers.

Two of the MARKETS II assisted farmers' associations were awarded project grants and one of them is engaged as our assisted hybrid seed producer. We continue to monitor their progress potentially employing them as replicable models.

### *A7b. Key Activities for Year 3*

#### ***Agricultural Production***

- Preseason training (ToTs) for lead farmers using our white sorghum PoP and step-down training to members of their groups
- In-season ToTs to showcase the performance of the technologies promoted during preseason ToTs; postharvest training geared to guide the producers toward handling and maintaining quality sorghum to meet processor needs
- Demonstration of sorghum threshers to lead farmers
- Training of selected farmers on techniques and economics of mechanization in sorghum production and harvesting
- Train selected associations on sorghum seed production (5 associations in Kaduna and in Kano States will be AMP on commercial hybrid sorghum production)

#### ***Producer Capacity Building and Association Development***

- Strengthen the capacity of new and existing groups through NAEC, group dynamics, and leadership training
- Train all involved extension agents on group dynamics and leadership curricula and train a select group of EAs on facilitation skills
- Hold quarterly stakeholder meetings with lead farmers and processors to improve communication and build trusting relationships
- Pilot mentorship opportunities between women farmers in the value chain
- Create linkages and exchange visits between strong performing women's groups and newly formed groups
- Encourage women lead farmers in the newer groups to participate in leadership and group dynamics training
- Training for staff of sorghum processing factories on effluent disposal and waste management
- Continue to share PoPs and training curriculum with donors and projects, and monitor results and impact from ICRISAT and others

#### ***Agricultural Inputs***

- Strengthen the capacity of DA ALGREEN and TECHNISEED seed companies by training their sorghum seed out-growers.
- Link farmers to good sources of inputs (CPP to Jubail, fertilizer to GOLDEN or NOTORE fertilizer dealers.)
- Train youth contract sprayers on proper pesticide use and small business skills.
- Work in collaboration with ICRISAT and ATA coordinators to encourage access of inputs through the GES scheme and identifying redemption centers.

### ***Technology Generation, Deployment, and Upscaling***

- Test pelletized urea and pelletized NPK fertilizers on white sorghum varieties.
- Conduct demonstrations and on-farm trials for sorghum hybrids to test productivity and farmer acceptance.
- Demonstrate agricultural equipment such as sorghum threshers.
- Encourage crop rotations with soybeans or cowpea.
- Guide farmers on compost making to enrich the soils.

### ***Water and Soil Management***

- Encourage crop rotation (sorghum/soy)
- Promote the use of FYM and compost to encourage good water retention and soil improvement

### ***Access to Finance***

- Encourage internal mobilization of funds by creating awareness of benefits of thrift and credit activities among group members.
- Encourage the culture of taking insurance on crops among farmers by creating awareness during training and extension activities.
- Explore partnership opportunities with Sterling Bank, Bank of Agriculture, and Kano and Kaduna ADPs and Kano microfinance banks on youth and women in agriculture financing and credit training.

### ***Government and External Relations***

- Build the capacity of ADPs in Kano and Kaduna states in extension service delivery for sorghum farmers.
- Enhance the capacity building of the Women-In-Agriculture (WIA) component of Kano and Kaduna ADPs in extension service delivery.
- Renew and sign implementation agreements with private sector partners and state ADPs.
- Sensitize traditional leaders, village power actors, and religious leaders to issues of women and youth access to land and work with them to address these issues.
- Start interactive visits between associations for knowledge sharing.

### ***Grants and Subcontracts***

- Review and approve grant applications that support technology adoption, mechanization, and inclusion of youth and women farmers and micro- small-scale service providers.
- MARKETS II will provide guidance, support and training to the local service providers to increase their capacity to provide technical and organizational capacity building training to sorghum farmers and their associations.

Please see Annex A for complete work plan Gantt charts.

## A7c. Value Chain Partners and Collaboration

Table 22: Sorghum Value Chain Partners

Input Suppliers	Federal Government	State Government	Research Institutions	Financial Service Providers
<b>Sorghum</b>				
<b>Agro-processors:</b> Aba Malting Plant (AMP) <b>Producers:</b> Number of Farmer Groups by LGA: Kaduna state: Soba(40), Ikara(36), Kudan(24), Giwa(40), Lere(32), Makarfi(28)				
Da All Green, Techni seed, Syngenta seed, Golden Fertilizer, SpringField Agro, TAK, and Notore Fertilizers	ATA- Sorghum value chain		IAR, NAERLS	Bank of Agriculture (all), First Bank, Bol, Diamond bank, Sterling bank, Union bank Eco-Bank, Jaiz, Unity Bank
<b>Agro-processors:</b> Aba Malting Plant (AMP) <b>Producers:</b> Number of Farmer Groups by LGA: Kano state: Dawakin kudu(23), Bebeji(25), Kiru(27), Gabasawa(30), T/wada(25), Bunkure(15)				
Da All Green, Techni seed, Syngenta seed, Golden Fertilizer, SpringField Agro, TAK, and Notore Fertilizers	ATA- Sorghum value chain		IAR, NAERLS	Bank of Agriculture (all), First Bank, Bol, Diamond bank, Sterling bank, Union bank Eco-Bank, Jaiz, Unity Bank

Table 23: Sorghum Value Chain Collaboration Matrix

Activity Name and Description	Location State & LGAs	Potential Organization to Collaborate
<b>Sorghum</b>		
Organizing, training, and managing sorghum out-growers to increase yield and income among small holder farmers and link them to partner processors.	Kaduna state: Soba (40), Ikara (36), Kudan (24), Giwa (40), Lere (32), Makarfi (28)	Aba Malting Plant, IAR, Syngenta, GES, ATA-Sorghum
	Kano state: Dawakin kudu(23), Bebeji (25), Kiru (27), Gabasawa (30), T/wada (25), Bunkure (15)	

## A7d. Sorghum Targets

Table 24: Sorghum FY2014/15 Targets

Indicator	Target
Gross margin per unit of land of selected product (US\$/ha)	\$410
Number of hectares under improved technologies or management practices as a result of USG assistance	17,460
Number of farmers and others who have applied new technologies or management practices as a result of USG assistance	18,000

Indicator	Target
Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	18,000
Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	720
Number of public-private partnerships formed as a result of FTF assistance	2

## A8. Agro Inputs

### A8a. Overview and Strategy



Farmers and youth groups get trained on pesticides spraying.

In 2014-2015 MARKETS II will continue to develop and facilitate access to a competitive, market-led, and sustainable agro input sector supporting networked farmers. We are exploring and promoting related income generating opportunities in the input sector.

With the potential cost and environmental savings, and improved yields from the UDP technology, upscaling in the use of briquetted urea is of special interest. The project is working with the private sector to develop demand and supply of briquetted urea for targeted MARKETS II farmers and the larger farming population. We will continue trainings for

networked rice paddy producers and our pilot leveraging select GES redemption centers for orientation. Additionally, MARKETS II will collaborate with FMARD to include USG during the 2014-2015 dry season GES scheme in 5 states for approximately 300,000 rice farmers. These areas have existing irrigation facilities and MARKETS II has conducted trials, created awareness, and trained farmers on the UDP technology. MARKETS II will continue to test the effectiveness of the briquetted urea on maize and sorghum, establishing demonstration plots when warranted. The team also continues to facilitate a supply chain of briquetted urea between farmers, agro dealers, and suppliers who sell briquettes or offer to turn farmers' urea into briquettes for a fee. This is also an opportunity for local industry and MARKETS II to work with manufacturers to take advantage of the potential significant demand for briquetting machines and USG injector applicators.

Information and descriptions of the MARKETS II facilitation role with seeds, tools, fertilizers and other inputs is presented in the value chain sections of this work plan.

## ***A8b. Key Activities for Year 3 – (Demand Side)***

### ***Validation and training of networked farmers in target locations***

- Meeting with extension agents and group leaders to validate identified farmer groups
- Identification of master trainers among group leaders
- ToT for master trainers on UDP technology training, group dynamics and leadership skills in Kano, Jigawa, Kebbi, Sokoto, Niger, Benue, Kwara, Kaduna, Ebonyi, Enugu, and Anambra states

### ***Dry and wet season UDP on-farm demonstrations for group leaders in target locations***

- Identification of dry season on-farm demonstration sites in Kano, Jigawa, Kebbi, Sokoto and Niger
- Identification of wet season on-farm demonstration sites in Benue, Kwara, Kaduna, Ebonyi, Enugu, and Anambra
- Establishment of nurseries and supervision of line transplanting of seedlings for on-farm demonstrations
- Supervision of USG application, production, harvest, and data collection in on-farm demonstration plots

### ***Undertake UDP PoP training on rice for 2014-15 dry season GES farmers in target location<sup>15</sup>***

- Meeting with the GES working group of FMARD to secure ministerial approval for inclusion of USG in dry season GES
- Production of training materials
- Identification of EAs and supervisors and conduct ToT Training
- GES UDP/PoP training awareness campaign in five states
- UDP/PoP step down training to GES farmers by EAs

### ***Supervision of UDP technology adoption by a sampling of dry season rice GES farmers***

- Identification of locations of farmers trained
- Work with farmers to establish adoption plots
- Supervision of nursery establishment; transplanting to farmers plots
- USG application on farmers plots
- Supervision of farmers plots
- Harvest and data collection

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<sup>15</sup> A work plan is being developed with FMARD and private sector fertilizer suppliers for the upscaling of the 2014-15 dry season GES-UDP activities, and will be added to the MARKETS II 2014-15 work plan when finalized.

### ***Establishment of dry season rice UDP TTCs in selected target locations***

- Sites identification, selection and GPS coordinates of TTCs Networking new farmers
- Identification of participating farmers
- Sensitization of participating farmers on the UDP technology and nursery establishment
- Land preparation for UDP TTCs
- UDP TTCs farmers land area calculation
- Line transplanting in
- Testing of USG injector applicator and USG application on transplanted rice on UDP TTC plots
- UDP TTC supervision
- Preparation for and holding Green Field Day trainings
- Harvest and data collection

### ***Dry season UDP trials for maize, and direct paddy seeder technology***

- Identification of locations and sensitization of participating farmers for dry season UDP maize trials in Kano
- Land preparation and plot establishment of UDP maize trials
- Basal application of NPK and later Urea briquettes at their appropriate periods
- Site identification and establishment of direct paddy seeder trial plots with UDP technology in Niger and Kano states
- USG application to direct paddy seeder trial plots
- Supervision of trial sites and data collection
- Harvest and analysis of yields and farmer acceptance

### ***Establishment of wet season sorghum and maize UDP TTCs in selected target location***

- Site Identification for maize and sorghum UDP TTCs in Kaduna and Kano
- Carry out an assessment of selected sites and take the GPS coordinates of UDP TTCs for maize and sorghum in Kaduna and Kano state
- Identification and networking of maize and sorghum farmers in Kaduna and Kano states
- Organize UDP introductory training for selected extension agents
- Identification and sensitization of participating farmers
- Land preparation and planting
- NPK basal and USG application at their respective periods
- Supervision of TTCs
- Identification, selection, and refresher training for extension agents to conduct Green Field Day
- Farmers mobilization to attend Green Field Day trainings
- Green Field Day trainings conducted by extension agents

### ***A8c. Key Activities for Year 3 – (Supply Side)***

### ***Review supply chain activities with partners***

- Conduct meetings with USG production and supply chain partners (Notore Chemicals Limited, Kaffo Mines Limited and Inter-products Nigeria Ltd) to review progress and challenges and draw up action plans to implement inputs supply to MARKETS II farmers and GES farmers
- Build capacity through training selected agro dealers and technicians of input supply companies on UDP technology, operation, and maintenance of briquetting machine
- Facilitate the linking of Notore Agro dealers to the existing trained rice farmers for supply of USG in Anambra, Enugu, and Cross River states
- Training of MARKETS II service providers and extension agents on UDP technology in Anambra, Enugu and Ebonyi States
- Review meetings on USG supply activities for the states under coverage

### ***Collaboration with ECOWAS-PRIME project***

- Work with the ECOWAS-PRIME project to provide support to Notore, Kaffo Mines, and Inter-Products Nigeria Limited to produce urea briquettes and with their affiliated agro dealers to stock and sell the briquettes.

### ***Agricultural Production***

- Establishment of 5 maize and sorghum UDP trial demonstrations in target locations
- Establishment of 5 rice UDP on-farm special demonstrations to measure the yields
- Strengthen the capacity of farmers to adopt the UDP technology through training, assistance, and demonstrations
- Identify female farmer groups to be trained on seed cleaning technology

### ***Agricultural Inputs***

- Improve the availability of urea briquettes.
- Create a private sector supply chain for urea briquettes initially through NOTORE, Kaffo Mines, and Inter Products; and with other companies as they arise.
- Facilitate the importation and local manufacture of briquetting machines, urea briquette applicators, and direct paddy seeders through Rosedale Nigeria Ltd. and other importers.

### ***Technology Generation and Deployment***

- Demonstrate the use of UDP on maize and sorghum.
- Continue the demonstration of UDP applicators on farmers' plots.
- Demonstrate UDP on different varieties of rice and with different urea briquette sizes.
- Continue the demonstration of the direct paddy seeder.

- Facilitate the local fabrication of the urea briquetting machines in Nigeria.
- Facilitate the mass production of USG injector applicators in Nigeria.

### **Government and External relations**

- Collaborate with the FMARD on the inclusion of urea briquettes in the dry season GES in Kano, Jigawa, Niger, Kebbi, and Sokoto states.

### **A8d. Agricultural Inputs Value Chain Partners and Collaboration**

**Table 25: Agricultural Inputs Value Chain Partners and Collaboration**

<b>Agricultural Inputs</b>	
<b>Partner</b>	<b>Collaboration</b>
Government partners/programs	<ul style="list-style-type: none"> <li>• State Agricultural Development Programs (ADPs) in Kano, Jigawa, Sokoto, Kebbi, Niger, Kwara, Benue, Enugu, Anambra &amp; Ebonyi states</li> <li>• Federal Ministry of Agriculture and Rural Development</li> <li>• NCRI Badeggi</li> <li>• Institutes for Agricultural Research, Ahmadu Bello University, Zaria</li> <li>• IITA</li> <li>• ECOWAS PRIME Project</li> </ul>
Local Service Providers and Private Sector Partners	<ul style="list-style-type: none"> <li>• Notore Chemicals Limited</li> <li>• Kaffo Mines fertilizer company Inter-Products Ltd</li> <li>• Hanigha Nigeria Limited</li> <li>• Greenspores Limited</li> <li>• Springfield Agro Fertilizers</li> <li>• Rosedale Nigeria Limited</li> <li>• Harvest Fields Nigeria Limited</li> <li>• Novus Agro Limited</li> <li>• Jubaili Agro Tech</li> </ul>

### **A8e. Agricultural Inputs Targets**

**Table 26: Agro Inputs FY2014/15 Targets**

<b>Indicator</b>	<b>Target</b>
Gross margin per unit of land of selected product (US\$/ha)	\$1,397
Number of hectares under improved technologies or management practices as a result of USG assistance	26,950
Number of farmers and others who have applied new technologies or management practices as a result of USG assistance	24,500
Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	24,500
Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG	828
Number of public-private partnerships formed as a result of FTF assistance	4

## A9. Irrigation

### A9a. Overview and Strategy

In the 2013/14 season, the focus of the irrigation work was on testing and promoting two low cost irrigation technologies suitable for small scale dry season activities: drip systems and a motorcycle engine powered irrigation pump. The drip irrigation system was piloted with dry season homestead farming vulnerable women groups (with average size plots of 300-400 square meters). Five simple drip irrigation pilots were established in Jigawa, Kebbi, and Sokoto states. Farmers in Jigawa and Kebbi found the drip irrigation demonstrations to be a technology that they could and would adopt. We are following up to understand why the acceptance rate was less in Sokoto. In 2014/15, we continue to promote the drip irrigation systems with vulnerable women's groups for dry



A motorcycle-mounted irrigation pump is demonstrated in Sokoto State.

season homestead vegetable cultivation. Two demonstration plots in each state will be set up and selected women farmer groups trained on how to use drip irrigation as part of improved farming practices on selected dry season vegetables (tomatoes, onions, carrot, okra and leafy vegetables) to complement the rainy season production and provide added family nutrition. Also, a lead farmer will be selected to use their farm as a learning center. Where the groups are cohesive, the group farm will be used for demonstration and training.

The motorcycle water pumps were demonstrated in MARKETS II aquaculture states and in selected states where dry season rice cultivation is practiced. To-date, individuals and group farmers purchased about 150 pumps. In 2014/15, MARKETS II will expand the number of rice and fish farming states where we hold these demonstrations. We will also arrange to use GES redemption sites to demonstrate the pump.

### A9b. Key Activities for Year 3

- Demonstrate the motorcycle engine powered irrigation pump at MARKETS II field days and GES redemption sites in selected states.
- Demonstrate the motorcycle engine powered irrigation pump to aquaculture farmers.
- Train women and youth on drip irrigation for homestead vegetable cultivation.
- Conduct MEF, group dynamics and leadership training for women, youth, and groups who have been trained on drip irrigation.

## A9d. Irrigation Targets

Table 27: Irrigation FY2014/15 Targets

Indicator	Target
No. of new farmers trained on drip Irrigation	1000
No. of farmers exposed to/trained on motorcycle pump technology for irrigation	2000
Number of farmers exposed to/trained on motorcycle pump technology for aquaculture	200

## A9c. Irrigation Value Chain Partners and Collaboration

Table 28: Irrigation Value Chain Partners and Collaboration

Irrigation	
Partner	Collaboration
Government partners/programs	State ADPs and WIA(women in Agric.)
Local Service Providers and Private Sector Partners	Tafkin Bauna Farms Ltd (Distributor and service provider on motorcycle pump)
Farmer Associations	Networked farmers under MARKETS II for rice value chain

## B. Year 3 Project Implementation: Value Chain Support Activities

### B1. Capacity Building

#### B1a. Overview and Strategy



Participants in a group dynamics simulation.

MARKETS II's aim is to raise the overall level of capacity and resources for producer organizations and associations, grantees and local service providers. For producer organizations, we build their capacity and enhance their negotiation skills to broker stronger relationships with buyers and input dealers, provide services to their members, and improve their ability to access loans. Tied to this is in-service training for extension agents. We partner with states and the federal

government on building the capacity of extension agents to better support the needs of producer organizations and associations. With respect to MARKETS II grantees supported through the GSF, they will receive capacity building services to improve their ability to manage USAID funds as well as targeted services depending upon the type of entity and their needs. Support to local service providers will include tailored

training and advisory services on content development, improved training materials and delivery techniques. Our goal with local service providers is to go beyond training and provide mentorship to help them enhance their services. This is in-line with our exit strategy of leaving behind a more robust, commercially-oriented service providers market that can service needs within the agricultural sector.

Prior year MARKETS II activities focused on reviewing, modifying and deploying new training materials and methods, specifically for the Nigeria Agricultural Enterprise (NAEC), group dynamics and leadership training curricula. In close collaboration with partners, especially PIND, we have adapted trainings to specific value chains. We have also conducted initial organizational capacity assessments (OCA) for selected local service providers and farmers associations. For the upcoming year, we build upon these experiences, and expand our capacity building support to more entities in target states.

Strong and effective producer organizations (POs), small processor groups and providers of support services (private and public) are essential for facilitating long-term sustainable small farmer commercial operations. However, many of these organizations still have management and institutional issues that limit their performance. MARKETS II will continue to focus resources on improving the capacity of supporting services (e.g subcontracted service providers, state ADPs) to deliver technical support to farmers; and for farmer groups and associations to provide member services.

*2014/2015 Activity Objective:* Improving the incomes and nutrition of small rural farmers by increasing the capacity of local technical service and business support providers that assist them. The focus through the period Oct 2014 – Sept 2015 will be:

### **Institutional capacity development for MARKETS II local service providers**

This builds on activities conducted in 2013/14 and involves organizational capacity assessment (OCA) for at least 10 subcontractors, specific training based on outcome of the OCAs, and facilitation of routine roundtable sessions to improve the quality of service provision to MARKETS II. As we move past our midterm, the sustainability of the service providers' activities beyond MARKETS II come to the fore. In the coming year the project will hold a linkage forum involving service providers, processors, development agencies and FMARD to promote linkages. This will also be a good way to share MARKETS II work with developing out-grower programs in Nigeria.

### **Provide business training and capacity building support**

The initial focus over the last year was on upgrading existing curriculum, developing new ones where necessary and making delivery approaches more participatory and integrated with other content areas of the project. NAEC and the Group Leadership/Dynamics curriculum will still be the anchor for MARKETS II generic group management and business training for partners. Training of Extension Agents (EAs) will continue to be central to this effort. In 2014/15 MARKETS II will expand the use of EAs and other community facilitators including Lead Farmers who meet the criteria in providing post-training support to networked farmer groups. We will also test our newly developed EA Advancement (Coaching) program with selected extension agents.

The partnership with LAPO/LARDI on expanding business training and access to finance will be followed up and efforts be made to structure at least one similar

partnership in the Northern region and one in the Middle Belt in conjunction with the MARKETS II Access to Finance team.

### **Association development**

The project focuses on developing the internal capacity of existing associations and promoting the effectiveness of these associations to serve member's needs, including the need for business linkages and networking. During the year, MARKETS II will continue to provide targeted capacity building support to selected groups and grantees (20 per cluster of states) through contracted business development service providers. The purpose is to identify and build up groups and associations to serve as models for other groups/associations. Exchange learning visits will be promoted.

The Project will continue to explore opportunities for partnership with other projects and development organizations such as SACE, PIND, FADAMA, IFAD, etc. with respect to business training and association development. Partnership in this area will not be limited to donor supported development projects but also extended to the private sector where possible. For instance, PIND and MARKETS II are working closely in the aquaculture demo pond program in Delta State. To support the scale up and expansion of the program to Rivers and Bayeslsa States, a rapid assessment of aquaculture associations in both states was conducted by MARKETS II and potential partner organizations identified. Similarly, five new associations were selected for participation in the scale up phase of the demo pond program in Delta State.

MARKETS II is also collaborating with LAPO, Benin to expand access to both to business enterprise training and finance for farmers in specific agricultural value chains with initial focus on aquaculture. This has resulted in LAPO signing memorandum of understanding with an initial set of five associations selected by LAPO under a pilot scheme. LAPO will subsequently be providing business development support services to farmers and clients as embedded services that complement their loan program.

### *Gender & Youth Integration*

MARKETS II has a core theme of promoting activities that increase the beneficial participation of women and youth in agricultural value chains. The business development support activities outlined here will mirror this theme in its implementation, and attention will be paid to issues of gender, youth and vulnerable groups while carrying out the activities outlined above: for example, women and youth groups will be identified for capacity development support. Similarly, MARKETS II ensures participation of women trainers and Extension Officers in the planned EA advancement (coaching) program. We will ensure our targeted percentage representation of women (50%) and youth (30%) at scheduled training events. In collaboration with the Household Economic Strengthening team, selected women-owned micro/small scale processors and their associations will be supported through business and group enterprise management training.

Please see Annex A for complete work plan Gantt charts.

## B1c. Capacity Building Value Chain Partners and Collaboration

Table 29: Capacity Building Value Chain Partners and Collaboration

Capacity Building	
Partner	Collaboration
Government partners/programs	Federal Ministry of Agriculture and Rural Development; State ADPs
Local Service Providers	EGALF, DDI, REMIFREMS, SAA/SG 2000, Agric. Business Concepts, NANTS, Devass Agro, Conservation Alliance Nigeria, Pricewell Agrext, Arkshore Ltd,  Business Support Services Providers - Toki Mabogunje and co (TMC), Partners for Development (PFD), DDI, Remif rems; Agric Business Concepts
Farmer Associations	All networked farmers' associations under MARKETS II; MARKETS Grant Beneficiaries
Other	PIND, IFAD- CBNRMP, LAPO/LARDI, FADAMA III, DFID MADE project; DEC Bauchi, FORTIS Microfinance Bank
Future partners	Business Support Services providers to be identified; New MARKETS II local service providers may be engaged

## B1d. Capacity Building Targets

Table 30: Capacity Building FY2014/15 Targets

Indicator	Target
Score, in percent, of combined key areas of organization capacity amongst USG direct and indirect local implementing partners.	0.781
Number of MSMEs receiving business development services from USG assisted sources	393,200
Number of producers organizations, water users associations, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	10,282

## B2. Agricultural Finance

### B2a. Overview and Strategy

Access to finance still remains a critical challenge to small-scale farmers and other players along the value chain. Many commercial banks are hesitant to loan to the agricultural sector, particularly to small farmers, due to: limited or bad experience, risk aversion, and opportunity costs including the absence of collateral. Many smallholders do not know how to access available credit from banks and/or other sources or effectively use credit to further commercial activities, and they tend to view repayment obligations irresponsibly. Available credit may only be for short-term working capital requirements, not for longer term investment, and come with high interest and repayment schedules not tied to the borrower's available cash flow.

Under MARKETS II, our goal is to facilitate smallholder and micro, small, and medium enterprises' (SMSE) access to financial services. We take a multi-level

approach. First, at the farm or firm level, we work to improve the financial literacy of smallholder farmers, farmer organizations, and SMSEs using capacity building training tools like the NAEC and MEF curricula: when and how to borrow; borrower and lender obligations and responsibilities; and sources of appropriate financing (external and internal, formal and informal). Second, within each of the seven target value chains, we identify opportunities and means to link SMSE borrowers with lenders, and build the capacity of commercial lenders for improved service delivery to borrowers. We provide technical assistance to promote the development of new and customized financial products to better serve actors within the targeted value chains. For instance, we have an implementation agreement with LAPO, an MFI, and eTranzact to pilot mobile money services. In Year 3, we will continue monitoring implementation and gradually help scale-up activities based on results from the pilot. MARKETS II will also support the financial institutions under the Mission's agricultural DCA program to identify and lend to borrowers within our targeted value chains.

The financial services unit of MARKETS II, in collaboration with the Business Development Unit, designed a program to bring specific lending institutions and farmers/ processors together to understand each other's business and identify how they can work together for the benefit of all. This is coming from the backdrop that most of the partners were looking at each other from divergent views. LAPO, BoA, and PIND target groups were brought together in the Niger Delta. An initial set of five associations selected by LAPO signed memoranda of understanding.. LAPO staff received MARKETS II ToTs on business development. LAPO will subsequently provide business development support services to farmers and clients as embedded services that complement their loan program. Our plan is to repeat this pilot in our Northern region with DEC microfinance bank and in our Middle Belt region with Fortis microfinance bank.

At the macro-level, we engage key industry players within the commercial and public sector, including regulators, on practical ways to address bottlenecks in agricultural sector lending. Through our membership on the CBN's Microfinance Advisory Board and Banker's Subcommittee on Economic Development and Agriculture, MARKETS II engages the CBN on opportunities for farmers and SMSEs operating in the targeted value chains.

### ***B2b. Key Activities for Year 3***

#### **Meetings and strategic partnership formation**

- Continue engagement of prospective and present financial institution partners on the 2015 planned activities to sustain existing efforts while taking into account any opportunity which may present itself in the course of project implementation.
- Focus more intensively on collaboration with LAPO MFB, DEC MFB, Fortis MFB, WD MFB, Grooming Center MFB and BoA because of their particular agricultural and rural lending products, the relative ease of their lending for the agricultural sector, and for specific project target groups.
- Engage IFDC, input dealers, BoA, Fortis, DEC and other partner financial institutions to discuss and settle issues relating to facilitation of loans for agro-input dealers.

- Continue to organize stakeholders meetings aimed at establishing pilot programs across value chains, and in all regions, similar to what was done in the Niger Delta with LAPO and PIND.
- Work with HES unit to support activities targeting youth and gender access to credit, for example: Youth in Agriculture (YARN) and the Grow and Earn More (GEM) products of BoA; women cassava farmers' initiative of Diamond bank; and youth in agriculture program of Sterling bank.
- Pursue the initiative started during the last cropping season to work with Novus Agro and NAERLS (National Agricultural Extension Research & Liaison Services), NAMIS, Federal Bureau of statistics to share market price information to support buy back.
- Work with farmer groups to encourage them to organize credit within their associations.
- Work with CBN and NIRSAL to take advantage of the programs aimed at increasing farmer's access to credit from banks and the benefit of interest drawback. Also participation at the CBN Microfinance Advisory Board will be continued.
- Participate in joint loan monitoring and recovery with partner financial institutions to support loan recovery.
- Support the implementation and expansion of LAPO/eTranzact partnership on mobile money.
- Partner with other donor funded programs sharing similar objectives (i.e. IFAD/RUFIN).
- Encourage savings culture within linked groups.

### **Capacity Building of Financial Institutions and Borrowers**

- Complete training of Wema, UBN, and Unity commercial bank staff on agricultural lending.
- Identify training needs of LAPO, DEC, BoA, WD, and Fortis microfinance banks of their agricultural lending staff and implement training on a cost share basis.
- Continue training borrowers on loan management, record keeping, financial management, and other identified areas of weakness. Prospective beneficiaries of loans would also be educated on the importance of insurance and agricultural credit guarantee schemes of the federal government.
- Organize capacity building programs using the MARKETS II NAEC materials for financial institutions in our pilot programs (similar to the one done in the Niger Delta). The loan beneficiaries will be trained using the same tool. The idea is to have these lending institutions imbed the NAEC curriculum within their training programs.

### **Support for Financing from Non-bank Sources**

- Continue support and promotion of intra-value chain financing of inputs to producer groups. For example, Armajaro distributes subsidized inputs to cocoa farmers, and the farmers repay via cocoa beans at harvest time. WACOT seed company gives seeds and fertilizer to some seed production farmer groups in Kano for repayment at harvest; UMZA rice mill has a similar operation.
- Promote internal generation of resources by farmers through cooperatives and

savings and thrift associations, and from family off-season farm and non-farm activities.

- Encourage farmers and SMEs to instill a savings culture in their activities which may ease their access to finance problems from conventional lending institutions.
- Explore collaboration with new warehouse receipts programs.
- Encourage farmers to plan their purchases during off-peak periods.

### *B2c. Agricultural Finance Value Chain Partners and Collaboration*

**Table 31: Agricultural Finance Value Chain Partners and Collaboration**

Agricultural Finance	
Partner	
Government partners/ programs	<ul style="list-style-type: none"> <li>• Central Bank of Nigeria</li> <li>• Nigeria Incentive-Based Risk-Sharing System for Agricultural Lending (NIRSAL)</li> <li>• USAID Development Credit Authority (DCA)</li> </ul>
Commercial and State Banks	<ul style="list-style-type: none"> <li>• Ecobank</li> <li>• Diamond bank</li> <li>• Union Bank of Nigeria</li> <li>• Fidelity bank</li> <li>• First Bank Plc</li> <li>• Sterling bank</li> <li>• Unity bank</li> <li>• Wema bank</li> <li>• Ja'iz bank</li> <li>• Bank of Agriculture</li> </ul>
Microfinance Banks/Institutions	<ul style="list-style-type: none"> <li>• FORTIS MFB</li> <li>• LAPO/LARDI</li> <li>• DEC</li> <li>• WDI MFB</li> </ul>
Other donor programs	<ul style="list-style-type: none"> <li>• IFAD RUFIN program</li> </ul>
Other partners	<ul style="list-style-type: none"> <li>• eTranzact</li> </ul>

### *B2d. Agricultural Finance Targets*

Because of achievements in the set project target for access to credit (value and number of loans), the credit unit and the M&E team have established the new targets shown below. Specifically, in addition to our work with the commercial banking sector, increased focus will be on LAPO, DEC, Fortis, WD MFB and other micro finance organizations in the remaining project years.

**Table 32: Agriculture Finance FY2014/15 Targets**

Indicator	Target
Value of Agricultural and Rural Loans	\$55,000,000
Number of MSMEs / farmers receiving USG assistance to access loan	175,000
Number of MSMEs receiving business development services from USG assisted sources	393,200

### **B3. Government and External Relations**

#### ***B3a. Overview and Strategy***

Government plays an important role in promoting long-term agricultural development by creating an enabling environment for private sector growth through infrastructural investments, information sharing (i.e. research and market statistics), and fiscal policy. With the introduction of the ATA, the government of Nigeria reached out to MARKETS II requesting collaboration in various value chains. We developed close relationships with the ATA's technical leads and their value chain working groups. Also, we continue our support for the Staple Crop Processing Zones (SCPZ) as well as the Growth Enhancement Scheme (GES). Furthermore, our strategy extends to developing and leveraging productive relationship with other donors, NGOs, and private sector partners on activities of mutual interest that will deepen project impact.

MARKETS II has become a major reference in the agribusiness industry in Nigeria, earning favorable mention when productivity, as well as farm to markets dynamics in Nigeria is being discussed. Both public and private sector players in the industry have come to look up to MARKETS II for direction. For example, MARKETS II opinion is sought when key decisions in the relevant commodity value chains are being taken. It thus becomes imperative that MARKETS II evolves approaches and strategies to continually engage these organizations to provide requested guidance and support.

#### ***B3b. Key activities for Year 3***

##### **Signing and tracking of IAs**

- Work with regional offices and directors to conclude and sign Implementation Agreements (IAs.)
- Continually track status of IAs.

##### **Interaction with state officials**

- Engage partner states' officials to create awareness about MARKETS II programs and activities.
- Participate in state and regional quarterly stakeholder workshops.
- Organize semi-annual review/capacity building meetings with partner ADP program managers and directors of extension agents.

##### **Collaboration with FMARD**

- Organize periodic meetings with the FMARD ATA value chains.
- Monitor and report on progress on the Staple Crops Processing Zones.
- Follow-up and provide relevant technical assistance on the Paddy Aggregation Centers.
- Facilitate collaboration between MARKETS II and FFD/FMARD.
- Participate in GES Working Group meetings.
- Facilitate collaborative activities between Fadama III project and MARKETS II.

### **Coalition of Development partner projects meetings**

- In collaboration with development partner projects including IFAD, JICA, CARI/GIZ, craft working arrangements in the field and identify similar organizations working in partner states.
- Monitor implementation progress.
- Collaborate with AfricaRice as requests are made for technical support by FMARD.

### **Meetings with research institutes/NCAM**

- Facilitate MARKETS II meetings with research institutes/NCAM to determine areas of collaboration.
- Follow-up on agreements reached.
- Share information among relevant MARKETS II staff.

### **Sharing relevant information on agricultural policy**

- Circulate relevant policy documents emanating from FMARD among MARKETS II staff.

### **MARKETS Annual Partners Day**

- Organize MARKETS II Partners Day, an annual event which brings partners and MARKETS II staff together to review the season's programs.

### **Quarterly summary for FGN/SG**

- In collaboration with Communications Unit, provide FMARD and partner states a quarterly summary of project activities.

### **National Council on Agriculture**

- Participate in NCA when scheduled.

Please see Annex A for complete work plan Gantt charts.

## ***B3c. Government Relations Value Chain Partners and Collaboration***

**Table 33: Government Relations Value Chain Partners and Collaboration**

<b>Government Relations</b>	
<b>Partner</b>	<b>Collaboration</b>
Government partners or programs	<ul style="list-style-type: none"><li>• Federal Ministry of Agriculture and Rural Development</li><li>• State Government ADPs</li><li>• GES/ATA value chain working groups</li><li>• Federal Fertilizer Department</li><li>• NCAM</li><li>• Fadama III</li><li>• National Council on Agriculture</li><li>• IFAD/RUFIN</li></ul>
Research institutions	<ul style="list-style-type: none"><li>• National Cereals Research Institute, Badeggi</li><li>• National Institute for Oceanography and Marine Research, Lagos</li><li>• National Root Crop Research Institute, Umudike</li><li>• International Institute for Tropical Agriculture, Ibadan</li><li>• Institute for Agricultural Research, Zaria</li><li>• Cocoa Research Institute of Nigeria, Ibadan</li></ul>
International Development partners	<ul style="list-style-type: none"><li>• JICA</li><li>• IFAD</li><li>• CARI/GIZ</li></ul>

## B4. Youth, Gender, and Vulnerable Groups

### B4a. Overview and Strategy



A youth group harvests catfish.

MARKETS II continues to strengthen youth programming, participation, and partnership by directly engaging youth and integrating them in all value chains of the project. Among youth specific activities, MARKETS II will continue to support youth in pesticide spraying, beekeeping, and other farming support businesses with knowledge and facilitating links to inputs. The project will intensify collaboration with the Youth/Gender department of the FMARD and other partners to support youth groups engaged in micro and small scale processing of our target commodities.

MARKETS II works in our seven value chains with a gender lens, seeking to identify and address constraining gender issues such as limited access to land, finance, extension, and inputs; and identifies opportunities like microfinance credit for trading and processing business. In 2014-2015 MARKETS II will continue promoting job and income creation through farming and non-farming agricultural activities such as seed sorting, grain cleaning, bulking, packaging, and micro- and small-scale processing, and marketing. We involve more female farmers by decreasing the land area requirement to less than one hectare where necessary while increasing the number of public and private female extension agents and lead farmers.



A female farmer, trained on nutrition, feeds a baby with soybean pap.

MARKETS II's Household Economic Strengthening (HES) activities are designed to ensure that youth, women and men, and vulnerable groups (i.e. resource poor farmers, women, and youth) benefit from project interventions and achieve equitable outcomes. The youth strategy entails promoting agriculture as a profitable business through financial literacy training and MARKETS II's package of practices (PoPs) to encourage youth participation in the targeted value chains as farmers and farm service providers. In 2014-2015

*Nutrition and Resilience:* MARKETS II recognizes that an integrated approach to livelihoods and nutrition can foster behavior change in food insecure households. We will continue to build the capacity and assets of very poor and vulnerable households that are most impacted by drought and floods, high food prices, and other economic shocks to recover more quickly without using negative coping mechanisms such as eating less and selling limited productive assets.

In 2014-2015, we are revising our  
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nutrition module and embedding nutrition education (content and messaging), which promotes the importance of dietary diversification, in post-harvest trainings for men and women farmers. Specific household nutrition training, including cooking demonstrations and hygiene, will be conducted for women farmers and micro and small scale processors. Women processors will be encouraged to access and incorporate micro-nutrient powders (MNP) in their products. This is particularly important for rural mothers with children under 5 years. We have initiated collaboration with the Global Alliance for Improved Nutrition (GAIN); and we are expanding our work with the Women in Agriculture Unit in the state ADPs, and with the Youth and Gender department of the Federal Ministry of Agriculture.

#### ***B4b. Key Activities for Year 3:***

##### **Gender**

- Conduct gender mainstreaming workshop for new MARKETS II staff.
- Train extension workers and service providers on gender integration.
- Conduct a gender audit of the MARKETS II project.

##### **Nutrition**

- Include revised nutrition module in post-harvest PoP.
- Conduct training for female EAs on delivery of nutrition modules.
- Adapt nutrition behaviour change communication (BCC) materials for distribution during value chain training.
- Develop SOW and engage consultants to conduct nutrition training.
- Work with GAIN to encourage women processors to deliver micro nutrients powders to farm families.
- Work with Grand Cereals to engage women and youth as commercial community vendors of Grand Vita Ready To Prepare Food Supplement (RTPFS).

##### **Youth (Age 18-29)**

- Train youth contract sprayers on micro-enterprise fundamentals.
- Train youth micro- and small-scale processors on improved processing of cassava, rice, soybeans, sorghum, and maize and nutrition and nutritive new products.
- Work with MARKETS II value chain advisors and managers to ensure youth representation in pre-season, in-season and post-harvest activities.
- Train youth fish farmers using our NAEC curriculum through the Kano Fisheries Institute.

##### **Women**

- Train women micro- and small-scale processors on improved processing of cassava, rice, soybeans, sorghum, and maize and nutrition and nutritive new products.

- Work with the project’s value chain advisors and managers to ensure women’s representation (50 percent) in pre-season, in- season, and post-harvest activities.
- Train women on improved fish processing in Jigawa, FCT and Oyo states.
- Train women fish farmers using the NAEC curriculum through the Kano Fisheries Institute.

### **Beekeeping/Pollination**

- Train women and youth soybean and cocoa farmers on beekeeping for honey and pollination services on their crops.
- Establish demonstration apiaries for beekeeping groups.
- Supervise beekeeping activities, honey production, and delivery of pollination services to farmers.

### **Technology**

- Identify and link processing groups to appropriate, ready-to-deploy equipment for micro- and small-scale processing and sale of soybeans, sorghum, and cassava.

### **Access to finance**

- Link women and youth farmers and SMEs to microfinance organizations and credit programs designed for these groups.

### **Grants and Subcontracts**

- Support strategic activities fund (SAF) to complete grant award processes for IITA youth Agripreneurs on rapid cassava stem multiplication and maize.
- Support SAF to complete grant processes for Volunteer Service Organization youth agriculture extension volunteer program.
- Facilitate grants that support technology for micro-processing of crops and fish.

Other youth and gender activities are discussed in the various value chains and cross cutting sections of this work plan.

### ***B4c. Youth, Gender, Vulnerable Groups Targets***

**Table 34: Youth, Gender, Vulnerable Groups FY2014/15 Targets**

Indicator	Target
Number of Bee Keepers trained on pollination	300
Number of women micro-processors trained	4000
Number of youth trained on MEF	5000
Number of farmers trained on Nutrition	5000

#### *B4d. Youth, Gender, Vulnerable Groups Partners and Collaboration*

**Table 35: Youth, Gender, Vulnerable Groups Partners and Collaboration**

<b>Youth, Gender, and Vulnerable Groups</b>	
<b>Partner</b>	<b>Collaboration</b>
Government partners or programs	<ul style="list-style-type: none"> <li>• State Government ADPs</li> <li>• Youth and Gender Unit – FMARD</li> <li>• Kano Fisheries Institute Bagauda</li> </ul>
Research institutions	<ul style="list-style-type: none"> <li>• FIIRO</li> <li>• NIFFR</li> <li>• NCAM</li> <li>• IAR</li> </ul>
International Development partners	<ul style="list-style-type: none"> <li>• PIND</li> <li>• CRS SMILE Project</li> <li>• Save the Children- STEER project</li> <li>• Global Initiatives for Improved Nutrition (GAIN)</li> <li>• Grand Cereals Limited</li> <li>• Dandago Enterprises (Fabricator)</li> </ul>

**GANTT Charts of Value Chains**

Activity	Tasks/Sub-tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
1. Implementation Agreements (IAs) and Subcontracts	1.1 Develop IAs for existing association/firm partners in Cross River state	MARKETS II staff; CAFAN-CRS, Cross River ADP													IA developed	Kayode
	1.2 Renewal of IAs with existing aquaculture association/firm partners in Cross River states	MARKETS II staff, fuel; CAFAN-CRS, Cross River ADP													IA signed and completed with partners	Kayode/John
	1.3 Identification of new aquaculture association/firm partners in Delta, Rivers, Bayelsa and Edo states	MARKETS II staff; TBD													New partners identified	John
	1.4 Develop IAs for new association/firm partners in Rivers, Edo, Bayelsa and Delta states	MARKETS II staff; TBD													IAs developed	Kayode
	1.5 Signing of IAs with new partners in Rivers, Edo, Bayelsa and Delta states	MARKETS II staff accommodation, per diem, transport & fuel; TBD													IAs signed and completed with new partners	Kayode/John
	1.6 Develop TOR and engage service provider for the provision of technical support for 1500 new fish farmers in the Niger Delta	MARKETS II staff													TOR developed and service provider Engaged	Kayode/Blessing
	1.7 Monitor and supervise the activities of the subcontractor in Cross River State	MARKETS II staff, accommodation, per diem, transport, fuel, hall, stationery													subcontract monitored and supervised	Kayode/John
	1.8 Monitor and supervise the activities of the subcontractor in Rivers, Delta, Edo and Bayelsa states	MARKETS II staff, accommodation, per diem, transport, fuel, hall, stationery													subcontract monitored and supervised	
2. Broodstock Development & Hatchery Management	2.1 Organize meeting of relevant stakeholders on the development of improved broodstock of Clarias	MARKETS II/PIND staff; per diem, accommodation, hall & transport; NIOMR/NIFFR, LASU, service providers (Durante, Brafin, Belem) & Hatchery Operators													Meeting organized	Kayode/Saeed
	2.2 Develop intervention plan on improved broodstock program	MARKETS II/PIND staff/STTA Local (1)per diem, transport, accommodation													Intervention plan developed	Saeed/John
	2.3 Develop SOW to engage consultant to implement intervention plan of broodstock program	MARKETS II staff													SOW developed	
	2.4 Engage consultant to implement the intervention plan on broodstock development program	MARKETS II/PIND staff													Consultant engaged	Kayode
	2.5 Implementation of intervention plan on broodstock development program	MARKETS II/PIND staff/STTA Local (1)per diem, transport, accommodation													Implementation commenced	Saeed/John
	2.6 Design and implement intervention according to identified gaps in the hatchery houses in Delta, Rivers, Bayelsa, Cross Rivers, Edo and Ondo states	STTA-Local, MARKETS II & PIND staff; Hatchery operators													Technical assessment commenced	Kayode/John

Activity	Tasks/Sub-tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person	
3. Scale Up of Demo pond	3.1 Monitoring and assessment of the catfish demonstration pond management in Delta state	MARKETS II staff accommodation, per diem, transport & fuel; PIND, UPFFA, LIBERTY, CAFAN UGHELLI, UUFFA, CAMP 74, VITALFEEDS, TOPFEEDS													Demo pond assessed	John	
	3.2 Identify and mobilize new partners in Rivers and Bayelsa for the 2nd phase of demo pond scale up	MARKETS II staff, accommodation, per diem, fuel; PIND													New partners engaged		
	3.3 Scale up of demo pond intervention in Rivers and Bayelsa states	MARKETS II staff, accommodation, per diem, fuel; PIND													Demo pond scale up commenced	John/ PIND	
	3.4 Develop SOW on detailed sustainability plan for selected fish farmers associations in Delta state	MARKETS II staff; PIND															
	3.5 Engage consultant to conduct detailed sustainability plan for selected fish farmers associations in Delta state	MARKETS II staff; PIND													SOW developed Consultant engaged	Emeka	
	3.6 Conduct detailed sustainability plan for selected fish farmers associations in Delta State	STTA Local(1), MARKETS II staff accommodation, per diem, transport & fuel; PIND, UPFFA, LIBERTY, CAFAN UGHELLI, UUFFA, CAMP 74, VITALFEEDS, TOPFEEDS													Detailed sustainability plan commenced		
	4.1 Identify farmer groups for dynamics & leadership training in the Rivers, Bayelsa, Ondo and Edo states	MARKETS II staff; PIND													Farmers identified	Emeka/John	
	4.2 Develop SOW to engage consultant for group dynamics & Leadership training in the Rivers, Bayelsa, Ondo and Edo states	MARKETS II staff													SOW developed	Emeka	
	4.3 Engage consultants to conduct group dynamics & leadership trainings in Rivers, Bayelsa, Ondo and Edo states	MARKETS II staff													Consultant engaged		
	4.4 Conduct group dynamics/leadership trainings for new fish farmer groups in Rivers, Bayelsa, Ondo and Edo states	MARKETS II staff; PIND, fish farmer groups													Group dynamics training conducted	Emeka/John	
	4.5 Develop SOW to conduct training on improved fingerling production and hatchery management techniques of Clarias for new selected farmers in Delta, Rivers, Bayelsa, Cross Rivers, Edo and Ondo states	MARKETS II staff													SOW developed	John	

Activity	Tasks/Sub-tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
4. Producer Capacity Building/Association Development	4.6 Engage consultant to conduct training on improved fingerling production and hatchery management techniques of Clarias for new selected farmers in Delta, Rivers, Bayelsa, Cross Rivers, Edo and Ondo states	MARKETS II staff													Consultant engaged	Kayode
	4.7 Conduct training on improved fingerling production and hatchery management techniques of Clarias for selected farmers in Delta, Rivers, Bayelsa, Cross Rivers, Edo and Ondo states	MARKETS II staff, STTA Local(1) accommodation, transport, feeding, hall, per diem & stationery; PIND, fish farmer groups													Farmers trained	John
	4.8 Conduct training on water quality management, fish health & disease control for new association partners in Delta, Rivers, Bayelsa, Cross Rivers, Edo and Ondo states	MARKETS II staff, STTA Local(1) accommodation, transport, feeding, hall, per diem & stationery; PIND, fish farmer groups													Farmers trained	
	4.9 Engage consultant to conduct training on improved fish handling and transportation practices for fry, fingerlings, brooder for association partners in Delta, Rivers, Bayelsa, Cross Rivers, Edo and Ondo states	MARKETS II staff													Consultant engaged	Kayode
	4.10 Conduct training on improved fish handling and transportation practices for fry, fingerlings, brooder for association partners in Delta, Rivers, Bayelsa, Cross Rivers, Edo and Ondo states	MARKETS II staff, STTA Local(1) accommodation, transport, feeding, hall, per diem & stationery; PIND, fish farmer groups													1500 fish farmers trained	John
	4.11 Conduct follow up training on effective feed marketing strategy for feed dealers/fish farmers' representatives of Durante Fish Ind. Ltd in Edo, Ondo and Delta states	STTA Foreign (Durante), MARKETS II staff accommodation/feeding, transport, hall, per diem													Training conducted for all partners	Saeed/Kayode
	4.12 Organize aquaculture POP training for service providers and EAs in Delta, Edo, Rivers, Bayelsa and Cross River states	MARKETS II, staff (accommodation, feeding, transport, per diem, hall & stationery)													All SPs and ADP staff working with the program on trained on aquaculture POP	Amoo and John
	4.13 Organize aquaculture POP training for new fish farmers groups in Cross Rivers, Delta, Rivers, Bayelsa and Edo states	MARKETS II, staff (transport, per diem, hall & stationery)													1500 fish farmers trained	Kayode and John
	4.14 Organize NAEC training for new fish farmers, EAs, in Cross Rivers, Rivers, Bayelsa, Ondo and Delta states	STTA Local(1) MARKETS II staff (transport, per diem, hall & stationery)													Farmers trained	Amoo and John
	4.15 Conduct survey on the aquaculture input supplier in Delta, Edo, Rivers, Bayelsa, Cross River and Ondo states	MARKETS II staff, fuel & per diem													Survey conducted and findings shared with stakeholders	John
	4.16 Conduct NAEC training for the input suppliers in Delta, Edo, Rivers, Bayelsa, Cross River and Ondo states	STTA Local(1) MARKETS II staff (transport, per diem, hall & stationery)													Training conducted	Emeka/John

Activity	Tasks/Sub-tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
5. Monitoring and Evaluation	5.1 Data collection for quarterly report from association/firm partners in Delta, Rivers, Bayelsa, Cross Rivers and Edo states	MARKETS II staff, fuel & per diem; fish farmer groups													Quarterly data collected	Joseph, John
	5.2 Training of service provider and EAs on the use of GPS and data capturing tools in Cross Rivers, Ondo, Edo, Rivers, Delta and Bayelsa states	MARKETS II staff, accommodation, feeding, transport, fuel, per diem, hall & stationery; EAs, service providers													All Eas identified for income survey trained	
	5.3 Aquaculture cost, yield and income survey in Cross Rivers, Ondo, Edo, Rivers, Delta and Bayelsa states	STTA Local(1) MARKETS II staff (accommodation, transport & per diem)													Yield, cost and income survey conducted and findings shared	
6. Access to Finance	6.1 Follow up of credit applications from fish farmers in Delta State to LAPO, Agricultural Development Bank, BoA, etc.	MARKETS II/PIND staff; financial institutions													Loan disbursed to fish farmers	Farouk/SBFS
	6.2 Scale up of aquaculture loan products to other fish farmers groups in Delta, Rivers, Bayelsa, Edo and Cross Rivers states	MARKETS II/PIND staff; financial institutions													Loan disbursed to fish farmers	
7. Technology Deployment	7.1 Identify and mobilize fish farmer group for demonstration of improved fish smoking kiln	MARKETS II staff; PIND, fish farmer groups													Farmer groups identified for smoking kiln demonstration	John
	7.2 Demonstration of improved fish smoking kiln for association partners	STTA Local(1) MARKETS II staff (accommodation, transport & per diem)													Smoking kiln demonstrated to all groups	
	7.3 Identify and mobilize new fish farmer group for demonstration of motor cycle powered water pumping technology in Rivers, Bayelsa, Ondo and Edo states	MARKETS II staff; PIND, fish farmer groups													Farmer groups identified for motorcycle powered water pumping technology demonstration	
	7.4 Conduct demonstration for motor cycle powered water pumping technology to new farmer groups in Rivers, Bayelsa, Ondo and Edo states	STTA Local(1) MARKETS II staff (accommodation, transport & per diem)													Demonstration conducted	John, Felicity
8. Women and Youth	8.1 Identify women fish processors group in Delta, Rivers, Bayelsa, Edo and Cross River states	MARKETS II staff													women's group identified	Bassey/John
	8.2 Conduct technical assessment for women groups in Bayelsa state	MARKETS II staff, fuel & per diem													Technical assessment completed and findings shared with relevant stakeholders	Bassey/John
	8.3 Conduct training on improved fish smoking and packaging for women and men fish processors in Delta, Rivers, Bayelsa, Edo and Cross River states	STTA Local(1) MARKETS II staff (accommodation, transport, per diem, hall & stationery)													Fish processors trained	

Activity	Tasks/Sub-tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
9. Stakeholder Meetings	9.1 Organize meeting of relevant stakeholders in aquaculture value chain in the Niger Delta Region	MARKETS II staff, feeding, per diem, fuel, hall & stationery													Meeting organized	Kayode/John
10. Government Relation	10.1 Build the capacity of ADP EAs in extension delivery for fish farmers	STTA Local(1) MARKETS II staff (accommodation, transport, feeding, per diem, hall & stationery); fish farmer groups, EAs													ADP EAs trained	Godson/John
	10.2 Enhance the capacity building of WIA in extension service delivery to support female youth fish farmers in the Niger Delta region	STTA Local(1) MARKETS II staff (accommodation, transport, feeding, per diem, hall & stationery); fish farmer groups, EAs													WIA trained	
	10.3 Collaborate with FDF on the education of fish processors to enhance production of quality smoked fish products	STTA Local(1) MARKETS II staff (accommodation, transport, per diem, hall & stationery)													Fish processors educated	



Activity	Tasks/Sub-tasks	Partners and Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
4. Producer Capacity Building/Association Development	4.6 Engage consultants to conduct detailed capacity assessment of selected fish farmer groups in Southwest & North Central regions	MK II/PIND STTA Local(3)													Consultant engaged	
	4.7 Conduct detailed capacity assessment of selected fish farmer groups in Southwest & North Central regions	MK II STTA Local(3) per diem, transport, accommodation													Assessment completed	Emeka/John/Misan
	4.8 Identify new fish farmer associations for groups dynamics & leadership training in Oyo, Ondo, Kwara States	CAFAN-Oyo; AFFAN-KW; AFFAN-Ondo; MK II staff													5 Farmers identified	Emeka/ Saeed/John
	4.9 Develop SOW to engage consultant for group dynamics & leadership training in Oyo, Ondo, Kwara States	MK II staff													1 SOW developed	
	4.10 Engage consultants to conduct group dynamics & leadership trainings in Oyo, Ondo, Kwara States	CAFAN-Oyo; AFFAN-KW;AFFAN-Ondo; STTA Local(3),MK II staff													1 Consultant engaged	
	4.11 Conduct group dynamics & leadership trainings for new fish farmer groups in Oyo, Ondo, Kwara States	CAFAN-Oyo; IDIPR; AFFAN-KW;AFFAN-Ondo; STTA Local (3), MK II staff per diem, accommodation, transportation													90 Group dynamics training conducted	
	4.12 Identify new fish farmers group for NAEC (TOT) aquaculture business training in Oyo, Ondo, Kwara states	MK II													5 Farmers identified	
	4.13 Develop SOW to engage consultant for NAEC (TOT) aquaculture business training for new fish farmers groups in Oyo, Ondo, Kwara states	MK II													1 SOW developed	Emeka/Saeed
	4.14 Engage consultants to conduct NAEC(TOT) aquaculture business training for new fish farmers groups in Oyo, Ondo & Kwara states	STTA Local(3),MK II													1 Consultant engaged	
	4.15 Conduct NAEC(TOT) aquaculture business training for new fish farmers groups in Lagos, Ogun, Osun, Oyo, Ondo, Kwara, Sokoto states & FCT	STTA Local(3), MK II staff per diem, accommodation, transportation													90 Farmers trained	
	4.16 Develop SOW to conduct NAEC (TOT) aquaculture business training for selected youths in Kwara state & FCT	AFFAN-KW & AFFAN-Kuje; MK II													1 SOW developed	Bassey, Emeka/ Saeed
	4.17 Engage consultant to conduct NAEC (TOT) aquaculture business training for selected youths in Kwara state & FCT	AFFAN-KW & AFFAN-Kuje; MK II													1 Consultant engaged	
	4.18 Conduct NAEC (TOT) aquaculture business training for selected youths in Kwara state & FCT	AFFAN-KW & AFFAN-Kuje; STTA Local (2), MK II staff, per diem, transport, accommodation													60 Youths trained	
	4.19 Organize stakeholders meetings of association/firm partners on sustainability plan of Aquaculture Buyers' Guide (ABG)	CAFAN-Oyo; AFFAN-KW;AFFAN-Ondo; CAFAN-CRS; UPFFA, CAFAN Ughelli, CAMP74, LIBERTY ,UMUSADEGE, UUFFA													1 Stake holder meeting organized	Saeed/John
	4.20 Develop implementation strategy on sustainability plan for ABG as reference materials for association partners	CAFAN-Oyo; AFFAN-KW; AFFAN-Ondo; CAFAN-CRS; UPFFA, CAFAN Ughelli, CAMP74, LIBERTY, UMUSADEGE, UUFFA													1 Implementation strategy developed	
	4.21 Review, update & print Aquaculture Buyers' Guide (ABG) as reference materials for aquaculture partners	MK II /STTA Local(1)													1000 ABG Reviewed	
	4.22 Disseminate revised MARKETS II aquaculture POP to association partners	MK II staff/PIND, transport													1000 Revised ABG disseminated	Saeed/John
	4.23 Disseminate revised ABG to association partners	LASCAFA-CAMU;CAFAN-Oyo; CAFAN-OSUN;IDIPR; AFFAN-KW;AFFAN-Ondo; CAFAN-CRS; UPFFA, CAFAN Ughelli, CAMP74, LIBERTY, UMUSADEGE, UUFFA; MK II staff, transport													1000 Revised ABG disseminated	Saeed

Activity	Tasks/Sub-tasks	Partners and Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
5. Aquaculture Production (TOT Trainings)	5.1 Conduct training on improved aquaculture management practices through the use of lead fish farmers for new association partners in the SW&NC regions	State ADPs and Service Providers; MK II													360 lead farmers trained	Saeed
	5.3 Develop SOW to conduct training on improved fingerling production and hatchery management techniques of Clarias for new selected farmers in Ondo, Oyo & Kwara states	AFFAN-Kwara; AFFAN-Ondo; CAFAN-Oyo; MK II													1 SOW developed	Saeed/John
	5.4 Engage consultant to conduct training on improved fingerling production and hatchery management techniques of Clarias for new selected farmers in Ondo, Oyo & Kwara states	AFFAN-Kwara; AFFAN-Ondo; CAFAN-Oyo; MK II, STTA Local(3)													1 Consultant engaged	
	5.5 Conduct training on improved fingerling production and hatchery management techniques of Clarias for new selected farmers in Ondo, Oyo & Kwara states	CAFAN-Oyo; AFFAN-KW; AFFAN-Ondo; STTA-Local(3)/MK II/PIND Per diem, accommodation, transport													50 Farmers trained	
	5.6 Conduct training on water quality management, fish health & disease control for new association partners in the Southwest & North Central regions	STTA-Local(1)/MK II staff, per diem, transport, accommodation													50 Farmers trained	Saeed
	5.7 Develop SOW for intensive follow up training on water quality management, fish health & disease control for existing association partners in Oyo, Ondo & Kwara states	CAFAN-Oyo; AFFAN-KW; AFFAN-Ondo; MK II													1 SOW developed	
	5.8 Engage consultant to conduct intensive follow up training on water quality management, fish health & disease control for existing association partners in Lagos, Ogun, Oyo, Osun, Ondo & Kwara states	LASCAFA-CAMU;CAFAN-Oyo; CAFAN-OSUN;DIPR; AFFAN-KW;AFFAN-Ondo, AFFAN Kuje; STTA-Local(1) MKT II staff													1 Consultant engaged	
	5.9 Conduct intensive follow up training on water quality management, fish health & disease control for existing association partners in Oyo, Ondo & Kwara states	CAFAN-Oyo; AFFAN-KW; AFFAN-Ondo, STTA-Local(1) MKT II staff, per diem, transport, accommodation													50 Farmers trained	
	5.10 Develop SOW to conduct training on improved fish handling and transportation practices for fry, fingerlings, brooder for association partners in Ondo, Oyo & Kwara states	CAFAN-Oyo; AFFAN-KW;AFFAN-Ondo; MK II													1 SOW developed	Saeed/John/Misan
	5.11 Engage consultant to conduct training on improved fish handling and transportation practices for fry, fingerlings, brooder for association partners in Oyo, Ondo & Kwara states	CAFAN-Oyo; AFFAN-KW;AFFAN-Ondo; STTA-Local(3) MKT II staff													1 Consultant engaged	Saeed/John/Misan
	5.12 Conduct training on improved fish handling and transportation practices for fry, fingerlings, brooder for association partners in Oyo, Ondo & Kwara states	STTA-Local(3) MKT II staff, per diem, transport, accommodation, CAFAN-Oyo; AFFAN-KW;AFFAN-Ondo;													150 Farmers trained	
	5.13 Develop SOW for training on all-male (monosex) culture of tilapia for new partners in Southwest & North Central regions	CAFAN-Oyo; AFFAN-KW; AFFAN-Ondo; MK II													1 SOW developed	
	5.14 Engage consultant for training on all-male (monosex) culture of tilapia for new partners in Oyo, Ondo, Kwara states	LASCAFA-CAMU;CAFAN-Oyo; CAFAN-OSUN;DIPR; AFFAN-KW;AFFAN-Ondo; MK II, STTA Local(1)													1 Consultant engaged	

Activity	Tasks/Sub-tasks	Partners and Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
	5.15 Conduct training on all-male (monosex) culture of tilapia for existing partners in Lagos, Ogun, Osun, Ondo, Kwara states	LASCAFA-CAMU; CAFAN-Oyo; CAFAN-OSUN; IDIPR; AFFAN-KW;AFFAN-Ondo; STTA-Local (1) MK II, per diem, transport, accommodation													50 Farmers trained	Saeed
	5.16 Develop SOW for training on floating cage culture system of tilapia for new partners in Oyo, Ondo, Kwara states	LASCAFA-CAMU; CAFAN-Oyo; CAFAN-OSUN; IDIPR; AFFAN-KW; AFFAN-Ondo; MK II													1 SOW developed	
	5.17 Engage consultant for training on floating cage culture system of tilapia for new partners in Lagos, Ogun, Osun, Ondo, Kwara states	CAFAN-Oyo; AFFAN-KW; AFFAN-Ondo; MK II, STTA Local(1)													1 Consultant engaged	
	5.18 Conduct training on floating cage culture system of tilapia for new partners in Lagos, Ogun, Osun, Ondo, Kwara states	LASCAFA-CAMU;CAFAN-Oyo; CAFAN-OSUN;IDIPR; AFFAN-KW;AFFAN-Ondo; STTA-Local(1)MK II, per diem, transport, accommodation													50 Farmers trained	
	5.19 Organize meeting with Durante on modalities for implementation of the training on effective feed marketing strategies for fish farmers/feed dealers	MK II/ Durante staff Transport													1 Meeting organized	
	5.20 Prepare logistics for the training on feed marketing strategies for feed dealers/fish farmers	MK II													1 Logistics completed	
	5.21 Conduct follow up training on effective feed marketing strategy for feed dealers/fish farmers' representatives of Durante Fish Ind. Ltd in selected states	Representatives Fish Farmers Associations/feed dealers in Oyo, Edo & Delta; MK II/STTA foreign (Durante) accommodation/feeding, transport, hall, per diem													150 Trainings conducted	
6. Monitoring and Evaluation	6.1 Conduct aquaculture cost, yield and income survey of association partners in Oyo, Osun, Ondo & Kwara, Sokoto states	CAFAN-Oyo; AFFAN-KW;AFFAN-Ondo; MK II staff, accommodation, transport, fuel, hall, stationery													Randomized income & yield survey completed	Saeed/M&E
7. Access to Finance	7.1 Identify financial institutions partners	BOA, FIRSTBANK, MFBs, MFIs; MK II staff													4 Financial institutions identified	Farouk/Femi
	7.2 Introduce fish farmers to banks & financial institutions	BOA, FIRSTBANK, MFBs, MFIs, CAFAN-Oyo; AFFAN-KW;AFFAN-Ondo; MK II staff													180 Farmers introduced to banks	
	7.3 Follow up to ensure approval and disbursement to fish farmers	BOA, FIRSTBANK, MFBs, MFIs, CAFAN-Oyo; AFFAN-KW; AFFAN-Ondo; MK II staff													180 Loans disbursed to fish farmers	
8. Technology Deployment	8.1 Identify and mobilize fish farmer group for demonstration of improved post harvest processing insulated box	CAFAN-Oyo; AFFAN-KW;AFFAN-Ondo; MK II staff, accommodation, transport, STTA Local(1)													150 Farmers mobilized	Kayode/Saeed
	8.2 Demonstration of improved post harvest processing techniques (insulated fish box) for association partners	CAFAN-Oyo; AFFAN-KW;AFFAN-Ondo; MK II/PIND staff, accommodation, transport, STTA Local(1)													150 Farmers trained	

Activity	Tasks/Sub-tasks	Partners and Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
9. Gender, Youth and Vulnerable Groups Integration	9.1 Develop SOW for development of low cost aquaculture production and processing techniques for youth, women and vulnerable groups in Southwest & North Central regions central states	Women & youth organization, ADPs, MK II staff													1 SOW developed	Saeed/Bassey
	9.2 Engage consultant for training on low cost aquaculture production and processing packages for youth, women and vulnerable groups in Southwest & North Central regions	Women & youth organization, ADPs, MK II / STTA Local(1)													2 Consultants engaged	
	9.3 Conduct training on low cost aquaculture production and processing techniques for youth, women and vulnerable groups in Southwest & North Central regions	Women & youth organization, ADPs, MK II / STTA Local(1) accommodation, transport, per diem													100 Youth & women trained	
	9.4 Develop SOW for demonstration of improved fish handling & transportation practices for fry, fingerlings & brooders to fish farmer groups	Fish farmer groups; MK II staff													1 SOW developed	
	9.5 Engage consultant to demonstrate improved fish handling & transportation practices for fry, fingerlings & brooders to fish farmer groups in Southwest & North Central regions	Fish farmer groups; MK II / STTA Local(1)													1 Consultant engaged	
	9.6 Conduct demonstration of improved fish handling & transportation practices for fry, fingerlings & brooders to fish farmer groups in Southwest & North central regions	Fish farmer groups; MK II / STTA Local(1) accommodation, transport, per diem													100 Youth & women trained	

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person
<b>Continuation of 2013/2014 Activities for maize</b>																
1. Post Harvest	1.1 Post harvest training of selected farmers on proper harvesting, handling and the use of threshers and other equipment (Kano, Kaduna)	NRO, SP													6000 farmers trained	SSS/SP
2. Buyback	2.1 Market survey (Kano, Kaduna)	NRO, SP													7 markets visited and prices collected	SSS/NRO/SP
	2.2 Stakeholders meeting (Kano, Kaduna)	NRO, SP, GCOL, NOVUM, FEEDTECH, banks, NCRI													Buyback price set by stakeholders	SSS/NRO/SP
	2.3 Buyback (Kano, Kaduna)	GCOL, NOVUM, FEEDTECH, lead farmers, ADPs													Buyback results captured and shared	SSS/NRO/SP
3. Yield, cost and income survey	3.1 Conduct cost, yield and income survey for wet season rice (Kano, Kaduna)	M&E, SPs, ADP, NRO													Income survey report published and shared with stakeholders	Femi
<b>2014/2015 for maize</b>																
4. External Relations	4.1 Develop and sign of TOR for T&M with service providers (Abuja)	NRO, SP													1 Service Provider	SSS, Blessing
	4.2 Meet with sub contractor to plan for the season (Kano)														2 ADPs	SSS, Godson
5. Training Materials	5.1 Print POP and other extension and training materials (Abuja)	NRO, technical team, logistics													TM printed	Amoo
6. Access to Financial Services	6.1 Organize a credit/ financial services forum between farmers and banks (Kano, Kaduna)	BOA, FBN,DEC,MFN, MII financial and technical teams													Financial services awareness created for 22,000 farmers, 3 processors	SSS, Bello
	6.2 Credit assessment and follow up (Kano, Kaduna)														3 Processors	
7. Developing and signing of IAs	7.1 Signing of IAs with partners (Kano, Kaduna)	KNARDA, KADP, GCOL, NOVUM, FEEDTECH													5 IAs signed	Godson, NRO
8. Networking Farmers	8.1 Sensitization, mobilization and registration of farmers (Kano, Kaduna)	NRO, SP, KNARDA, KADP, GCOL, NOVUM, FEEDTECH													16,000 farmers mobilized and networked by end of May	SSS, SP
9. Input Sourcing	9.1 Improve women and youth access to land (Kano, Kaduna)	Local government council, local leaders, religious leaders, male household heads, KADP, KNARDA, Emirate councils													Women and youth linked to input suppliers	NRO, Bassey, ADPs, KN, KD
	9.2 Link farmers to input sources (Kano, Kaduna)	Technical team, SP, NOTORE, Golden Fertilizer, Jubail agro-chemicals, Syngenta, ATA														SSS, SP
10. Meeting with ATA	10.1 Discuss and promote with the ATA team maize value chain activities and GES redemptions (Kano, Kaduna)	GES coordinators in Kano, Kaduna													Meetings held; farmers informed of GES package	NRO, SP

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person
11. Seed Out growers	11.1 Meet with selected seed companies (Kano, Kaduna)	IAR, Premier Seeds, Greenspore Seeds, Springfield Seeds, SYNGENTA													Agreement signed; out growers trained	NRO, SP
	11.2 Organize training maize seed out-growers (Kano, Kaduna)	IAR, Premier Seeds, Greenspore Seeds, Springfield Seeds, SYNGENTA, farmers													20 maize out-growers trained	SSS, SP
	11.3 Train maize seed out growers (Kano, Kaduna)	IAR, Premier Seeds, Greenspore Seeds, Springfield Seeds, SYNGENTA, farmers														SSS, SP
12. Capacity Building	12.1 Train farmers on group dynamics and leadership (Kano, Kaduna)	NRO, SPs, Kano, Kaduna ADPs													120 farmers trained	Emeka, M&E, NRO
	12.2 Train EAs and SPs on group dynamics and leadership (Kano, Kaduna)		44 EAs and SPs trained													
	12.3 NAEC training of farmers (Kano, Kaduna)		120 farmers trained													
	12.4 Exchange visit (Kano, Kaduna)		4 conducted													
	12.5 Training of EAs and SPs on POP (Kano, Kaduna)		20 EAs and SPs trained													
	12.6 Train farmers on business and financial management (Kano, Kaduna)		40 associations trained													
	12.7 Coordination meeting with EAs and SPs (Kano, Kaduna)	NRO, SP.KANO & KADUNA ADPs													2 meetings held	NRO, SP
	12.8 Quarterly stakeholders meeting with stakeholders (Kano, Kaduna)	NRO, GCL, FEEDTECH, NOVUM, SP													4 stakeholders meetings	NRO, SP, Godson
	12.9 Train youth contract sprayers (Kano, Kaduna)	NRO, Training Manager, SP, Logistics, Operations													120 youths trained	Salasi, M&E
13. Pre-season training	13.1 Train lead farmers on best practices to increase production (Kano, Kaduna)	NRO, SPs, Kano, Kaduna ADPs												3200 farmers trained as TOTs	Amoo, service provider, M&E SSS	
14. Step down training	14.1 Step down training to other farmers in the lead farmers group (Kano, Kaduna)	NRO, SPs, Kano, Kaduna ADPs													16000 farmers trained	M&E service provider, SSS
	14.2 Monitor step down training (Kano, Kaduna)		12800 farmers trained through step-down	NRO, SP												
15. Establishment of demo plots	15.1 FDP demonstration (Kano, Kaduna)	Salasi, SP, NRO, Kano and Kaduna ADPs													4 FDP demos established	Salasi, M&E, NRO, ADPs
	15.2 Establishment of demo plots for farmer groups using best practices (Kano, Kaduna)	SP, NRO, M&E, Kano and Kaduna ADPs													20 demos established	NRO/service providers
	15.3 Establishment of demo plots outside our intervention areas (Kano, Kaduna)		20 demos established													
	15.4 Monitor established demo plots (Kano, Kaduna)		10 demos in non intervention areas established in each participating state													

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person	
16. Support to Small Scale Processors	16.1 Identify and secure information on small scale processors (Kano, Kaduna)	NRO, SP, ADPs, Blessing, Bassey, WIA	█	█	█	█	█	█	█						60 women processors identified and trained	Bassey, Aliyu, GSF, NRO	
	16.2 Intervention identified and organized trainings (Kano, Kaduna)		█	█												Bassey, Archibong	
	16.3 Conduct workshop for women small scale processors on how to obtain a grant (Kano, Kaduna)				█	█										Women small scale processor association trained on how to access grant	NRO, GSAF, Bassey
	16.4 Grant support to selected small scale processors (Kano, Kaduna)		█	█												16 associations trained WIA ADPs	
	16.5 Training on nutrition for small scale processors (Kano, Kaduna)		█	█	█								█	█			
	16.6 Technical and business training for women small scale processors (Kano, Kaduna)		█	█	█	█	█	█	█	█	█	█	█	█	█		
17. Technology Transfer	17.1 Train farmers on compost making (Kano, Kaduna)	NRO, SP, Eas							█	█					16000 farmers trained on benefits and methods of composting, simple threshing machines, and crop rotation	SSS, VCA, SP	
	17.2 Demonstration of production and harvesting equipment (Kano, Kaduna)									█	█	█	█				
	17.3 Train farmers on crop rotation with soybean (Kano, Kaduna)									█	█			█			█
18. In-season Training	18.1 Field visits to farmers (Kano, Kaduna)	NRO, ADPs, SPs									█	█	█	█	Field visits conducted	SP, NRO	
	18.2 Organize farmers' field day on recommended maize production and farm management practices (Kano, Kaduna)	NRO, SP, EAs									█	█			In season and post harvest training conducted for 16000 farmers trained	SP, SSS	
19. EMMIP	19.1 Ensure proper Managing Quality and Standards (MQS) including effluent disposal and management in maize processing (Kano, Kaduna)	GCOL, FEEDTECH, NOVUN										█	█		3 GMP trainings conducted	Aliyu, NRO	

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person
20. Monitoring and Evaluation	20.1 Build capacity of SPs and EAs on M&E reporting requirements; and using GPS for capturing areas (Kano, Kaduna)	M&E, Operations, SP, NRO, Kano and Kaduna ADPs													44 EAS and SPs trained	Femi
	20.2 Pre-survey training for EAs and SPs on data collection (Kano, Kaduna)														20 EAS and SPs trained on data collection	
	20.3 Geospatial mapping of demonstration plots (Kano, Kaduna)														All demo plots mapped	
	20.4 Monitoring visits (Kano, Kaduna)														Monitoring visits undertaken and report shared	
	20.5 Data quality assessment (Kano, Kaduna)														DQA undertaken and results shared with SPs and technical	
	20.6 Review of monthly/quarterly reports (Kano, Kaduna)														All rice monthly and quarterly reports reviewed	
	20.7 Tracking of indirect beneficiaries (Kano, Kaduna)														All farmers benefited by demo outside areas of intervention areas tracked	
21. Supervision of Subcontract	21.1 Supervise and spot check performance of local subcontractor (Kano, Kaduna)	NRO												Monitoring visits undertaken and report shared	Aliyu, NRO	



Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person
6. Capacity Building	<b>Organize pre/in-season ToT for lead farmers</b>														Cost of TOT determined & approved	Peter
	6.1 Develop memo and budget, and obtain approval for pre/in-season ToT for 400 lead farmers in Oyo state	SRO, SP, Eas													400 lead farmers trained by 3rd week of April	
	6.2 Hold pre/in-season ToT for 400 lead farmers in Oyo state	Service Provider, SRO and Eas													80 groups of farmers had step down training by first week of May	Peter
	<b>Monitor step-down of pre/in-season training by lead farmers to other farmers under the scheme</b>														Consultant engaged by mid-June	Emeka
	6.3 Monitor step-down of pre/in-season training by lead farmers to other farmers (80 groups) under the scheme in Oyo	Service and Eas													30 group leaders trained by the end of June	Peter/Emeka
	6.4 Develop SOW, obtain approval and engage consultant for Oyo state	Emeka, SRO													2000 farmers have access to improved maize seeds by the end of May	Peter
7. Agricultural Input	<b>Facilitate the dissemination and distribution of improved varieties of cassava stems</b>														2,000 have access to inputs by end of April	Peter
	7.1 Identify sources, link and monitor the supply of the preferred maize varieties to farmers in Oyo state	SRO, IITA, IAR & T, Oyo ADP and farmers groups, SP													At least 3 tractor hiring service providers identified	Peter
	<b>Linkage of farmers to other reputable agro-input dealers</b>														2,000 farmers, 3 processors	Femi
	7.2 Identify sources, link and monitor the supply of the inputs to farmers in Oyo state	SRO, agro inputs dealers, Oyo ADP and farmers groups, SP													3 Processors	
	<b>Facilitate the access of farmers to tractor hiring service providers</b>														10 demo plots selected by 2nd week of April	Peter
	7.3 Identify tractor hiring service providers within the reach of farmers in Oyo state	SRO, EAs, SP													10 demo plots established by mid of May	
<b>Access to Financial Services</b>														Good management practices on all demo plots	Peter	
7.4 Organize a credit/financial services forum between farmers and banks (Oyo)	BOA, FBN,DEC,MFN, MII financial and technical teams													Demo plots yield determined		
8. Technology Deployment	<b>Establishment of demo plots</b>														Cost of green field day determined	Peter
	8.1 Identify appropriate sites for maize demo plots (10) in Oyo state (with linked farmers and in non-linked areas)	SRO, EAs, SP													800 farmers visited demo plots by mid of July	
	8.2 Supervise the establishment of demo plots (10) demo plots	SRO, EAs, SP													Cost of brown field day determined	Peter
	8.3 Supervise the management of demo plots	SRO, EAs, SP													800 farmers visited demo plots by end of Sept	
	8.4 Supervise the harvesting of demo plots	SRO, EAs, SP													10 demo plots harvested	
	<b>Organize Farmers' Green-Field day on Recommended maize Production and Farm Management Practice</b>															
	8.5 Develop memo and budget, and obtain approval for the farmers' field day in Oyo state	SRO														
	8.6 Organize farmers' green-field day for 800 farmers to demonstrate: i) land preparation techniques, ii) seed selection, iii) appropriate planting with correct spacing, iv) improved weed control methods in Oyo state	SRO, SP, Durante Fish Industries Ltd in Oyo, Oyo ADP and farmers group														
	<b>Organize Farmers' Brown-Field day on Recommended maize Production and Farm Management Practice</b>															
8.7 Develop memo and budget, and obtain approval for the farmers' field day in Oyo state	SRO															
8.8 Organize farmers' brown-field day for 800 farmers to demonstrate: harvesting techniques (maize thresher) and post harvesting techniques of maize grains in Oyo state	SRO, SP, Durante Fish Industries Ltd in Oyo, Oyo ADP and farmers group															
8.9 Supervise the harvesting of demo plots	SRO, SP, EA															

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person
9. Youth, Women and Vulnerable Group	<b>Promote job creation through service provision (crop spraying, stem cuttings, harvesting, small scale processing, Marketing etc.) for youth and women</b>															
	9.1 Develop sow, obtain approval and engage consultant for training of contract sprayers in Oyo state	Salasi, SRO													Consultant Engaged end of June	Kayode
	9.2 Mobilize and hold training for 100 youths to demonstrate the appropriate use of agro-chemicals for pest control in maize production in Oyo state	Salasi, SRO, SP, EAs, Harvest Field, Syngenta, Durante Fish Industries Ltd.													100 youths trained by mid-July	Peter
	9.3 Conduct improved maize processing for micro maize processing (Oyo state)	VC advisor, partners staff, ADPs, Service providers													300 micro processors trained	Emeka/ Saeed
10. Monitoring and Supervision of Field Activities	9.4 Training of selected farmers (80 youths) in partnership with seed companies on techniques and economics of maize seed production and marketing in Oyo state	SRO, SP, Eas, STTA													80 youths trained by end of Aug	Peter
	10.1 Supervise land preparation, planting, weeding and harvesting of demo plots and farmers' fields in Oyo state	SRO, SP, Eas													2000ha farmers' plots have been planted by end of May	Peter
11. External Relations	<b>Organize Stakeholders forum for representatives of MARKETS II, partners, banks, selected lead farmers, input suppliers, subcontractors, etc.</b>															
	11.1 Hold "stakeholder's meetings" for representatives for maize partners	SRO, SP, Harvest Field, Syngenta, Durante Fish Industries Ltd, Oyo state ADP and farmers group													3 Meetings held	Kayode
12. M&E Data Collection	11.2 Hold "stakeholder's meetings" for representatives of Oyo state government, Oyo state ADP, MARKETS II partners, agro input dealers, research institutes, CBO,NGOs and related banks in Oyo state	Godson, SRO, SP, Oyo state Ministry of Agric, Oyo state ADP, Farmers' Association, IAR&T, IITA, Harvest Field, Syngenta, Durante Fish Industries Ltd													3 Stakeholders meetings held	Kayode
	<b>M&amp;E Data collection on all the activities carried out</b>															
	12.1 Collect M&E data from partners in Oyo state	M&E staff, SRO, Durante Fish Industries Ltd, Oyo state ADP and farmers group													Quarterly Reports prepared and submitted	M & E staff
	12.2 Training of service provider and EAs on GPS and M & E reporting	M&E staff, SRO													5 staff of service provider, 4 EAs and 1 supervisor trained	
12.3 Training of service provider and EAs on data quality assessment	M&E staff, SRO													5 staff of service provider, 4 EAs and 1 supervisor trained		
12.4 Pre-season and in-season cost survey	M&E staff, SRO, Durante Fish Industries Ltd, Oyo state ADP and farmers group													Cost per hectare determined		
13. Supervision of Subcontract	12.5 Tracking of indirect beneficiaries	M&E staff, SRO													2,500 indirect beneficiaries reached	SP,SSS,M&E
	13.1 Supervise and spot check performance of local subcontractor (Oyo)	SRO													4 spot checks	Aliyu, SRO
14. EMMP	14.1 Ensure proper Managing Quality and Standards (MQS) including effluent disposal and management in maize processing (Oyo)	SRO, Durante Fish Industries Ltd													3 processors trained	Kayode/Peter

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
<b>Continuation of 2013/2014 Activities for soybeans</b>																
1. Harvest and Post Harvest Training	1.1 Training of selected farmers on post harvest practices (Niger, Benue)	MRO, SPs, logistics, operations, ADPs													3600 farmers trained on post harvest activities	Francis, Bassey
	1.2 Harvesting from base to allow root rotten in the soil (Niger, Benue)															
	1.3 Soybean nutrition orientation training (Niger, Benue)															
	1.4 Price survey and buyback monitoring (Niger, Benue)															
2. Monitoring and Evaluation	2.1 Pre-survey training for EAs and SPs on data collection for cost, yield and income survey (Niger, Benue)	M&E, operations, logistics, SPs, MRO/Niger and Benue ADPs													Training of EAs and coordinators on survey instruments conducted for 40 participants	Francis/Femi
	2.2 Cost, yield survey and income survey (Niger, Benue)															
<b>2014/2015 Activities for soybeans</b>																
3. Developing and Signing of IAs and Subcontracts	3.1 Discuss, develop and sign of IAs with processors (Abuja)	MRO, GSF, technical team, logistics, operations													Signed contracts with 2 processors and engaged 2 Sub-contractors.	Blessing/ Francis
	3.2 Discuss, develop and signing of TOR with service providers (Abuja)															
	3.3 Discuss, develop and signing of IAs with ADPs (Abuja)															
4. External Relations	4.1 Commencement meeting between service providers and ADPs (Niger, Benue)	MRO, operations, logistics													Commencement meeting with 2 ADPs and 2 SPs completed	Francis/Ononiwu
	4.2 Meeting with service providers, MRO and tech. team (Niger, Benue)															
5. Training Materials	5.1 Print POP and other extension and training materials (Abuja)	MRO, technical team, logistics, operations													POP reviewed and Printed	Amoo
6. Networking Farmers	6.1 Sensitization, mobilization and registration of farmers and farmers groups (Niger, Benue)	MRO, technical team, logistics, operations													Mobilization and sensitization of 9500 farmers completed	Francis/Bassey
	6.2 Link farmers to seed WACOT (Niger, Benue)															
	6.3 Sensitization of small scale processors (Niger, Benue)															
7. Access to Financial Services	7.1 Sensitization of famers on credit and insurance (Niger, Benue)	Credit Unit, MRO, SPs, logistics, operations													Credit and Insurance sensitization completed	Farouk, Francis
	7.2 Organize a credit/financial services forum between farmers and banks (Niger, Benue)															
8. Input Sourcing	8.1 Sensitization and linking famers on input (seeds and fertilizers) (Niger, Benue)	Input team, MRO, SPs, logistics, operations													9500 farmers linked to source of inputs	Salasi, Francis
9. Stakeholders Meeting	9.1 Organize stakeholders forum for partners with MII (Niger, Benue)	MRO, logistics, operations													Stakeholders meeting conducted	Francis
	9.2 Activity inception meeting (Niger, Benue)	MRO, logistics, operations													Inception meeting held	Francis/Ononiwu

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person	
10. Capacity Building	10.1 Train farmers on group dynamics and leadership (Niger, Benue)	Emeka, MRO, SPs, logistics, operations													40 farmers trained	Emeka, Francis	
	10.2 Train EAs on group dynamics and leadership (Niger, Benue)														Training of EAs on group dynamics and leadership conducted		
	10.3 NAEC training for farmers (Niger, Benue)																NAEC training for farmers conducted
	10.4 Training of EAs and SPs on POP (Niger, Benue)															Training of EAs and SPs on POP conducted	Francis, Amoo
	10.5 Training of EAs and SPs on MARKETS II model (Niger, Benue)															Training of EAs and SPs on MARKETS II model conducted	Francis, Joseph
11. Pre-Season Training	11.1 Introduction of TG-1444-2E,1440-1E,1904-6F and 1835-10F (Niger, Benue)	MRO, Amoo, logistics, operations													Four new soybean varieties introduced	Amoo, Francis	
	11.2 Demonstrate the use of rhizobium inoculation (Niger, Benue)														Soybean inoculum introduced	Francis/N2Africa	
	11.3 Training on nutrition and bee keeping (Niger, Benue)															Farmers trained on nutrition and Bee keeping	Francis/Bassey
	11.4 Explaining crop rotation practice (Niger, Benue)															Crop rotation practice explained	Francis
12. Step Down Training	12.1 Training of lead farmers on best practices to increase production (Niger, Benue)	MRO, Amoo, service provider, logistics, operations													1900 lead farmers trained	Francis	
	12.2 Step down training to other farmers in the lead farmer's group (Niger, Benue)														7600 farmers trained through stepdown training methodology	Francis	
	12.3 Training of field staff on the use of soybean inoculum (Niger, Benue)															All field staff trained on use of inoculum	Francis/N2Africa
13. Establishment of Demo Plots	13.1 Establishment of demo plots for farmer groups using best practices (Niger, Benue)	MRO, SPs, logistics, operations													39 Demo plots established	Francis/N2Africa	
	13.2 Establishment of adaptation plots in collaboration with N2Africa (Niger, Benue)														Adaptation plots established		
	13.3 Monitor of established demo plots (Niger, Benue)																39 Demo plots monitored
14. In Season Training	14.1 Organize farmers' field day on recommended soybeans production and farm management practices (Niger, Benue)	MRO, logistics, operations												In-season training Completed for 3800 farmers	Francis		
15. Monitoring and Evaluation	15.1 Build capacity of SPs and EAs on M&E reporting requirements; and on using GPS for capturing areas under value chain commodities (Niger, Benue)	M&E, operations, logistics, SPs, MRO/Niger and Benue ADPs													All EAs and SPs working with the project trained.	Francis/Femi	
	15.2 Geospatial mapping of demonstration plots, partners, processors, etc. per state (Niger, Benue)														Mapping of all demo plots accomplished		
	15.3 Monitoring visits and meetings with ADP M&E department (Niger, Benue)																Monitoring visits carried out and findings shared
	15.4 Data quality assessment (Niger, Benue)																All DQAs scheduled and completed and findings shared
	15.5 Review of monthly/quarterly reports and capturing of data from indirect beneficiaries (Niger, Benue)																All reports reviewed
	15.6 Tracking of indirect beneficiaries (Niger, Benue)																All farmers visiting demos in non-intervention areas tracked and reported



Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person
<b>Continuation of 2013/2014 Activities for soybean</b>																
1. Post Harvest	1.1 Post harvest training of selected farmers on proper harvesting, handling and the use of threshers and other equipment (Kaduna)	NRO, SP													2400 farmers trained on post harvest activities	SSS/SP
2. Gender Training	2.1 Gender workshop for EAs and SP (Kaduna)	SP, ADP, Bassey													10 EAs and 2 SP trained	Bassey Archibong
3. Buy Back	3.1 Market survey (Kaduna)	NRO, SP													price across various markets	SSS/SP
	3.2 Stakeholders meeting (Kaduna)	NRO, SP,GCOL, NOVUM, FEEDTECH, Banks, NCRI													Agreed price, buying point	SSS/SP
	3.3 Buy back (Kaduna)	NRO,GCOL, NOVUM, FEEDTECH, lead farmers													Buyback results captured and shared	SSS/NRO/SP
4. Yield, Cost and Income Survey	4.1 Conduct cost, yield and income survey (Kaduna)	M&E, SPs, ADP, NRO													Cost, yield and income survey conducted. Survey report published and shared with stakeholders	Femi
<b>2014/2015 for Soybean</b>																
5. External Relations	5.1 Meeting with subcontractor to plan for the season (Kano)	NRO, GSF, SP,KADP,GCOL, NOVUM, FEEDTECH and KARMA MILK													Meeting held with subcontractors	SSS/Godson
	5.2 Organize quarterly stakeholder meeting for partners (Kano)														Stake holders meeting conducted	SSS/Godson
6. Training Materials	6.1 Print POP and other extension and training materials (Abuja)	NRO, technical team, logistics													Training materials printed	Amoo
7. Access to Financial Services	7.1 Organize a credit/financial services forum between farmers and banks (Kaduna)	NRO, BOA, FBN,DEC,MFN, MII financial and technical teams, farmers													Financial services awareness created for 2000 farmers	SSS, Bello
	7.2 Credit assessment and follow up (Kaduna)														Follow up activity done on financial services	
8. Developing and Signing of IAs	8.1 Signing of IAs with partners (Kaduna)	NRO, KADP, Grand Cereals, Karma Milk, NOVUM, FEEDTECH,SP													5 IAs signed	Godson, NRO
9. Networking Farmers	9.1 Sensitization, mobilization and registration of farmers (Kaduna)	NRO, KADP, Grand Cereals, Karma Milk, NOVUM, FEEDTECH,SP													10000 farmers networked by end of May	SSS,SP
10. Input Sourcing	10.1 Improve women and youth access to land (Kaduna)	Local Government Council, local leaders, religious leaders, male household heads, KADP, Emirate councils													Visits made; more women/youth have access to land	NRO,ADPs
	10.2 Link farmers to input sources (Kaduna)	NRO, IAR, ATA, AgriGuardian, Notore, TAC													Linkages made; Quantities of seed, fertilizer and CPP bought	SSS,SP



Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person	
17. Technology Transfer	17.1 Demonstration of soy threshing machines to farmers (Kaduna)	NRO, SPs, Eas													Technology transferred	SSS, SP	
	17.2 Use of TGX-1448-2E (Kaduna)																
	17.3 Use of Rhizobium inoculation (Kaduna)																
	17.4 Pollination with bees to increase yield (Kaduna)																
	17.5 Harvesting from base to allow root rotten in the soil (Kaduna)																
	17.6 Train farmers on crop rotation with maize (Kaduna)																
18. In-Season Training	18.1 Organize farmers' field day on recommended soybean production and farm management practices (Kaduna)	NRO, SP, EAs													4000 farmers trained in field day	SP, SSS	
19. EIMP	19.1 Ensure proper Managing Quality and Standards (MQS) including effluent disposal and management in soybean processing (Kaduna)	FeedTech, Grandcereals, Karma Milk and Novum													4 MQA processors trained	Aliyu, NRO	
20. Monitoring and Evaluation	20.1 Build capacity of SPs and EAs on M&E reporting requirements; and using GPS for capturing areas (Kaduna)	M&E, operations, SP, NRO and Kaduna ADPs													6 SPs 20 EAs trained	Obado, Femi	
	20.2 Pre-survey training for EAs and SPs on data collection (Kaduna)														All SPs and EAs trained on data collection		
	20.3 Geospatial mapping of demonstration plots (Kaduna)																All demo plots mapped
	20.4 Yield income survey (Kaduna)																Cost, yield and income survey completed and results shared
	20.5 Monitoring visits (Kaduna)																Monitoring visits conducted and findings shared with SP
	20.6 Data quality assessment (Kaduna)																DQA conducted and results shared
	20.7 Review of monthly/quarterly reports (Kaduna)																Rice and soybean monthly and quarterly reports submitted
	20.8 Tracking of indirect beneficiaries (Kaduna)																All farmers benefited by demo outside areas of intervention areas tracked
21. Supervision of Subcontract	21.1 Supervise and spot check performance of local subcontractor (Kaduna)	NRO													Subcontractor monitoring visits undertaken and report shared	Aliyu, NRO	

Activity	Task	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
<b>Continuation of 2013/2014 Activities</b>																
1. Technology Deployment	<b>Farmers' green-field day on recommended cassava production and farm management practice</b>															
	1.1 Organize farmers' green-field day to demonstrate: i) land preparation techniques, ii) appropriate planting with correct spacing, iii) improved weed control	Kayode, Femi, partners staff, EAs, Lodging & per diem for staff, driver, refreshment, meeting expenses, printing of banners etc. Idaewor Farm, Lentus Food, Matna Foods, Thai Farm, Ondo State ADP, Edo State ADP, WECA, ESFCA, Service Provider & PIND, Notore, Crop Life													600 farmers trained	Femi
	1.2 Organize raining of contract sprayers and weed control specialists in Edo, Ondo & Rivers states	Femi/EAs, STTA, lodging & per diem for staff, driver, refreshment, training materials, printing of banners etc.													50 youths trained	Femi
	<b>Harvest/post-harvest training (farmers' brown field days)</b>															
	1.3 Develop memo and budget, and obtain approval for farmers' brown field day in Edo and Ondo states	Kayode, Femi, Ilisa													Cost of brown field day determined and approved	Femi
1.4 Organize farmers' brown-field day to demonstrate improved method of harvesting and post-harvest handling of cassava stems and tubers in Ondo & Edo state	Kayode, Femi, partners staff, EAs, lodging & per diem for staff, driver, refreshment, meeting expenses, printing of banners etc. Idaewor Farm, Lentus Food, Matna Foods, Thai Farm, Ondo State ADP, Edo State ADP, WECA, ESFCA, Service Provider													600 farmers trained	Femi	
2. Capacity Building	<b>Organize NAEC training for cassava lead farmers</b>															
	2.1 Develop SOW, obtain approval and engage consultant to train 120 lead farmers using NAEC in Edo and Ondo states	Emeka, Harvey, Mary, Ilisa													Consultant engaged end of November	Emeka
	2.2 Mobilize and hold training for 80 lead farmers (40 groups) in Ondo State & 40 lead farmers (20 groups) in Edo State and encourage farm budgeting/record amongst farmers	Kayode, Femi and Emeka, partners staff, EAs, stationery, lodging & per diem for staff & participants, air ticket, transportation allowance for participants, stationery & printing, venue, banner. Idaewor Farms, Lentus Food, Matna Foods, Thai Farm, Ondo State ADP, Edo State ADP, WECA, ESFCA & PIND													120 lead farmers trained	Femi/Emeka
	<b>Organize group dynamics and leadership training for cassava lead farmers</b>															
	2.3 Develop SOW, obtain approval and engage consultant to organize group dynamics and leadership training for 120 lead farmers in Edo and Ondo states	Emeka, Harvey, Mary, Ilisa													Cost of training determined and approved	Femi
2.4 Mobilize and hold training for 80 lead farmers (40 groups) in Ondo State & 40 lead farmers (20 groups) in Edo State and encourage internal mobilization of funds amongst farmers	Kayode, Femi and Emeka, partners staff, EAs, stationery, lodging & per diem for staff & participants, air ticket, transportation allowance for participants, stationery & printing, venue, banner. Idaewor Farms, Lentus Food, Matna Foods, Thai Farm, Ondo State ADP, Edo State ADP, WECA, ESFCA & PIND													120 lead farmers trained	Femi/Emeka	

Activity	Task	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
3. Monitoring and Supervision of Field Activities	3.1 Supervise land preparation, planting and weeding of demo plots and farmers' fields in Edo and Ondo states	Kayode, Femi & driver, lodging & per diem, Eas, Edo ADP, Ondo ADP and farmers' groups													Farmers fields inspected monthly and report shared	Femi
	3.2 Visit demo plots, farmers' fields and partners' factories to monitor harvest and collect harvest information for supply of roots to Partners' factory	Kayode and Femi, partners staff, EAs, lodging & per diem for staff, driver etc. Idaewor Farms, Lentus Food, Matna Foods, Thai Farm, Ondo State ADP, Edo State ADP, WECA, ESFCA & PIND													Buyback ascertained	Kayode/Femi
4. M&E Data Collection on All the Activities Carried Out	4.1 Carry out monitoring activities	Femi, supervisor, EAs, service provider, Idaewor Farms, Lentus Food, Matna Foods, Thai Farm, Ondo State ADP, Edo State ADP, WECA, ESFCA & PIND													Monitoring report completed and findings shared	M & E staff
	4.2 Pre-season, in-season and post-harvest cost analysis	Joseph, Kayode, Femi, EAs, service provider													Cost per hectare ascertained	
<b>CASSAVA ACTIVITIES IN THE NIGER DELTA FOR 2014-2015</b>																
5. Implementation Agreements	5.1 Visit partners, discuss, amend and sign IAs with existing partners in Edo and Ondo states	Kayode, Femi, PIND, lodging & per diem for staff, air travel, driver, Idaewor Farm, Lentus Food, Matna Foods, Thai Farm, Ondo State ADP, Edo State ADP, WECA, ESFCA & PIND													IAs signed with 4 processors, Ondo State ADP, Edo State ADP and PIND by mid Dec.	Kayode/Femi
	5.2 Visit partners, discuss and sign IA with new partners in Rivers State	Kayode, Femi, PIND, lodging & per diem for staff, air travel, driver, project vehicle, Ego Farm Ltd, Rivers State ADP, PIND													IA signed with processor and Rivers state ADP by end of Feb.	
6. Subcontracts	6.1 Develop TOR for the engagement of service providers to provide technical support for 1,500 farmers in Ondo state, 1,000 farmers in Edo state and 500 farmers in Rivers State	Kayode, Femi													1 TOR developed	Kayode/Femi
	6.2 Review TOR and get MD's approval to train and manage 3,000 cassava out-growers in Edo, Ondo and Rivers states	Kayode/Aliyu/Joseph													1 TOR approved	Aliyu
	6.3 Set budget limit with the technical manager	Blessing													Budget line set by mid-December	Blessing
	6.4 Release RFP to companies	Blessing													RFP released & proposal submitted by end of December	
	6.5 Share proposals with evaluation committee and meet within one week	Blessing													Proposals evaluated	
	6.6 Negotiate cost proposal with selected bidder and prepare Neg memo for MD's approval	Blessing													Negotiated cost approved	
	6.7 Orientation and expectation meeting with selected subcontractor at their office	Blessing, Aliyu, Joseph, Ilisa													Orientation of subcontractors completed	
	6.8 Prepare draft subcontract, submit for reviews, finalize and have it fully executed	Blessing													Subcontract duly signed	
	6.9 Review of deliverables received when due	Blessing, Kayode, Aliyu & Joseph													Deliverables approved	
	6.10 Request invoice and 2 hard copies from contractor and process payment	Blessing													Payment made when due	
	6.11 Subcontractor's performance evaluation	Kayode/Aliyu/Joseph/Blessing													Subcontractor evaluated by end of August	

Activity	Task	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
7. Sensitization, Mobilization and Registration of Farmers for the Cassava Out-Grower Schemes	7.1 Orientation of 6 EAs & 2 supervisors (Ondo ADP), 4 EAs & 1 supervisor (Edo ADP) and 2 EAs (Rivers ADP) on MARKETS II methodology	Kayode, Femi, PIND, lodging & per diem for staff, driver, air travel, stationaries. Ondo State ADP, Edo State ADP & Rivers State ADP, service provider													12 EAs & 3 supervisor adequately oriented by end of February	Kayode/ Femi
	7.2 Develop memo and budget, and obtain approval for the sensitization and mobilization of 3,000 farmers in Edo, Ondo and Rivers states	Kayode, Femi, Ilisa													Cost of mobilization ascertained	
	7.3 Hold sensitization meetings and register 3,000 farmers for the cassava out-grower schemes in Edo, Ondo and Rivers states	Kayode, Femi, PIND, lodging & per diem for staff, driver, air travel, stationaries, WECA & Ondo State ADP; ESFCA & Edo State ADP, service provider													3,000 farmers registered by end of March	Femi
8. Capacity Building	<b>Organize pre-season ToT for lead farmers and monitor step-down trainings to other farmers</b>															
	8.1 Develop memo and budget, and obtain approval for pre/in-season ToT for lead farmers in Ondo and Edo states	Kayode, Femi, Ilisa													Cost of TOT ascertained	Kayode/ Femi
	8.2 Hold pre-season ToT for 300 lead farmers in Ondo State, 200 lead farmers in Edo State & 100 lead farmers in Rivers State	Kayode, Femi and Abiodun, partners staff, EAs, Lodging & per diem for staff, driver, refreshment, meeting expenses, banners etc. Ondo State ADP, Edo State ADP, service provider and farmers groups													600 lead farmers trained by mid-April	Femi
	8.3 Monitor step-down of pre/in-season training by lead farmers to other farmers under the scheme	Femi/EAs/service provider, Ondo State ADP, Edo State ADP, service provider and farmers groups													2,400 farmers trained by end of May	
	<b>Organize group dynamics and leadership training for cassava lead farmers</b>															
	8.4 Develop SOW, obtain approval and engage consultant for Edo State	Emeka, Harvey, Mary, Ilisa													Consultant engaged by mid-June	Emeka
	8.5 Mobilize and hold training for 240 lead farmers (60 groups in Ondo State, 40 groups in Edo State & 20 groups in Rivers State) and encourage internal mobilization of funds amongst farmers	Kayode, Femi and Emeka, partners staff, EAs, stationery, lodging & per diem for staff & participants, air ticket, transportation allowance for participants, stationery & printing, venue, banner, PIND, Edo ADP, Ondo ADP, Rivers ADP and farmers groups													240 lead farmers trained	Femi/Emeka
<b>Organize NAEC training for cassava lead farmers</b>																
8.6 Develop SOW, obtain approval and engage consultant for Edo State	Emeka, Harvey, Ilisa, Mary													Consultant engaged mid July	Emeka	
8.7 Mobilize and hold training for 240 lead farmers (60 groups in Ondo State, 40 groups in Edo State & 20 groups in Rivers State) and encourage farm budgeting/record keeping	Kayode, Femi and Emeka, partners staff, EAs, stationery, lodging & per diem for staff & participants, air ticket, transportation allowance for participants, stationery & printing, venue, banner etc. PIND, Edo ADP, Ondo ADP, Rivers ADP and farmers' groups													240 lead farmers trained	Femi/Emeka	

Activity	Task	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
9. Agricultural Input	<b>Facilitate the dissemination and distribution of improved varieties of cassava stems</b>															
	9.1 Link cassava farmers in Edo, Ondo & Rivers states to sources of improved varieties of stem cutting and monitor the supply	Femi and driver, lodging & per diem, EAs and service provider. Edo State ADP, Ondo State ADP, Rivers State ADP, NRCRI and IITA													3000 farmers have access to cassava stems by the end of June	Femi
	<b>Linkage of farmers to other reputable agro-input dealers</b>															
	9.2 Identify input dealers, link farmers and monitor the supply of agrochemicals to cassava farmers in Edo, Ondo & Rivers states	Salasi, Inputs Team, Lodging & per diem for Femi and driver, Eas, Edo State ADP, Ondo State ADP, Rivers State ADP, Harvest Field, Fistco, Syngenta													3000 farmers have access to inputs end of June	Femi
	<b>Facilitate the access of farmers to tractor hiring service providers</b>															
9.3 Identify and develop relationships with tractor hiring service providers for cassava farmers in Edo, Ondo & Rivers states	Lodging & per diem for Femi and driver, EAs. Project state governments, local governments, tractor owners association and agro processors													Sign agreement with at least 1 tractor service providers per cluster by end of April	Femi	
9.4 Monitor the land preparation operations by the tractor hiring service providers on the farmers' fields in Edo, Ondo & Rivers states	Lodging & per diem for Femi and driver, EAs. Local governments, tractor owners association and agro processors													3,000 ha planted	Femi	
10. Technology Deployment	<b>Establishment of demo plots</b>															
	10.1 Identify locations and establish demo plots (12) in Edo, Ondo & Rivers states	Lodging & per diem for Femi and driver, EAs. Edo State ADP, Ondo state ADP, Rivers State ADP, service provider and farmers groups													12 Demo plots established by end of May	Femi
	<b>Organize farmers' green-field day on recommended cassava production and farm management practice</b>															
	10.2 Develop memo and budget, and obtain approval for the farmers' field day in Edo, Ondo & Rivers states	Kayode, Femi, Ilisa													Cost of green field day ascertained and approved	Femi
	10.3 Organize farmers' green-field day for 1,200 lead farmers and 1,500 farmers (Indirect beneficiaries) to demonstrate: i) land preparation techniques, ii) appropriate planting with correct spacing, iii) improved weed control methods, iv) intercropping with short-duration economic crops in Edo, Ondo & Rivers states	Kayode, Femi, partners staff, EAs, lodging & per diem for staff, driver, refreshment, meeting expenses, printing of banners etc. Idaewor Farm, Lentus Food, Matna Food, Thai Farm, Ego Farm, Edo State ADP, Ondo State ADP and Rivers State ADP													2,700 farmers visited demo plots by end of August	
	<b>Cassava cuttings system</b>															
	10.4 Develop ToR, obtain approval and engage consultant	Femi, Kayode, Harvey, Blessing													Consultant engaged by mid January	Kayode/ Femi
10.5 Conduct a survey on the existing cassava stem cutting system in Nigeria	STTA													Survey report submitted		
10.6 Implementation of pilot cassava cuttings scheme	Femi/STTA IITA, NRCRI													Successful take off in April		
10.7 Training of selected farmers/investors on techniques and economics of cassava stem multiplication	STTA													60 farmers trained on cassava stem multiplication	Femi	

Activity	Task	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
11. Access to Finance	<b>Linkage of farmers and processors to financial institution</b>															
	11.1 Credit assessment of 20 groups proposed beneficiaries (cassava producers and processors) in Edo, Ondo & Rivers states	Farouk, SBFS, Kayode, Femi, EAs, lodging and per diem, air travels, driver etc. BOA, LAPO Microfinance, Sterlin Bank Plc, First Bank Plc, farmers groups													20 groups assessed financially by end of April	SBFS
	11.2 Assist 20 cassava groups and processors in developing loan proposals/business plans in Edo, Ondo & Rivers states														20 groups have developed loan proposals by end of May	
	11.3 Facilitate and follow up on the bank loan processes for 30 farmers' groups in Edo, Ondo & Rivers states														At least 10 groups have processed loan by end of August	
12. Youth Women and Vulnerable Group	<b>Promote job creation among youth and women through provision of services such as crop spraying, stem cuttings dissemination, small scale processing, marketing etc.</b>															
	12.1 Develop SOW, obtain approval and engage consultant for training of contract sprayers in Edo, Ondo & Rivers states	Kayode, Femi, Aliyu, Ilisa, Harvey													Consultant engaged end of May	Kayode/Femi
	12.2 Mobilize and hold training for 100 youths to demonstrate the appropriate use of agro-chemicals for pest control and effective use of motorized slasher for weed control in cassava production in Edo, Ondo & Rivers states	Kayode, Femi, partners staff, EAs, stationery, lodging & per diem for staff & participants, transportation allowance for participants, Harvest Field, Syngenta, Idaewor Farm, Lentus Food, Ego Farm, Matna Food, Thai Farms, Edo State ADP, Ondo State ADP, Rivers State ADP and farmers' group													100 youths trained by mid-June	Femi
	12.3 Develop SOW, obtain approval and engage consultant for stem cuttings multiplication and marketing Edo, Ondo & Rivers states	Kayode, Femi, Aliyu, Ilisa, Harvey													Consultant engaged by mid-April	Kayode/Femi
	12.4 Train selected farmers/investors (60 youths) on techniques and economics of cassava stem multiplication and marketing in Edo, Ondo & Rivers states	Kayode, Femi, STTA, partners staff, EAs, stationery, lodging & per diem for staff & participants, air ticket, transportation allowance for participants, stationery & printing, venue, banner													60 Youths trained by end of May	Femi
	12.5 Develop SOW, obtain approval and engage consultant for training of women cassava processors (600) on improved cassava processing and better nutrition in Edo, Ondo & Rivers states	Kayode, Femi, Bassey, Ilisa, Harvey													Consultant engaged by end of February	Bassey
	12.6 Train 600 women cassava processors on improved cassava processing and better nutrition	Kayode, Femi and Bassey, STTA, EAs, stationery, lodging & per diem for staff & participants, air ticket, transportation allowance for participants, stationery & printing, venue, banner													600 women trained by end of May	Bassey/Femi
	12.7 Develop SOW, obtain approval and engage consultant for training of women cassava processors (60) on group dynamics and leadership skills in Edo, Ondo & Rivers	Emeka, Harvey, Ilisa, Mary													Consultant engaged by end of August	Emeka
	12.8 Mobilize and hold training for group leaders (60 women group leaders) on group dynamics and leadership skills in Edo, Ondo & Rivers states	Kayode, Femi and Emeka, partners staff, EAs, stationery, lodging & per diem for staff, air ticket, transportation allowance for participants, stationery & printing, venue, banner													60 women group leaders trained by end of September	Femi

Activity	Task	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
13. EIMMP	<b>Organize training workshop on Managing Quality and Standards (MQS) including effluent disposal and management in cassava processing for partner agro-processors</b>															
	13.1 Develop SOW, obtain approval and engage consultant for a training workshop on effluent management for cassava processors in Edo, Ondo & Rivers states	Kayode, Femi, Harvey, Ilisa													1 TOR approved	Kayode
	13.2 Training of selected staff members of cassava partners in Edo, Ondo & Rivers states on effluent disposal and management in cassava processing	Kayode, Femi, STTA, partners staff, stationery, lodging & per diem for staff & participants, transportation allowance for participants, stationery & printing, venue, banner, Idaewor Farm, Lentus Food, Ego Farm, Matna Food													At least 6 partner staff trained by end of August	Kayode/Femi
14. External Relations	<b>Organize stakeholders forum for representatives of MARKETS II, partners, banks, selected lead farmers, input suppliers, subcontractors, etc.</b>															
	14.1 Hold stakeholders meetings for representatives of cassava partners in Edo, Ondo & Rivers states	Kayode, Femi, partners staff, EAs, stationery, lodging & per diem for staff & participants, air ticket, transportation allowance for participants, stationery & printing, venue, banner, Harvest Field, Syngenta, Idaewor Farm, Lentus Food, Ego Farm, Matna Food, Thai Farms, Edo ADP, Ondo ADP, Rivers ADP and farmers group													4 stakeholders meeting held	Kayode/Femi
	14.2 Organize MARKETS II stakeholders' forum for all partners' representatives at the state level	Kayode, Femi, John, Idaewor Farm, Lentus Food, Ego Farm, Matna Food, Thai Farm, Ondo State ADP, Edo State ADP, WECA, ESFCA, PIND, LAPO,BOA													Stakeholders forum held by end of March & end of September	Kayode/Femi
15. M&E Data Collection	<b>M&amp;E data collection on all the activities carried out</b>															
	15.1 Carry out monitoring activities	Lodging & per diem for Femi and driver, Eas, Idaewor Farm, Lentus Food, Ego Farm, Matna Food, Thai Farm, Ondo State ADP, Edo State ADP and farmers groups													Monitoring report completed and findings shared	M & E staff
	15.2 Training of service provider and EAs on GPS and M & E reporting	M&E staff, Femi, and driver, lodging & per diem												All staff of service provider and EAs trained		
	15.3 Conduct data quality assessment on existing service providers, groups and farmers	M&E staff, Femi, and driver, lodging & per diem												DQA report published and shared with technical and SP		
15.4 Pre-season and in-season cost survey	Lodging & per diem for M&E staff, Femi and driver, EAs												Cost per hectare determined by end of Aug.			
16. Subcontract Supervision	16.1 Supervise and spot check performance of local subcontractor	SRO												Four spot checks	Aliyu/Kayode	

Activity	Task	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Indicators/Targets	Point Person
<b>Continuation of 2013/2014 Activities</b>																
<b>1. Capacity Building</b>	<b>Organize Group Dynamics and Leadership Training for cassava group leaders.</b>															
	1.1 Develop SOW, obtain approval and engage consultant to train cassava group leaders (240) on group dynamics and leadership skills in Oyo state	Emeka, SRO													Consultant engaged by 1st week of October	Emeka
	1.2 Mobilize and hold training for group leaders (240 farmers) on group dynamics and leadership skills in Oyo state and encourage internal mobilization of funds amongst farmers	SRO, Emeka, SP, EAs, AADL, Niji Foods, and Thai Farms in Oyo state													240 group leaders trained by the end of November and March	Peter
	<b>Organize NAEC Training for cassava lead farmers.</b>															
	1.3 Develop SOW, obtain approval and engage consultant to train cassava farmers (240) using NAEC in Oyo state	Emeka, SRO													Consultant engaged end of Jan.	Emeka
	1.4 Mobilize and hold NAEC training for lead farmers (240) in Oyo state and also encourage the culture of taking insurance on crops	SRO, Emeka, SP, EAs, AADL, Niji Foods, and Thai Farms in Oyo state													240 lead farmers trained by end of June	Peter
	<b>Organize farmers' brown-field day on recommended cassava production and farm management practices</b>															
1.5 Develop memo and budget, and obtain approval for the farmers' brown field day in Oyo state	Kayode, Peter, Ricardo													Approved Budget		
1.6 Organize farmers brown-field day for 1200 lead farmers to demonstrate: i) use of cassava lifter for efficient harvesting of cassava, ii) other harvesting methods and proper handling of cassava roots, iii) proper harvesting and handling of cassava stems in Oyo state	SRO, Emeka, SP, EAs, AADL, Niji Foods, and Thai Farms in Oyo state													1200 farmers trained by mid-July	Peter	
<b>2. Monitoring and Supervision of Field Activities</b>	2.1 Supervise land preparation, planting and weeding of demo plots and farmers' fields in Oyo state	SRO, Oyo ADP and Farmers' groups.													At least 3,000ha planted	Peter
	2.2 Visit demo plots, farmers' fields and partners' factories to monitor harvest and collect harvest information for supply of roots to partners' factory	SRO, Emeka, SP, EAs, AADL, Niji Foods, and Thai Farms in Oyo state													Monitoring report published and shared	Kayode/Peter
	2.3 Supervise harvesting of demo plots	SRO, EA, Farmers' groups													All demo harvested and results shared	Peter
<b>3. External Relations</b>	<b>Organize stakeholders forum for representatives of MARKETS II, partners, banks, selected lead farmers, input suppliers, subcontractors, etc.</b>															
	3.1 Hold "stakeholder's meetings" for representatives for cassava partners	SRO, Emeka, SP, EAs, AADL, Niji Foods, and Thai Farms in Oyo state													4 stakeholders meetings held	Kayode/Peter
3.2 Hold "stakeholder's meetings" for representatives of Oyo state government, Oyo state ADP, MARKETS II partners, Agro Input Dealers, Research Institutes, CBO,NGOs and related Banks in Oyo state	SRO, Godson, Oyo state Ministry of Agriculture, Oyo state ADP, Farmers' Association, IAR&T, IITA, RTEP, NRCRI, Harvest Field, Syngenta, AADL, Niji Foods, Thai Farms, Psaltry Intl etc.													3 stakeholders meetings held	Kayode	

Activity	Task	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Indicators/Targets	Point Person
4. M&E Data Collection	<b>M&amp;E data collection on all the activities carried out</b>															
	4.1 Collect M&E data from partners and farmer groups in Oyo state	SRO, EA, AADL, Niji Foods, Thai Farms, Pсалtry Intl and Oyo state ADP													Data collected for quarterly reports by the end of 2 <sup>nd</sup> week	M & E staff
	4.2 Train service provider and EAs on GPS and M & E reporting	M&E staff, SRO												Staff of service provider and Eas trained		
	4.3 Train service provider and EAs on data collection	M&E staff, SRO												Staff of service provider and Eas trained		
4.4 Pre-season and in-season cost survey	M&E staff, SRO												Income survey data collected and findings shared			
<b>2014-2015 Expansion of out growers scheme for existing partners</b>																
5. Implementation Agreements	5.1 Visit partners, discuss, amend and sign IAs with existing partners in Oyo state	SRO, AADL, Niji Foods, Thai Farms, and Oyo state ADP													3 amended IAs signed with 3 processors and a new IA signed with a processor and Oyo state ADP by end of February	Kayode/Peter
	5.2 Develop memo and budget, and obtain approval for the sensitization and mobilization of farmers in Oyo state	SRO												Approved Budget	Peter	
	5.3 Hold sensitization meetings and register farmers for the cassava out-grower schemes	SRO, AADL, Niji Foods, Thai Farms, and Oyo state ADP												4500 farmers registered by end of March	Peter	
6. Subcontracts	6.1 Develop TOR for the engagement of service providers to provide technical support for 4500 new farmers in Oyo state	SRO												1 TOR developed	Kayode	
	6.2 Review TOR and get MD's approval to train and manage 4500 cassava out-growers in Oyo state	Aliyu, Joseph and Harvey												TOR approved by end of October	Blessing	
	6.3 Set budget limit with the technical manager	Blessing												Budget line set		
	6.4 Release RFP to companies	Blessing												RFP released & proposal submitted		
	6.5 Share proposals with evaluation committee and meet	Ricardo, MD, Subcontractor												Proposals evaluated		
	6.6 Negotiate cost proposal with selected bidder and prepare Neg memo for MD's approval	Blessing												Negotiated cost approved		
	6.7 Orientation and expectation meeting with selected subcontractor at their office	Blessing, Aliyu, Joseph												Orientation of subcontractors completed		
	6.8 Prepare draft subcontract, submit for reviews, finalize and have it fully executed	Blessing												Subcontract duly signed by end of February		
	6.9 Review of deliverables received when due	SRO/Aliyu/Joseph/Blessing												Deliverables received when due & duly reviewed		
	6.10 Request invoice and 2 hard copies from contractor and process payment	Blessing												Payment made when due	Kayode/Peter	
	6.11 Subcontractor's performance evaluation	SRO/Aliyu/Joseph/Blessing												Performance evaluation completed	Blessing	

Activity	Task	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Indicators/Targets	Point Person
7. Capacity Building	<b>Organize pre/in-season ToT for lead farmers</b>															
	7.1 Develop memo and budget, and obtain approval for pre/in-season ToT for 900 lead farmers in Oyo state	SRO													ToT budget approved	Kayode, Peter
	7.2 Hold pre/in-season ToT for 900 lead farmers in Oyo state	SP, SRO, EA													900 Lead Farmers trained by mid of May.	Peter
	<b>Monitor step-down of pre/in-season training by lead farmers to other farmers under the scheme</b>															
	7.3 Monitor step-down of pre/in-season training by lead farmers to other farmers (180 groups) under the scheme in Oyo	SRO, SP, EA, Farmers' groups													180 groups of Farmers had step down training by end of June	Peter
	<b>Organize group dynamics and leadership training for cassava lead farmers</b>															
	7.4 Develop SOW, obtain approval and engage consultant for Oyo state	SRO, Emeka													Consultant engaged by mid-August	Emeka
Mobilize and hold training for group leaders (300 farmers) in Oyo state and encourage internal mobilization of funds amongst farmers	SRO, SP, EA, AADL, Niji Foods, Thai Farms													300 group leaders trained by the end of September	Kayode/Farouk	
8. Agricultural input	<b>Facilitate the dissemination and distribution of improved varieties of cassava stems</b>															
	8.1 Link cassava farmers in Oyo state to sources of improved varieties of stem cutting and monitor the supply	SRO, EA, SP, RTEP, IITA													4500 farmers have access to cassava stems by the end of June	Peter
	<b>Linkage of farmers to other reputable agro-input dealers</b>															
	8.2 Link cassava farmers in Oyo state to sources of Improved seeds (Melon and Cowpea) for intercropping	SRO, SP, Oyo state ADP, IAR&T and IITA													4500 farmers have access to improved seeds (cowpea and melon) for intercropping by end of June.	Peter
	8.3 Identify buying points, link farmers and monitor the supply of agrochemicals to Oyo state cassava farmers	Salasi, Inputs Team, Oyo state ADP and Harvest Field, Fistco, Syngenta													4500 farmers have access to inputs end of June	
	<b>Facilitate the access of farmers to tractor hiring service providers</b>															
	8.4 Identify and develop relationships with tractor hiring service providers for cassava farmers in Oyo state	SRO, SP, Local Governments, Tractor Owners Association and Agro processors													Signed agreement with at least 1 tractor service providers per cluster by end of April	Peter
8.5 Monitor the land preparation operations by the tractor hiring service providers on the farmers' fields in Oyo state	SRO, SP, Local Governments, Tractor Owners Association and Agro processors													3,000 ha of land prepared by end of June		
9. Technology deployment	<b>Establishment of demo plots</b>															
	9.1 Identify and establish demo plots (40) in Oyo state (with linked farmers and in non-linked areas)	SRO, SP, EA, Farmers' groups													40 Demo plots established by end of May	Peter
	<b>Organize farmers' green-field day on recommended cassava production and farm management practice</b>															
	9.2 Develop memo and budget, and obtain approval for the farmers' field day in Oyo state	SRO													Budget approved by mid-June	
9.3 Organize farmers' green-field day for 1800 farmers networked and 2,500 farmers (Indirect beneficiaries) to demonstrate: i) land preparation techniques, ii) stem cuttings preparation, iii) appropriate planting with correct spacing, iv) improved weed control methods, use of organic fertilizer, vi) intercropping with short-duration economic crops in Oyo state	SRO, SP, AADL, Niji Foods, Thai Farms, and Oyo state ADP.													4,300 farmers visited demo plots by end of August	Peter	

Activity	Task	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Indicators/Targets	Point Person	
10. Access to finance	<b>Linkage of farmers and processors to financial institution</b>																
	10.1 Credit assessment of 20 groups proposed beneficiaries (cassava producers and processors) in Oyo state														20 groups assessed financially by end of April	Femi	
	10.2 Assist 10 cassava groups and processors in developing loan proposals/business plans in Oyo state	SRO, MII Finance team, BOA, Lapo Microfinance, Diamond Bank Plc, First Bank Plc, other MFBS													10 groups have developed loan proposals by end of May		
10.3 Facilitate and follow up on the bank loan processes for 180 farmers' groups in Oyo state														At least 500 farmers obtained loan			
11. Youth women and vulnerable group	<b>Promote job creation through service provision (crop spraying, stem cuttings, harvesting, small scale processing, Marketing etc.) for youths and women</b>																
	11.1 Develop ToR, obtain approval and engage consultant for training of contract sprayers in Oyo state	Kayode, Peter, Aliyu, Harvey, Ricardo														Consultant engaged end of June	Kayode
	11.2 Mobilize and hold training for 120 youths to demonstrate the appropriate use of agro-chemicals for pest control and effective use of motorized slasher for weed control in cassava production in Oyo state	SRO, MII Inputs team, SP, Harvest Field, Syngenta, AADL, Niji Foods, Thai Farms , Oyo state ADP and Farmers' group.														120 youths trained by mid-July	Peter
	11.3 Develop ToR, obtain approval and engage consultant for stem cuttings multiplication and marketing Oyo state	SRO														Consultant engaged by mid-August	Kayode
	11.4 Training of selected farmers/investors (200 youths) on techniques and economics of cassava stem multiplication and marketing in Oyo state	SRO, EA, SP														200 youths trained by end of August	Peter
	11.5 Develop ToR, obtain approval and engage consultant for training of women cassava processors (500) on improved cassava processing and better nutrition dynamics and leadership skills in Oyo state	SRO, Bassey														Consultant engaged by end of February	Bassey
	11.6 Training of 500 women cassava processors on improved cassava processing and better nutrition	SRO, Bassey, STTA, EA														500 women trained by end of April	Bassey/Peter
	11.7 Develop ToR, obtain approval and engage consultant for training of women cassava processors (60) on group dynamics and leadership skills in Oyo state	SRO, Emeka														Consultant engaged by end of May	Emeka
11.8 Mobilize and hold training for group leaders (60 women) on group dynamics and leadership skills in Oyo state	SRO, Emeka, SP, EAs,															Peter	
12. EMMP	<b>Organize training workshop on Managing Quality and Standards (MQS) including effluent disposal and management in cassava processing factories for officers of partner cassava processing</b>																
	12.1 Develop ToR, obtain approval and engage consultant for a training workshop on effluent management for cassava processors in Oyo state	SRO, private sector cassava processing partners														ToR approved by end of July	Kayode
	12.2 Training of selected staff members of cassava partners in Oyo state on effluent disposal and management in cassava processing	SRO, STTA, AADL, Niji Foods, Thai Farms													At least 6 partner staff trained by end of August	Kayode/Peter	
13. Monitoring and Supervision of Field Activities	13.1 Supervise land preparation, planting and weeding of demo plots and farmers' fields in Oyo state	SRO, EA, SP, Farmers' groups													4500ha farmers' plots have been planted by end of June	Peter	
	13.2 Supervise harvesting of demo plots	SRO, EA, SP, Farmers' groups													All demo harvested and results shared		

Activity	Task	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Indicators/Targets	Point Person
14. External Relations	<b>Organize stakeholders forum for representatives of MARKETS II, partners, banks, selected lead farmers, input suppliers, subcontractors, etc.</b>															
	14.1 Hold "stakeholder's meetings" for representatives for cassava partners	SRO, Emeka, SP, EAs, AADL, Niji Foods, and Thai Farms in Oyo state													3 stakeholders meeting held	Kayode/Peter
	14.2 Hold "stakeholder's meetings" for representatives of Oyo state government, Oyo state ADP, MARKETS II partners, agro input dealers, research institutes, CBO,NGOs and related banks in Oyo state	SRO, Godson, Oyo state Ministry of Agriculture, Oyo state ADP, Farmers' Association, IAR&T, IITA, RTEP, NRCRI, Harvest Field, Syngenta, AADL, Niji Foods, Thai Farms, etc.													3 stakeholders meeting held	Kayode
15. M&E Data Collection	<b>M&amp;E data collection on all the activities carried out</b>															
	15.1 Collect M&E data from partners and farmer groups in Oyo state	SRO, EA, AADL, Niji Foods, Thai Farms, and Oyo state ADP.													Data collected for quarterly reports by the end of 2 <sup>nd</sup> week	M & E staff
	15.2 Train service provider and EAs on GPS and M & E reporting	M&E staff, SRO													Staff of service provider and EAs trained	
	15.3 Train service provider and EAs on data quality assessment	M&E staff, SRO													Staff of service provider and EAs trained	
15.4 Pre-season and in-season cost survey	M&E staff, SRO													Income survey data collected and findings shared		
16. Subcontract Supervision	16.1 Supervise and spot check performance of local subcontractor	SRO													All sites visited	Aliyu, SRO

Activity	Task	Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
<b>Continuation of 2013/2014 Activities</b>																
1. Technical Capacity Building for Lead Farmers and Extension Agents in Good Agricultural Practices (GAP)	1.1 Organize post harvest season TOT on good harvest/drying practices, Internal Management System (IMS) & nursery establishment, grafting & budding techniques for 560 lead farmers (Oyo, Cross River, Ondo state)	SRO, ADPs, SP													560 lead farmers trained by end of Nov 2014. At least 1 nursery established by each group	Wale
	1.2 Monitor post harvest season step-down of training on good harvest management/drying practices, nursery establishment, management/grafting & budding techniques for 13,440 farmers for 2013/14 (Oyo, Cross River, Ondo state)	SRO, ADPs, SP													13,440 farmers trained through step-down	
	1.3 Facilitate farmers access to pods and improved planting materials from seed gardens, compiled and delivered to seed gardens for the 2012/13 and 2013/14 farmers (Oyo, Cross River, Ondo state)	SRO, ADPs, SP, CRIN, TCU													Community pod demands of enlisted farmers compiled and delivered to seed gardens	
	1.4 Set up and maintain cocoa nursery demo plots on selected farms for 2012/13 and 2013/14 farmers (Oyo, Cross River, Ondo state)	SRO, ADPs, SP													Nursery demo plots established	
	1.5 Monitor cocoa nurseries set up by farmers group/women cocoa nursery (Oyo, Cross River, Ondo state)	SRO, ADPs, SP													At least one nursery established by women per state	
	1.6 Monthly technical support visit and supervision of field level implementation (Oyo, Cross River, Ondo state)	SRO, ADPs, SP													Farmers and groups capacity enhanced. Groups are supported with technical assistance and supervision	
	1.7 Monitor the business progress of the contract sprayers 560 (Youths) (Oyo, Cross River, Ondo state)	SRO, ADPs, SP													Monitoring report prepared and published	
	1.8 Backstop and provide technical support to farmers group/off takers on internal inspection and pre-audit to attain UTZ/RA certification (2012/13 & 2013/14 farmers) (Oyo, Cross River, Ondo state)	SRO, ADPs, SP, Armajaro, Multi-Trex, Yara Commodities													Farmers groups backstopped/supported to undertake internal inspection and pre-audit certification schemes (UTZ,RA)	Wale
2. Monitoring and Evaluation	2.1 Conduct income, yield and cost survey (Oyo, Cross River, Ondo state)	SRO, M&E, SP, ADP staff, lead farmers													Income yield, cost survey conducted. Number of farmers and farms enumerated	Femi
<b>Commencement of 2014/2015 Activities</b>																
3. Subcontract	3.1 Technical team develops TOR (Lagos)	SRO													Technical team developed TOR	Kayode
	3.2 Review TOR FOR 2015 and get M/D's approval to train and manage 27,000 outgrowers in cocoa value chain (Abuja)	Aliyu and Harvey													TOR reviewed and approved	Aliyu
	3.2 Review TOR FOR 2015 and get M/D's approval to train and manage 27,000 outgrowers in cocoa value chain (Abuja)	Blessing													Service provider(s) identified	Blessing
	3.4 Sub-contractor performance evaluation (Abuja)	Aliyu, SRO, Joseph/Blessing													Performance evaluation completed and results shared with SP	
	3.5 Review of deliverables (Southern Regional Office, Lagos/Abuja office)	Aliyu, SRO, Joseph/Blessing													All deliverables reviewed and approved	

Activity	Task	Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
4. Facilitate Management and Coordination of MARKETS II Cocoa Value Chain Activity	4.1 Follow up meeting with Agricultural Transformation Agenda (ATA) cocoa value chain team and other stakeholders (Abuja)	SRO, Godson													ATA CVC team knowledge on MARKETS II activities strengthened and possible areas of partnership identified	Godson/Kayode
	4.2 Organize 4 quarterly planning/review meeting with partners to assess and report on progress of implementation (Armajaro, Multi-Trex and Yara Commodities) and ADPs (Oyo, Cross River, Ondo state)	SRO, SP, ADPs, cocoa value chain partners													Progress of the project reviewed and lessons learned documented by relevant stakeholders	Kayode/Wale
	4.3 Sign implementation agreement with agro-traders (end buyers) (Akure)	SRO, Agro Trader Ltd													Implementation agreement signed with all agro-dealers working with the program	
	4.4 Renew and sign implementation agreement with partners/off takers to set up new producer cocoa outgrowers scheme (Oyo, Cross River, Ondo state)	SRO, private sector cocoa partners													Implementation agreement signed with all off-takers working with the program	
5. Facilitate pre-season training and mobilization of farmers	5.1 Sensitization and mobilization (including registration) of 3,000 new farmers in Cross River and Revalidation of 24,000 farmers in Oyo, Cross River, Ondo state (2013 & 2014 farmers)	SRO, private sector cocoa partners, Eas, SP													3,000 new farmers mobilized and networked in Cross River state while 24,000 farmers revalidated in the existing groups of 2013 & 2014	Wale
	5.2 Facilitate formation of new groups with strong participation of women and youths (Oyo, Cross River, Ondo state)	Per diem, cost of fuel, lodging													60 new groups formed and trained for registration and revalidation of existing 480 groups networked	
	5.3 Organize pre-season Training of Trainers (TOT) on good agricultural, environmental and social practices (GAP) & Internal Management System (IMS) for 120 lead farmers (Oyo, Cross River, Ondo state)	SRO, SP, Eas													120 lead farmers trained	Kayode/Wale
	5.4 Monitor pre-season step-down of training on Good Agricultural Practices (GAP) & Internal Management System (IMS) for 27,000 farmers (Oyo, Cross River, Ondo state)	SRO, SP, Eas													27,000 farmers trained through step-down	Wale
	5.5 Monitor pre-season step-down of training on Good Agricultural Practices (GAP) & Internal Management System (IMS) for 27,000 farmers for 2012/13 & 2013/14 certification (Oyo, Cross River, Ondo state)	SRO, SP, Eas													27,000 farmers supported and prepared for certification.	

Activity	Task	Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
5. Technical Capacity Building & Trainings	5.6 Organize post harvest-season Training of Trainers (TOT) on good agricultural, harvest management/drying, nursery establishment, management/grafting & budding techniques environmental and social practices for 560 lead farmers (Oyo, Cross River, Ondo state)	SRO, SP, Eas													120 lead farmers trained	Kayode/Wale
	5.7 Monitor post harvest-season step-down of training on Good Agricultural Practices (GAP) harvest management & Internal Management System (IMS), nursery establishment, management/grafting & budding techniques for 27,000 farmers (Oyo, Cross River, Ondo state)	SRO, SP, Eas													27,000 farmers trained through step-down	Wale
	5.8 Monitoring seedling distribution, transplanted and post nursery assessment on farmers field/farms (Oyo, Cross River, Ondo state)	SRO, SP, Eas													Seedlings distributed and post nursery assessment conducted	
	5.9 Selection of candidate to serve as contract sprayers (youths) (Oyo, Cross River, Ondo state)	SRO, MII Inputs team													At least contracts sprayers identified	Wale/Salasi
	5.10 Train 840 (youth) contract sprayers and input support system (Oyo, Cross River, Ondo state)	SRO, SP, Eas, lead farmers, youth reps, MII Inputs Team													At least 840 Youths trained as contract sprayers	Kayode/Wale
	5.10.1 Monitor the business progress of the contract sprayers 840 (youths) (Oyo, Cross River, Ondo state)	SRO, MII Inputs team													Monitoring activities undertaken and results shared	Wale
	5.10.2 Monitor and backstop contract sprayers (youths) on field level implementation/service rendering to farmers group (Oyo, Cross River, Ondo state)	SRO, SP, Eas													Monitoring activities undertaken and results shared	Kayode/Wale
	5.10.3 Selection of farmers representatives for group dynamic & leadership skills training/NAEC (Oyo, Cross River, Ondo state)	SRO, SP, EAs													At least 680 farmers representatives selected for GLLS & NAEC training	
	5.10.4 Organize training on group dynamic & leadership skills training and NAEC for 680 farmers representatives (Oyo, Cross River, Ondo state)	SRO, SP, Eas													680 farmer representatives trained on GDLS & NAEC training	Wale/Emeka
	5.10.5 Backstop the step down training and group level implementation of GDLS & NAEC training (Oyo, Cross River, Ondo state)	SRO, SP													Farmers group monitored and technically backstopped	
	5.10.6 Train selected association on business development services (Oyo, Cross River, Ondo state)	SRO, SP, EA													Farmers association strengthened on business development	
	5.10.7 Organize honeybee/stingless bee pollination training for women and youths (Cross River, Ondo state)	SRO, Bassey, SP, EA													Women and youth capacity on bee production enhanced	Kayode/Bassey/Wale

Activity	Task	Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
6. Technology Generation & Transfer	6.1 Sign implementation agreement with CRIN on clonal materials development, cocoa specific fertilizer and post harvest technologies (TBD)	SRO, Godson, CRIN													Implementation agreement signed	Aliyu/Kayode/Wale
	6.2 Facilitate grant support for clonal material development, budding and grafting materials and tools (Ibadan)	SRO, Blessing, CRIN													Grant support provided	SAF/Kayode/Wale
	6.3 Identification, establishment and dissemination of best local clones and testing propagation approaches to farmers (Ibadan)	SRO, CRIN, SP													Best clonal materials identified and introduced to farmers	Wale
	6.4 Training in cocoa regeneration. Establish pilot cocoa plot as demonstration farm to showcase the effects of GAP (grafted plants & seed -grown hybrid plants/planting, replanting & diversification) (Oyo, Cross River, Ondo state)	MARKETS II staff, ADPs staff, SP, input dealers, farmer groups													Pilot demo plots established	Wale
	6.5 Sign implementation agreement with interested fertilizer company on cocoa specific fertilizer (TBD)	SRO, Salasi, fertilizer companies													IA signed	Aliyu, Salasi, Kayode/Wale
	6.6 Organize fertilizer demonstration for farmers on the demo plots (Oyo, Ondo and Cross River state)	SRO, fertilizer companies, EA, SP													At least 4,000 farmers trained in established demo plots	Kayode/Wale
	6.7 Facilitate grant support on tray and box fermentation and wooden club on demo plot for quality enhancement (Oyo, Cross River, Ondo state)	SRO, Blessing, CRIN													500 farmers' representatives trained by end of April 2015	Emeka/Wale
	6.8 Develop new technologies such as chemical pest and disease control & rock phosphate among small scale producers (TBD)	MARKETS II staff, lodging and per diem, venue, operation													Small scale producers introduced to grant process	Kayode/Wale/SAF
	6.10 Implementation and demonstration of box and tray fermentation & wooden club on demo plot (Oyo, Cross River, Ondo state)	SRO, SP, EA													Scope of work developed	Wale
	6.11 Promote pollination services to farmers (Oyo, Cross River, Ondo state)	SRO, EA, SP													Farmers are engaged on pollination services	Wale
	7. Access to Finance	7.1 Sensitization and mobilization (including registration) of farmers and other stakeholders finance and credit (Oyo, Cross River, Ondo state)	SRO, MII Finance staff, SP, BOA, banks and MFB													Farmers and partners are sensitized on access to finance and credit
7.2 Facilitate farmers to access agro-inputs credit and finance (Oyo, Cross River, Ondo state)		SRO, MII Finance staff, SP, EA, banks, MFB, input dealers													Some farmers access credit through linkage	Wale/Femi
7.3 Organize training for loan recipient on loan & credit management (Oyo, Cross River, Ondo state)		SRO, MII Finance staff, SP, EA, banks, MFB,													Loan recipients trained	Wale/Femi
7.4 Monitor input distribution and application as well as credit repayment (Oyo, Cross River, Ondo state)		MARKETS II staff, lodging & per diem for staff, fuel cost for vehicle													Progress of loan distribution monitored and report shared	Wale/Femi

Activity	Task	Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
8. Stakeholders Meeting	8.1 Organize cocoa stakeholders forum for representatives of MARKETS II, partners, bank, selected lead farmers, input suppliers, subcontractors etc. (Oyo, Cross River, Ondo state)	MARKETS staff, Service providers, ADP staff, lead farmers, service providers, agro-input suppliers, banks, MFB													Stakeholders' meeting held	Aliyu/Kayode/Wale
9. Monitoring and Evaluation	9.1 Organize training for extension agents, service providers on the use of GPS and on M&E reporting (Oyo, Cross River, Ondo state)	SRO, M&E, SP, ADP staff, lead farmers													All extension agents & service providers trained working with the project trained	Aliyu/Kayode/Wale
	9.2 Undertake performance quality data check and assessment of service providers (Oyo, Cross River, Ondo state)	SRO, M&E, SP, ADP staff, lead farmers													DQA assessment report shared	Wale/M& E unit
	9.3 Tracking of indirect beneficiaries	SRO, M&E, SP, ADP staff													Indirect beneficiaries tracked and reported	SP, SSS, M&E
10. Supervision of Subcontract	10.1 Supervise and spot check performance of local subcontractor (Oyo, Cross River, Ondo state)	SRO													Monitoring report shared with relevant stakeholders	Aliyu, SRO



Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person
9. Capacity Building	9.1 Training of farmers on group dynamics and leadership (Kano, Kebbi, Sokoto, Jigawa, Taraba)	NRO, SPs, Kano, Kebbi, Sokoto, Jigawa, Taraba ADPs													150 farmers trained	Emeka, M&E, NRO
	9.2 Training of EAs and SPs on group dynamics and leadership (Kano, Kebbi, Sokoto, Jigawa, Taraba)														100 farmers trained	
	9.3 NAEC training of farmers (Kano, Kebbi, Sokoto, Jigawa, Taraba)														100 farmers trained	
	9.4 Exchange visit (Kano, Kebbi, Sokoto, Jigawa, Taraba)														4 exchange visits undertaken	
	9.5 Training of EAs and SPs on POP (Kano, Kebbi, Sokoto, Jigawa, Taraba)														26 EAs trained	
	9.6 Training of farmers on business and financial management (Kano, Kebbi, Sokoto, Jigawa, Taraba)														50 farmers trained	
	9.7 Training of youth contract sprayers (Kano, Kebbi, Sokoto, Jigawa, Taraba)	NRO, training manager, SP, logistics, operations													100 youths trained	Salasi, M&E
10. Pre-Season Training	10.1 Training of lead farmers on best practices to increase production (Kano, Kebbi, Sokoto, Jigawa, Taraba)	NRO, SPs, Kano, Kebbi, Sokoto, Jigawa, Taraba ADPs													3200 TOTs trained	Amoo, Service Provider, M&E SSS
11. Step Down Training	11.1 Step down training to other farmers in the lead farmers group (Kano, Kebbi, Sokoto, Jigawa, Taraba)	NRO, SPs, Kano, Kebbi, Sokoto, Jigawa, Taraba ADPs													12800 farmers trained through step-down	M&E Service Provider, SSS
	11.2 Monitor step down training (Kano, Kebbi, Sokoto, Jigawa, Taraba)															NRO, SP
12. Establishment of Demo Plots	12.1 FDP demonstration (Kano, Kebbi, Sokoto, Jigawa, Taraba)	Salasi, SP, NRO, ADPs													10 demos established	Salasi, M&E, NRO, ADPs
	12.2 Establishment of demo plots for farmer groups using best practices (Kano, Kebbi, Sokoto, Jigawa, Taraba)	SP.SSS M&E													26 demos established	NRO, Service Providers
	12.3 Establishment of demo plots outside our intervention areas (Kano, Kebbi, Sokoto, Jigawa, Taraba)														40 demos established	
	12.4 Monitor established demo plots (Kano, Kebbi, Sokoto, Jigawa, Taraba)														10 demos in non intervention areas established in each participating state	

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person	
13. Support to Small Scale Processors	13.1 Identify and secure information on small scale processors (Kano, Kebbi, Sokoto, Jigawa, Taraba)	NRO, SP, ADPs, Blessing, Bassey, WIA													60 women processors identified and trained	Bassey, Aliyu, GSF, NRO	
	13.2 Intervention identified and trainings organized (Kano, Kebbi, Sokoto, Jigawa, Taraba)															Bassey Archibong	
	13.3 Conduct getting grant workshop for women small scale processors (Kano, Kebbi, Sokoto, Jigawa, Taraba)															All targeted small scale processor exposed to grant procedure	NRO, GSAF, Bassey
	13.4 Grant support to selected small scale processors (Kano, Kebbi, Sokoto, Jigawa, Taraba)																
	13.5 Training on nutrition for small scale processors (Kano, Kebbi, Sokoto, Jigawa, Taraba)																
	13.6 Technical and business training of women small scale processors (Kano, Kebbi, Sokoto, Jigawa, Taraba)																
14. Technology Transfer	14.1 Training of farmers on compost making (Kano, Kebbi, Sokoto, Jigawa, Taraba)	NRO, SP													1300 farmers trained	SSS, VCA, SP	
	14.2 Demonstration of production and harvesting equipment (Kano, Kebbi, Sokoto, Jigawa, Taraba)																
	14.3 Train farmers on direct paddy seeder (Kano, Kebbi, Sokoto, Jigawa, Taraba)																
	14.4 Train farmers on use of collapsible sun dryers (Kano, Kebbi, Sokoto, Jigawa, Taraba)																
15. In-Season Training	15.1 Organize farmers' field day on recommended rice production and farm management practices (Kano, Kebbi, Sokoto, Jigawa, Taraba)	NRO, SP, EAs													5200 trained during field days	SP, SSS	
16. Post Harvest Training	16.1 Post harvest training of selected farmers on proper harvesting, handling and the use of threshers and other equipment (Kano, Kebbi, Jigawa, Sokoto)	NRO, SP, KNARDA, KARDA, SARDA, JARDA,													5200 trained during field days	SSS/SP	
17. Buy Back	17.1 Market survey (Kano, Kebbi, Jigawa, Sokoto)	NRO, Aps													MARKETS survey results used to set price	SSS, NRO, SP	
	17.2 Stakeholders meeting (Kano, Kebbi, Jigawa, Sokoto)	NRO, SP, UMZA, POPULAR, LABANA, Banks, NCRI														SSS/NRO/SP	
	17.3 Buy back (Kano, Kebbi, Jigawa, Sokoto)	UMZA, POPULAR, LABANA, lead farmers													Buyback results tracked and reported	SSS/NRO/SP	
18. EMMP	18.1 Ensure proper Managing Quality and Standards (MQS) including effluent disposal and management in rice mills (Kano, Kebbi)	UMZA, POPULAR, LABANA													3 processors trained	Aliyu, NRO	

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person
19. Monitoring and Evaluation	19.1 Build capacity of SPs and EAs on M&E reporting requirements; and using GPS for capturing areas (Kano, Kebbi, Sokoto, Jigawa, Taraba)	M&E, operations, SP, NRO													18 extension agents and staff of service providers trained	Obado, Femi
	19.2 Pre-survey training for EAs and SPs on data collection (Kano, Kebbi, Sokoto, Jigawa, Taraba)														20 extension agents and SPs trained on data collection	Obado, Femi
	19.3 Geospatial mapping of demonstration plots (Kano, Kebbi, Sokoto, Jigawa, Taraba)														All demo plots mapped	SP, NRO
	19.4 Yield income survey (Kano, Kebbi, Sokoto, Jigawa, Taraba)														Cost, yield and income survey completed and results shared	M&E, NRO
	19.5 Monitoring visits (Kano, Kebbi, Sokoto, Jigawa, Taraba)														Monitoring visits carried out and findings shared	NRO, SP
	19.6 Data quality assessment (Kano, Kebbi, Sokoto, Jigawa, Taraba)														DQAs scheduled and completed and findings shared	M&E, NRO
	19.7 Review of monthly/quarterly reports (Kano, Kebbi, Sokoto, Jigawa, Taraba)														All monthly and quarterly reports reviewed	SP, M&E, NRO
	19.8 Tracking of indirect beneficiaries (Kano, Kebbi, Sokoto, Jigawa, Taraba)														All farmers benefited by demo outside areas of intervention tracked and reported	SP, SSS, M&E
20. Supervision of Subcontract	20.1 Supervise and spot check performance of local subcontractor (Kano, Kebbi, Sokoto, Jigawa)	NRO													Monitoring visit report published and shared	Aliyu, NRO



Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person	
12. Capacity Building	12.1 Training for farmers on group dynamics and leadership (Kano, Kebbi, Sokoto, Jigawa, Taraba)	NRO, SPs, Kano, Kebbi, Sokoto, Jigawa, Taraba ADPs													300 farmers trained	Emeka, M&E, NRO	
	12.2 Training of EAs and SPs on group dynamics and leadership (Kano, Kebbi, Sokoto, Jigawa, Taraba)														150 EAs and SP staff trained		
	12.3 NAEC training of farmers (Kano, Kebbi, Sokoto, Jigawa, Taraba)																150 farmers trained
	12.4 Exchange visit (Kano, Kebbi, Sokoto, Jigawa, Taraba)																5 conducted
	12.5 Training of EAs and SPs on POP (Kano, Kebbi, Sokoto, Jigawa, Taraba)																30 EAs trained
	12.6 Training of farmers on business and financial management (Kano, Kebbi, Sokoto, Jigawa, Taraba)																50 EAs trained
	12.7 Training for youth contract sprayers (Kano, Kebbi, Sokoto, Jigawa, Taraba)	NRO, training manager, SP, logistics, operations													150 EAs trained	Salasi, M&E	
13. Pre-season training	13.1 Training of lead farmers on best practices to increase production (Kano, Kebbi, Sokoto, Jigawa, Taraba)	NRO, SPs, Kano, Kebbi, Sokoto, Jigawa, Taraba ADPs													3200 trained	Amoo, service provider, M&E, SSS	
14. Step Down Training	14.1 Step down training for other farmers in the lead farmers group (Kano, Kebbi, Sokoto, Jigawa, Taraba)	NRO, SPs, Kano, Kebbi, Sokoto, Jigawa, Taraba ADPs													12800 trained	M&E service provider, SSS	
	14.2 Monitor step down training (Kano, Kebbi, Sokoto, Jigawa, Taraba)														12800 trained	NRO, SP	
15. Establishment of Demo Plots	15.1 FDP demonstration (Kano, Kebbi, Sokoto, Jigawa, Taraba)	Salasi, SP, NRO, ADPs													10 demos established	Salasi, M&E, NRO, ADPs	
	15.2 Establish demo plots for farmer groups using best practices (Kano, Kebbi, Sokoto, Jigawa, Taraba)	SP, SSS M&E													32 demo established	NRO/service providers	
	15.3 Establish demo plots outside our intervention areas (Kano, Kebbi, Sokoto, Jigawa, Taraba)														50 demo plots established		
	15.4 Monitor established demo plots (Kano, Kebbi, Sokoto, Jigawa, Taraba)														10 demos in non intervention areas established in each participating state		
16. Support to Small Scale Processors	16.1 Identify and secure information on small scale processors (Kano, Kebbi, Sokoto, Jigawa, Taraba)	NRO, SP, ADPs, Blessing, Bassey, WIA													60 women processors identified and trained	Bassey, Aliyu, GSF, NRO	
	16.2 Intervention identified and trainings organized (Kano, Kebbi, Sokoto, Jigawa, Taraba)															Bassey, Archibong	
	16.3 Conduct workshop for women small scale processors on how to obtain a grant (Kano, Kebbi, Sokoto, Jigawa, Taraba)															All small-scale processors targeted trained on grant process	NRO, GSAF, Bassey
	16.4 Grant support to selected small scale processors (Kano, Kebbi, Sokoto, Jigawa, Taraba)															Number of associations trained WIA ADPs	
	16.5 Training on nutrition for small scale processors (Kano, Kebbi, Sokoto, Jigawa, Taraba)																
	16.6 Technical and business training of women small scale processors (Kano, Kebbi, Sokoto, Jigawa, Taraba)																
17. Technology Transfer	17.1 Train farmers on compost making (Kano, Kebbi, Sokoto, Jigawa, Taraba)	NRO, SP													1400 farmers trained		SSS, VCA, SP
	17.2 Demonstration of production and harvesting equipment (Kano, Kebbi, Sokoto, Jigawa, Taraba)																
	17.3 Train farmers on direct paddy seeder (Kano, Kebbi, Sokoto, Jigawa, Taraba)																
	17.4 Train farmers on use of collapsible sun dryers (Kano, Kebbi, Sokoto, Jigawa, Taraba)																
18. In-season Training	18.1 Organize farmers' field day on recommended rice production and farm management practices (Kano, Kebbi, Sokoto, Jigawa, Taraba)	NRO, SP, EAs												5600 farmers trained	SP, SSS		
19. EMMIP	19.1 Ensure proper Managing Quality and Standards (MQS) including effluent disposal and management in rice mills (Kano/Kebbi)	UMZA, POPULAR, LABANA												3 processors trained	Aliyu, NRO		

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person	
20. Monitoring and Evaluation	20.1 Build capacity of SPs and EAs on M&E reporting requirements; and using GPS for capturing areas (Kano, Kebbi, Sokoto, Jigawa, Taraba)	M&E, operations, SP, NRO	█	█	█										18 trained	Obado, Femi	
	20.2 Pre-survey training for EAs and SPs on data collection (Kano, Kebbi, Sokoto, Jigawa, Taraba)		█	█	█										20 trained		
	20.3 Geospatial mapping of demonstration plots (Kano, Kebbi, Sokoto, Jigawa, Taraba)		█	█	█	█	█	█	█	█	█	█	█	█	█		20 demos mapped
	20.4 Monitoring visits (Kano, Kebbi, Sokoto, Jigawa, Taraba)		█	█	█	█	█	█	█	█	█	█	█	█	█	Monitoring visits undertaken and report shared	NRO, Obado
	20.5 Data quality assessment (Kano, Kebbi, Sokoto, Jigawa, Taraba)		█	█	█	█	█	█	█	█	█	█	█	█	█	DQA undertaken and results shared with SPs and technical	
	20.6 Review of monthly/quarterly reports (Kano, Kebbi, Sokoto, Jigawa, Taraba)		█	█	█	█	█	█	█	█	█	█	█	█	█	All rice monthly and quarterly reports reviewed	
	20.7 Track indirect beneficiaries (Kano, Kebbi, Sokoto, Jigawa, Taraba)		█	█	█	█	█	█	█	█	█	█	█	█	█	All farmers benefited by demo outside areas of intervention areas tracked	
21. Supervision of Subcontract	21.1 Supervise and spot check performance of local subcontractor (Kano, Kebbi, Sokoto, Jigawa)	NRO	█	█	█	█	█	█	█	█	█	█	█	█	Monitoring visits undertaken and report shared	Aliyu, NRO	

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person
<b>2013/2014 Activities</b>																
1. Harvest/Post Harvest Training	1.1 Post harvest training of selected farmers on proper harvesting, handling and the use of threshers and other equipment (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, Kwara and FCT)	MRO, processors, ADPs, SPs													16,800 farmers trained on harvest/post harvest techniques	Francis
2. Buyback	2.1 Conduct markets survey to initiate buyback (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, Kwara and FCT)	MRO, processors, ADPs, SPs													Market survey accomplished	Francis
	2.2 Organize meeting between farmers and processors (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, Kwara and FCT)															
3. Monitoring and Evaluation	3.1 Pre-survey training for EAs and SPs on data collection (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)	M&E, SP and ADP													20 EAs trained	Femi, Francis
	3.2 Conduct cost, yield & income survey (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, Kwara and FCT)	MRO, ADPs, SPs & M&E													Cost, yield and income survey conducted	Femi, Francis
<b>2014/2015 Activities for wet Season</b>																
4. Developing and Signing IAs	4.1 Discuss, develop & sign IAs with processors and ADPs (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)	MRO, External Relations, ADPs, SPs, processors													8 IAs signed	Francis/Ononiwu
5. Developing and Signing Subcontractor Agreements	5.1 Develop TOR and RFP for subcontract with service providers (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)	MRO, GSF													11 TORs and RFPs released for subcontractors	Francis/Blessing
	5.2 Review, selection and subcontract signing (Abuja)	MRO, GSF													Review, selection and signing of 8 subcontracts completed	Francis/Blessing
	5.3 Meeting with sub contractors to plan for the season (Enugu)	MRO, Operations													Meeting with 11 subcontractors to plan for the season completed	Francis
6. Training Materials	6.1 Print POP and other extension and training materials (Abuja)	NRO, Technical Team, Logistics													1 POP revised and developed	Francis/Amoo
7. Networking Farmers	7.1 Sensitization, mobilization and registration of farmers (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)	MRO, processors, ADPs, SPs													46,500 farmers mobilized and networked	Francis

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person	
8. Capacity Building	8.1 Train farmers on group dynamics & leadership (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)	Technical Team, MRO, SPs, ADPs													Group dynamics and leadership skills training completed for farmers	Francis/Emeka	
	8.2 Train EAs and SP on group dynamics and leadership (Enugu and Niger)														EAs and SPs training on group dynamics completed		
	8.3 NAEC training of farmer groups (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)																Framers trained on NAEC
	8.4 Train small scale processors on group dynamics and business development (Abakaliki, Anambra and Kwara)																Training of small scale processors on group dynamics completed
	8.5 Train EAs and SPs on POP and MARKETS model (Abakaliki, Anambra and Kwara)																All targeted EAS and SPs trained on POP
9. Agricultural Inputs	9.1 Identify and link sources of improved varieties of rice seed for farmers (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)	MRO, MARKETS II Input team, SPs, ADPs													46,500 farmers linked with input dealers	Francis/Salasi	
	9.2 Field monitoring (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)														9 Monitoring visits conducted to all states/SPs and results /findings shared with SPs and technical		
10. Pre-Season Training	10.1 Organize pre-season training for lead farmers (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)	MRO, Amoo, processors, ADPs & SPs													9,300 TOTs trained	Francis/Amoo	
11. Step Down Training	11.1 Step down training by lead farmers to other farmers (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)	MRO, Amoo, processors, ADPs & SPs													37,200 farmers trained through step-down	Francis	
12. Field Monitoring	12.1 Field monitoring (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)	MRO, Amoo, processors, ADPs & SPs													Monitoring visits conducted to all states/SPs and results/findings shared with SPs and technical	Francis	
13. Establishment of Demo Plots	13.1 Establishment of demo plots for networked farmers and in non-networked areas (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)	MRO, Amoo, processors, ADPs & SPs													158 Demo plots established	Francis	

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person
14. Technology Deployment	14.1 Train farmers on compost making (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)	Aliyu, MRO, processors, ADPs & SPs													39000 farmers trained	Francis
	14.2 Demonstration of production and harvesting equipment (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)														Demonstration of production machines completed in 8 states	Francis
	14.3 Train farmers on direct paddy seeder (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)														Training of farmers on DPS completed in 8 states	Francis, Salasi
	14.4 Link farmers to source of procurement/maintenance (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)														Linkage completed for 39000 farmers	Francis
	14.5 FDP demonstrations (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)														Equipment demonstrated to 39000 farmers	Francis/Salasi
15. In-Season Training	15.1 Conduct in-season training for farmers (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)	MRO, Amoo, processors, ADPs & SPs													In-season training for 15,600 farmers completed	Francis
16. Access to Finance Services	16.1 Train farmers on self financing (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)	Farouk, MRO, processors, ADPs & SPs													All targeted farmers trained on self-financing	Francis/Farouk
	16.2 Assessment of farmer groups & linkage with financial institutions (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)														Assess farmer groups & linkage with financial institutions	
	16.3 Assessment of processors & linkage with financial institutions (Enugu (Ebonyi, and Anambra and Enugu) and Kwara)														Assess processor & linkage with financial institutions	
17. Youth, Gender and Vulnerable Groups	17.1 Orientation for farmers on nutrition (Kwara, Enugu and CRS)	Bassey, MRO, ADPs & SPs													Processing technique & value addition training for women conducted	Francis/Bassey
	17.2 Training for women & youth on processing, value addition, and nutritious new products (Enugu, CRS and Benue)														Processing technique & value addition training for youth	
18. Seed Production Training	18.1 Meet with selected seed companies; Organize training rice seed out growers; Training of rice seed out growers (Enugu (Ebonyi), Kwara and Benue)	Salasi, MRO, Aliyu, seed companies, NCRI, ADPs, SPs													Training of 140 farmers on seed production/input completed	Francis/Salasi/Aliyu
19. External Relations	19.1 Stakeholders forum with value chain key actors (Benue)	Godson, MRO, FMARD,ADPs & ATA , IITA,NCAM													One stakeholders forum with value chain actors	Francis/Godson
	19.2 Collaborate with relevant research institutes on rice production & processing technologies (Niger, Kwara and Abuja)														2 Collaboration with research institutes	
	19.3 Introductory meeting between ADP management team and subcontractors (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)	Godson, MRO, SP and ADP													8 Introductory meetings completed	
	19.4 Hold informational and coordination meetings with ADPs, ATA and GES, and SPs (Abuja)	Godson, MRO, GES, ADPs, SPs													Informational meeting with 8 ADPs completed	

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person	
20. Youth Contract Sprayer's Training	20.1 Training for contract sprayers (CRS, Niger, Nasarawa)	Salasi, MRO, Aliyu, Amoo													Completion of contract sprayers training	Francis/Salasi	
	20.2 Link the youth to agro dealers and farmers (CRS, Niger, Nasarawa)	Salasi, MRO SPs, and ADPs													Linkage completed		
21. Training of Small Processors on Good Manufacturing Practices in Kwara, Niger, Benue and Abakaliki	21.1 Identify and conduct training for small scale processors on GMP and nutrition (Kwara, Niger, Benue and Abakaliki)	MRO, Aliyu, Operations & Logistics													Complete training on good manufacturing practices (TBD)	Francis/Bassey	
	21.2 Audit compliance to GMPs among the MARKETS II partner processors (Niger, Kwara, Benue, Enugu)	MRO, Aliyu, SPs													Conduct GMP compliance audit (1)		
22. Collection of EMMP	22.1 Ensure proper Managing Quality and Standards (MQS) including effluent disposal and management in rice mills (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)	MRO, processors, ADPs & SPs													Collection of EMMP completed in 8 states	Aliyu/Francis/Joseph	
23. Supervision of Subcontract	23.1 Supervise and spot check performance of local subcontractor (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)	MRO													Monitoring visits conducted to all states/SPs and results/findings shared with SPs and technical	Aliyu/Francis	
24. Monitoring and Evaluation	24.1 Build capacity of SPs and EAs on M&E reporting requirements; and using GPS for capturing areas (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)	M&E,SP, MRO													All EAs and SPs trained	Femi, Francis	
	24.2 Geospatial mapping of demonstration plots (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)														All demo plots mapped	Joshua, Francis	
	24.3 Monitoring visits to intervention areas															Monitoring visits conducted to all states/SPs and results/findings shared with SPs and technical	Femi, Francis
	24.4 Data quality assessment (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)															2 DQA undertaken and results shared with SPs	Femi, Francis
	24.5 Review of monthly/quarterly reports (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)															Monthly /quarterly report reviewed for 8 subcontractors	Francis/Joseph/Aliyu
	24.6 Tracking of indirect beneficiaries (Enugu (Ebonyi, Anambra and Enugu), CRS, Benue, Nasarawa, Niger, and Kwara)															All farmers attending demonstrations in non-intervention zones tracked	SP, MRO, M&E

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person
<b>Continuation of 2013/2014 Activities for sorghum</b>																
1. Post Harvest	1.1 Post harvest training of selected farmers on proper harvesting, handling and the use of threshers and other equipment (Kano, Kaduna)	NRO,SP													6000 farmers trained	SSS/SP
	2. Buy Back															
2. Buy Back	2.1 Market survey (Kano, Kaduna)	NRO,SP													price across various markets	SSS/NRO/SP
	2.2 Stakeholders meeting (Kano, Kaduna)	NRO,SP,AMP,AFEX, Banks, NCRI													Agreed price, buying point	
	2.3 Buy back (Kano, Kaduna)	AMP,AFEX, lead farmers													Buyback results captured and shared	
	2.4 Conduct cost, yield and income survey for wet season rice (Kano, Kaduna)	M&E, SPs, ADP, NRO													Income survey report published and shared with stakeholders	Femi
<b>2014/2015 for sorghum</b>																
3. External Relation	3.1 Develop and sign subcontract with service providers (Abuja)	NRO, SP, KNARDA,KADP,AMP,AFEX													4 Processors subcontracts signed	SSS/Godson
	3.2 Meet with subcontractor to plan for the season (Kano)		4 ADPs subcontracts signed													
4. Training Materials	4.1 Print POP and other extension and training materials (Abuja)	NRO, Technical Team, Logistics													TM printed	Amoo
5. Access to Financial Services	5.1 Organize credit/financial services forum between farmers and banks (Kano, Kaduna)	BOA, FBN,DEC,MFN, MII Financial and Technical Teams													18000 farmers trained on financial services	SSS, Bello
	5.2 Credit assessment and follow up (Kano, Kaduna)		4 Processors													
6. Developing and signing of IAs	6.1 Signing of IAs with partners (Kano, Kaduna)	KNARDA,KADP,AMP,AFEX													5 IAs signed	Godson, NRO
7. Networking Farmers	7.1 Sensitization, mobilization and registration of farmers (Kano, Kaduna)	NRO, SP,KNARDA,KADP,AMP,AFEX													18000 farmers mobilized and networked by end of May	SSS, SP
8. Input Sourcing	8.1 Improve access to land for women and youth (Kano, Kaduna)	Local Government Council, local leaders, religious leaders, male household heads, KADP, KNARDA, Emirate councils													Visits made; more women/youth have access to land	NRO, Bassey, ADPs, KN, KB, TRN, SKT, JG
	8.2 Link farmers to input sources (Kano, Kaduna)	Technical team, SP, NOTORE, Golden Fertilizer, Jubail agro-chemicals, Syngenta, ATA, ICRISAT, DA ALGREEN													Linkages made; Quantities of seed, fertilizer and CPP bought	SSS, SP
9. Meeting with ATA/ICRISAT	9.1 Discuss and promote with the ATA team sorghum value chain activities and GES redemptions (Kano, Kaduna)	ICRISAT, GES coordinators in Kano, Kaduna													Meetings held; farmers informed of GES package	NRO, SP

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person
10. Seed Outgrowers	10.1 Meet with selected seed companies (Kano, Kaduna)	IAR, ICRISAT, SYNGENTA, AMP, AFEX, DA ALGREEN, TECHNISEED													Outgrowers trained and agreements signed	NRO, SP
	10.2 Organize training sorghum seed out-growers (Kano, Kaduna)	IAR, ICRISAT, SYNGENTA, AMP, AFEX DA ALGREEN, TECHNISEED, sorghum seed out-growers													Areas marked out and requisite quantity of seed produced	SSS, SP
	10.3 Train sorghum seed out growers (Kano, Kaduna)	IAR, ICRISAT, SYNGENTA, AMP, AFEX, DA ALGREEN, TECHNISEED, sorghum seed out-growers													All seed outgrowers trained	
11. Capacity Building	11.1 Train farmers on group dynamics and leadership (Kano, Kaduna)	NRO, SPs, Kano, Kaduna ADPs													120 farmers trained	Emeka, M&E, NRO
	11.2 Train EAs and SPs on group dynamics and leadership (Kano, Kaduna)														30 EAS and SPs trained	
	11.3 NAEC train for farmers (Kano, Kaduna)														120 farmers trained	
	11.4 Exchange visit (Kano, Kaduna)														3 exchange visits conducted	
	11.5 Train EAs and SPs on POP (Kano, Kaduna)														20 EAS and SPs trained	
	11.6 Train farmers on business and financial management (Kano, Kaduna)														40 farmers trained	
	11.7 Train youth contract sprayers (Kano, Kaduna)	NRO, Training Manager, SP, Logistics, Operations													120 youths trained	Salasi M&E
12. Pre-season training	12.1 Train lead farmers on best practices to increase production (Kano, Kaduna)	NRO, SPs, Kano, Kaduna ADPs													3600 farmers trained	Amoo, Service Provider, M&E SSS
13. Step down training	13.1 Step down training for other farmers in the lead farmers group (Kano, Kaduna)	NRO, SPs, Kano, Kaduna ADPs													14400 farmers trained through step-down	M&E Service Provider, SSS
	13.2 Monitor step down training (Kano, Kaduna)														14400 farmers trained through step-down	NRO, SP
14. Establishment of demo plots	14.1 FDP demonstration (Kano, Kaduna)	Salasi, SP, NRO, Kano and Kaduna ADPs													4 demos established	Salasi, M&E, NRO, ADPs
	14.2 Establishment of demo plots for farmer groups using best practices (Kano, Kaduna)	SP, NRO, M&E, Kano and Kaduna ADPs													36 demos established	NRO/Service Providers
	14.3 Establishment of demo plots outside our intervention areas (Kano, Kaduna)														20 demos established	
	14.4 Monitor established demo plots (Kano, Kaduna)														10 demos in non intervention areas established in each participating state	

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person	
15. Support to Small Scale Processors	15.1 Identify and secure information on small scale processors (Kano, Kaduna)	NRO, SP, ADPs, Blessing, Bassey, WIA	█	█	█	█	█	█	█						60 women processors identified and trained	Bassey, Aliyu, GSF, NRO	
	15.2 Intervention identified and trainings organized (Kano, Kaduna)		█	█												Bassey, Archibong	
	15.3 Conduct workshop on how to obtain grants for women small scale processors (Kano, Kaduna)				█	█										women small-scale processor association trained on how to assess grant	NRO, GSAF, Bassey
	15.4 Grant support to selected small scale processors (Kano, Kaduna)		█	█												10 associations trained WIA ADPs	
	15.5 Train small scale processors on nutrition (Kano, Kaduna)		█	█									█	█			
	15.6 Technical and business training for women small scale processors (Kano, Kaduna)		█	█	█	█	█	█	█	█	█	█	█	█	█		
16. Technology Transfer	16.1 Train farmers on compost making (Kano, Kaduna)	NRO, SP, Eas							█	█					18000 trained on benefits of compost for soil improvement	SSS, VCA, SP	
	16.2 Demonstration of production and harvesting equipment (Kano, Kaduna)											█	█	Drudgery reduced and quality of grain improved			
	16.3 Train farmers on production using hybrid seed (Kano, Kaduna)									█	█				Increased production efficiency of 4t/ha		
	16.4 Train farmers on crop rotation with soybean (Kano, Kaduna)									█	█		█	█	Intergraded soil fertility improved by rotation		
17. In-season Training	17.1 Organize farmers' field day on recommended sorghum production and farm management practices (Kano, Kaduna)	NRO, SP, EAs									█	█		7200 farmers trained	SP, SSS		
18. EMMP	18.1 Ensure proper Managing Quality and Standards (MQS) including effluent disposal and management in sorghum processing (Kano, Kaduna)	AMP,AFEX										█	█		3 processors trained	Aliyu, NRO	

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person	
19. Monitoring and Evaluation	19.1 Build capacity of SPs and EAs on M&E reporting requirements; and using GPS for capturing areas (Kano, Kebbi, Sokoto, Jigawa, Taraba)	M&E, Operations, SP, NRO	█	█	█										18 trained	Femi	
	19.2 Pre-survey training for EAs and SPs on data collection (Kano, Kebbi, Sokoto, Jigawa, Taraba)		█	█	█										20 trained		
	19.3 Geospatial mapping of demonstration plots (Kano, Kebbi, Sokoto, Jigawa, Taraba)		█	█	█	█	█	█	█	█	█	█	█	█	█		20 demos mapped
	19.4 Monitor visits (Kano, Kebbi, Sokoto, Jigawa, Taraba)		█	█	█	█	█	█	█	█	█	█	█	█	█		Monitoring visits undertaken and report shared
	19.5 Data quality assessment (Kano, Kebbi, Sokoto, Jigawa, Taraba)		█	█	█	█	█	█	█	█	█	█	█	█	█		DQA undertaken and results shared with SPs and technical
	19.6 Review of monthly/quarterly reports (Kano, Kebbi, Sokoto, Jigawa, Taraba)		█	█	█	█	█	█	█	█	█	█	█	█	█		All rice and sorghum monthly and quarterly reports reviewed and submitted
	19.7 Track indirect beneficiaries (Kano, Kebbi, Sokoto, Jigawa, Taraba)		█	█	█	█	█	█	█	█	█	█	█	█	█	All farmers benefited by demo outside areas of intervention areas tracked	SP, SSS, M&E
20. Supervision of Subcontract	20.1 Supervise and spot check performance of local subcontractor (Kano, Kebbi, Sokoto, Jigawa)	NRO	█	█	█	█	█	█	█	█	█	█	█	█	Monitoring visits undertaken and report shared	Aliyu, NRO	





Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Milestones/Targets	Point Person
1. Establishment of Drip Irrigation Demos	1.1 Identify and network with women and youth in selected states in homestead farming	NRO and ADPs													1,000 farmers identified and networked for drip irrigation training	Felicity
	1.2 Select locations suitable for demonstrating drip irrigation														Locations selected for establishment of demos	
	1.3 Establish demo sites for drip irrigation in Kebbi, Jigawa and Kaduna states														10 drip irrigation demos established	
2. Training	2.1 Field demonstration and training for women and youth on drip irrigation technology in Kebbi, Jigawa and Kaduna states for homestead farming in dry season	Aliyu, NRO, HES and ADPs													1,000 farmers trained including women and youth	Felicity
	2.2 Train women and youth on best production practices for homestead farming															
	2.3 MEF and nutrition training for women and youth in homestead farming															
	2.4 Group dynamic/leadership training for selected women and youth	Technical, BDS													All groups benefitting from drip irrigation training will benefit from group dynamics training	Felicity/Emeka
3. Monitoring and Evaluation	3.1 Monitor demo plots and homestead farming activities	Technical, M&E													Monitoring of demo sites carried out	Felicity
	3.2 Conduct income yield survey for drip irrigation in the selected states														Income yield survey conducted	
4. Demonstration of Small-Scale Irrigation Technology	4.1 Demonstrate and train farmers on the use of motorcycle pumps for irrigation	NRO, Felicity, pump supplier													2000 reached through motorcycle water pump demonstration	Felicity
	Demonstrate and train farmers on the use of motorcycle powered water pumps for aquaculture	NRO/MRO/SRO, pump supplier and ADP													Farmers trained (200 reached)	
	Explore new middle belt locations where motorcycle powered water pump can be used for irrigation	MRO													Locations identified	
	Demonstrate at selected GES redemption sites the use of motorcycle water pumps for irrigation	Felicity, pump supplier													Demonstration conducted	

Activity	Tasks	Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person	
I.0 Local Partner Capacity Building	1.1 Conduct Org. capacity assessment for new service providers	STTA, Ops, Logistics, GSF, SPs													OCA conducted and shared with all new and existing SPs	Emeka	
	1.1.1 Prepare ToR														OCA completed for 5 new SPs and results shared		
	1.1.2 Recruit St OCA Consultants	Ops															
	1.1.3 Conduct OCA and debrief	STTA, Ops logistics, SPs,															
	1.1.4 Report of OCA finalized	GSF, M & E															
	1.2 OCA review for existing ten (10) service providers														OCA completed for 10 existing SPs and results shared (0.781 average score achieved)		
	1.2.1 Prepare ToR																
	1.2.2 Recruit OCA consultants	STTA															
	1.2.3 Conduct OCA and debrief	STTA, SPs															
	1.2.4 Report of OCA finalized	STTA, GSF, M & E															
	1.3 Getting to Sub -contracts workshops for potential service providers	GSF, M & E, Ops, Technical Director & Managers															
	1.3.1 In coordination with GSF, identify potential SPs and prepare training origination memo & budget	GSF														Potential SPs identified	Emeka/Blessing
	1.3.2 Conduct one day workshop for potential SPs	GSF, M & E, Ops, Technical Director & Managers, Potential SPs														At least 1 workshop held	Emeka/Blessing
	1.4 Hold routine SPs/MII roundtables. June 2015 will be the annual review	GSF, M & E, Ops, Technical Director & Managers, SPs														Roundtables and annual review with SPs held. At least 3 workshops held	Emeka/Blessing
	1.5 Capacity building for SPs in identified areas after OCA - e.g. strategic planning, financial management etc.	STTA, Ops, SPs , GSF														Training/direct capacity development support provided to SPs. At least 2 trainings in identified areas held	Emeka
	1.6 Plan and conduct of training for institutional development officers of SPs in org assessment (OA), group dynamics and leadership	STTA, GSF, Logistics, SPs														Training/direct capacity development support provided to SPs. At least 2 trainings in identified areas held	Emeka
	1.7 Training of EAs on group dynamics and leadership	STTA, Aliyu, Regional Managers, ADPs, Ops, Logistics, SPS														Training of 120 extension officers conducted in at least 6 workshops	Emeka/Aliyu
	1.8 EA advancement (Coaching) for PO cap building	Amoo, Making Cents, Aliyu, logistics, trainers, selected lead farmers														At least 30 EAs identified and trained. Pilot of the EA Advancement (Coaching) implemented for dry season farming in at least 2 States	Amoo/Emeka
	1.9 Organize forum to promote linkage of SPs	Godson, GSF, Aliyu logistics, FMARD, SPs, other projects														1 forum/workshop held	Emeka /Godson
2.0 Business Training and Capacity Building Support to POs	2.1 Training of Trainers (TOT) - NAEC for agro dealers	Making Cents, inputs team, Bassey, Aliyu, logistics, agro dealers, trainers													ToT on NAEC for agro dealers conducted and at least 20 facilitators trained	Emeka/Bassey/Salasi	
	2.2 Training of Trainers (TOT) on NAEC /NAEC for Aquaculture	Making Cents, PIND, SPs, IFAD, FADAMA III													NAEC ToT completed for 25 facilitators	Emeka	
	2.3 TA Support to LAPO/LARDI on embedding NAEC, monitor implementation	Farouk, PIND, LAPO													At least 7 trainings conducted and reported	Emeka/Farouk	
	2.4 Work with Access to finance team to replicate LAPO partnership model in NRO and middle belt	Farouk, NRO, DEC													At least 5 associations identified per region; 1 NAEC ToT conducted for identified financial institution/region	Emeka/Farouk	
	2.5 Facilitate five (5) exchange visits between groups to promote peer learning	Logistics, regional offices and VC Managers													5 exchange visits facilitated	Emeka/Aliyu	
	2.6 PIND/MII OCA training for local service providers in the Niger Delta	STTA, SPs, SACE													OCA training conducted for 15-20 service providers	Emeka	

Activity	Tasks	Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Milestones/Targets	Point Person
3.0 Targeted Organizational Capacity Building and Support for POs, Grantees etc.	3.1 Monitor implementation of targeted CB support to selected associations (including MII Grantees)	Aliyu, regional Managers, ADPs, Ops, logistics													Initial targeted capacity building for selected groups, grantees completed. At least 100 farmer and processor groups/associations supported	Emeka
	3.2 Review meetings with selected BDSPs	SPs, MII Team													TOR developed for BDS service provision and 10 micro/small processors and groups trained	Emeka/Blessing/Bassey
	3.3 Develop new ToR															
	3.4 Identify and engage BDS service providers next round	GSF, Ops														
	3.5 Commence implementation	GSF/OPS, BDSPs														
	3.6 Capacity building for selected micro/small processors	HES														
4.0 Capacity Building/Training Support to Partners	4.1 Training /TA support to partner organizations like IFAD, FADAMA, PIND, MADE	SRO, agricultural finance team, PIND, FADAMA III, IFAD													50 IFAD staff and 130 FADAMA III facilitators trained	Emeka/Kayode

Activity	Tasks	Resources	Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person	
1. Meetings and Strategic Partnership Formation	1.1 Continue engagement of prospective and present financial institution partners on the 2015 planned activities	Agricultural finance team	FBN, Ecobank, Sterling Bank, Stanbic IBTC, Wema bank, Unity bank, Diamond bank, Jai'z, Fidelity bank, Union bank, BoA, Bol, LAPO, DEC, WDI, Fortis, Growing Business MFB, FADAMA Project MFBs, Grooming Center													Opportunities identified. Stakeholders engaged	Farouk and the Credit Specialists	
	1.2 Engage prospective and present partners on 2014/2015 activities and sign or renew expired implementation agreements with willing financial institutions	Agricultural finance team	List above													Prospects engaged. All IAs renewed	Farouk and the Credit Specialists	
	1.3. Focus more on LAPO, DEC, Fortis MFB, WD MFB, Grooming Center MFB and BoA due to their peculiar agricultural lending products and disposition to lending to the agricultural sector	Agricultural finance team	LAPO, DEC, Fortis MFB, WD MFB, Grooming Center and BoA, Agro input dealers and IFDC.														Arrangements concluded with MFIs	Farouk and the Credit Specialists
	1.4 Engage IFDC, input dealers BoA, Fortis, DEC and other partner financial institutions to discuss issues relating to facilitation of loans for agro input dealers	Agricultural finance team	LAPO, DEC, Fortis MFB, WD MFB, Grooming Center MFB and BoA and other Financial institution partners to be identified.														Issues discussed with relevant partners	Farouk and Salasi
	1.5 Continue to organize stakeholders meetings; aimed at establishing pilot programs across value chains	Agricultural finance team	LAPO, DEC, Fortis MFB, WD MFB and BoA, Farmers and other partners														4 Stakeholder's meetings held	Farouk and the Credit Specialists
	1.6 Work with gender & youth unit to support activities deliberately targeting youth and gender access to credit	Agricultural finance and homestead team	BoA, Diamond bank, Sterling bank Women and youth Farmers														Youth and gender assessed for credit	Farouk and Bassey
	1.7 Work closely with CBN and NIRSAL to take advantage of government lending incentive programs for commercial banks	Agricultural finance team	CBN, NIRSAL, LAPO, DEC, Fortis MFB, WD MFB and BoA														Collaborations established	Farouk and the Credit Specialists
	1.8 Finalize proposed collaborations with Novus Agro, NAERLS (National Agricultural Extension Research & Liaison Services), NAMIS, and Federal Bureau of statistics; aimed at sharing market price information to support buyback	Agricultural finance team; MII management	Novus Agro, NAERLS, NAMIS and FBS														Collaborations established	Farouk/Harvey
	1.9 MII will participate in joint loan monitoring and recovery with partner financial institutions to support loan recovery derive	Agricultural finance team	LAPO, DEC, Fortis MFB, WD MFB and BoA and partner Financial institutions														Monitoring undertaken, twice per region	Farouk and the Credit Specialists
	1.10 Will support the implementation and expansion of LAPO/eTranzact partnership on mobile money	Agricultural finance team	eTranzact, LAPO														Implementation rolled out in 5 branches	Farouk and the Credit Specialists
	1.11 MII will partner with other donor funded programs sharing similar objectives	Agricultural finance team	RUFIN, IFAD etc.														Other relevant partners engaged	Farouk and the Credit Specialists
	1.12 Work with groups to encourage the culture of cooperative savings and lending among members of farmer cooperatives	Agricultural finance team	MIl Farmers														Cooperative savings & lending culture encouraged	Farouk and the Credit Specialists
	1.13 Organize orientation for staff of MII on current finance related issues like NIRSAL and other CBN programs	Agricultural finance team															Orientation conducted	Farouk and the Credit Specialists
2. Capacity Building	2.1 Complete what was started by Shorebank International (Enclude especially on training of some Wema & Unity banks staff	Agricultural finance team, Enclude	MARKETS II and Enclude.													150 Bank staff trained	Farouk and the Credit Specialists	
	2.2.1 Work with management of, LAPO, DEC, BoA, WD MFB and Fortis MFB banks to identify training needs of their agricultural lending staff and implement trainings on a cost share basis	Agricultural finance team	LAPO, DEC, Fortis MFB, WD MFB and BoA														All training needs identified	Farouk and the Credit Specialists
	2.2.2 Similarly, the capacity of borrowers would be enhanced through trainings on loan management, record keeping, financial management and other identified areas of weakness in collaboration with BDS	Agricultural finance team and consultant. BDS	MIl Farmers and Partners														Capacity of borrowers enhanced in 5 locations	Farouk, Credit Specialists and Value chain managers
	2.2.3 Educate prospective beneficiaries of loans on the importance of insurance and agricultural credit guarantee schemes of the FG through the CBN and others	Agricultural finance team and consultant	MIl Farmers and Partners														Beneficiaries educated	Farouk and the Credit Specialists
	2.2.4 Organize capacity building programs using NAEC for staff of financial institutions partners which agreed to participate in the pilot programs similar to the one done in the Niger Delta with LAPO	Agricultural finance team and consultant	Bol, LAPO, DEC, WDI, Fortis														Training conducted for 4 identified staff	Farouk and the Credit Specialists
3. Data Collection	3.1 Collect performance data on loan disbursements from partner financial institutions on a quarterly basis and report M & E for input into the quarterly report	Credit specialists for North, Middle-belt and South	LAPO, DEC, Fortis MFB, WD MFB and BoA and other financial institution partners													Credit data collected and analyzed. \$15 M loans and 50,000 borrower per quarter	Farouk and the Credit Specialists	
4. Loan Facilitation	4.1 Engage with value chain managers in identification of financial services needs of partners along the various value chains in targeted sites	Agricultural finance team, Middle-belt value chain managers	NA													Financial needs of partners identified	Farouk, Value chain managers	
	4.2 Conduct joint sensitization visit to newly mobilized lead farmers for the 2014/2015 work plan on access to credit	Agriculture finance team and value chain managers	NA													Lead farmers sensitized	Credit Specialists	
	4.3 Assist farmers and other value chain players in meeting with loan documentation requirements and business plan development	Agricultural finance team, value chain managers	Farmers, processors, input dealers etc.													Farmers and other value chain players assisted	Farouk and the Credit Specialists	
	4.4 Linkage activities for pre-assessed farmer groups, inputs dealers and small scale processors to partner financial institution for access to credit	Agricultural finance team, value chain managers	Farmers, processors, input dealers and Financial institutions													Farmers linked to financial institutions	Farouk and the Credit Specialists	
	4.5 Work with insurance companies i.e. NAIC and Leadway insurance, to extend sensitization of crop insurance to MIl farmers	Agricultural finance team	NAIC, Farmers													Sensitization on crop insurance completed	Farouk	

Activity	Tasks	Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
1. Signing and Tracking of Implementation Agreements	1.1 Work with regional offices and directors to conclude and sign implementation agreements	BPO managers, directors, ADPs, millers													Implementation agreements signed	Godson
	1.2 Track IAs	BPO managers, directors, ADPs, millers													Collaborative program developed	
2. Interaction with State Officials	2.1 Engage partner state officials to create awareness about MARKETS programs	ADP PMs, BPO managers, state govts, ADPs													Awareness created among state officials	Godson
	2.2 Coordinate MD's visits to states' commissioners	ADP PMs, BPO managers, state govts, ADPs													At least 3 targeted states visited	
	2.3 Participate in regional/state quarterly stakeholders workshops	BDS, ADPs													At least one meeting per quarter attended	
	2.4 Organize half-yearly review/capacity building meetings with ADP PMs/ directors of extension	ADP PMs, BPO managers, state govts, ADPs													2 half yearly meetings/capacity building for ADP held	Godson/Emeka
3. Collaboration with FMARD	3.1 Organize at least one integration meeting with each ATA value chain	MARKETS management, ATA team leaders													One interaction meeting per value chain undertaken	Godson
	3.2 Monitor and report on staple crops processing zones	SCPZ team leader, FMARD													Quarterly progress report from FMARD	
	3.3 Follow-up and provide technical assistance to paddy aggregation centers	Director, SGR FMARD													Quarterly progress report obtained	
	3.4 Undertake quarterly field visit to monitor implementation progress	Director, SGR, FMARD													Quarterly report obtained	
	3.5 Facilitate collaboration between MARKETS (IFDC component) with FFD/FMARD	IFDC Team FMARD													At least 2 UDP implementation states visited	
	3.6 Attend GES weekly working group meetings	FMARD													Weekly minutes circulated	
	3.7 Facilitate collaborative activities between FADAMA III and MARKETS	MARKETS BDS, FADAMA III													NAEC training for FADAMA III facilitators undertaken	Emeka/Godson

Activity	Tasks	Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
4. Coalition of Development Partner Projects Meetings	4.1 Attend quarterly meetings	Productivity, MBRO, IFAD, JICA, CARI													Quarterly meetings held with proceedings reported	Godson
	4.2 Undertake field visit to monitor implementation progress	Productivity, MBRO IFAD,JICA,CARI													Implementation report provided	
	4.3 Collaborate with Africa Rice as requests are made for support by FMARD	Productivity Africa Rice													Regular meeting reports	
5. Facilitation of Collaboration with Research Institutes (NCRI, FIRO, IAR) and NCAM	5.1 Organize steering committee meeting at least once a year	Res inst, Productivity, BPO Managers													At least one meeting held with each institute	Godson
	5.2 Follow up with issues arising from committee meetings	Productivity, BPO managers, research institute, NCAM													Reports on follow up activities circulated	
	5.3 Share information relevant to MARKETS	Productivity, research institutes													Reports on follow up activities circulated	
6. MARKETS Annual Partners Day	6.1 Organize MARKETS annual partners' day to review season's programs	Operations, MARKETS management													Partners day held	Godson
7. Production of Half Yearly Brochure for USAID	7.1 In collaboration with communications team produce half yearly brochure	Communications, USAID													2 brochures produced	Alina/Godson
8. Quarterly Summary of Achievements for FMARD/SG	8.1 Glean from quarterly reports	Communications													Quarterly summary produced and forwarded to FMARD/SGs	Godson
9. National Council of Agriculture	9.1 Participate in NCA when scheduled	Management, FMARD													Report of event	Godson

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Milestones/Targets	Point Person
1. MARKETS II Project Progress Reporting	1.1 Compilation and publication of bi-monthly highlights and activities	Technical staff, M&E team, PMU													A draft report prepared with extracted content from trip reports and other activities. Reviewed and approved by MD as the final document	Alinah
	1.2 Compilation, editing, publication and dissemination of quarterly reports using inputs from technical staff, SPs and M&E	MD, PMU, communications manager													Four draft quarterly reports prepared with inputs from the technical staff and M&E, shared with MD and PMU for review, and published and shared with USAID and PIND	
	1.3 Social Media														Periodic contributions to USAID social media pages and website	
2. Capture and Submit Impact/Success Stories	2.1 Identify and verify potential success stories from technical staff, service providers and M&E reports. Conduct field visits to validate success stories by interviewing beneficiaries	Technical staff, SPs, M&E; communication and regional managers													Three potential success stories identified per quarter	Alinah
	2.2 Compile success story	Communication manager, MD													12 Success stories compiled	
	2.3 Publish success story and send them to the mission and staff, including SPs	Communication manager													Two success stories included in the quarterly report	
3. Produce Bi-Annual Brochure	3.1 Identify stories and content to be included in the publication	Technical staff, SPs, M&E													Content for bi-annual brochure identified and draft prepared	Alinah & Harvey
	3.2 Design the outline and layout of the brochure and fill with content. Edit, review and revise bi-annual publication	Graphic designer; communication manager, MD, PMU													Draft design and outline of the brochure accomplished and content included; reviewed by MD and PMU and final version published	Alinah
	3.3 Generate list of target audience	Technical staff & external relations													List of targeted audience compiled	Godson
	3.4 Share published bi-annual with the identified audience/stakeholders	Technical staff													Bi-annual brochure shared with the stakeholders	Alinah

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Milestones/Targets	Point Person
4. Quarterly Field Trips	4.1 Identify and source impact stories through field visits. Determine right mode of presentation of the impact (impact story, photographs, video clips)	Technical staff; communication manager/photographer													All potential impact stories identified, verified and presented in identified mode	Alinah
	4.3 Impact stories published and shared	Communication manager													All impact stories published and shared with USAID	
5. Produce Hand Outs	5.1 Identify the content and design outline for 5 different handouts i.e. a general one, finance and credit, Technology, State government ADP and vulnerable groups	Technical, credit, external relations, M&E, and HES													Draft handouts compiled and shared with MD for approval	Alinah, Technical
	5.2 Print and share the hand outs with various partners	Technical, procurement													Handouts published and shared with target audience	
6. Quarterly Report Summary	6.1 Summarizing the key activities and achievements from the quarterly reports	External relations, M&E, MD													Key quarterly activities and achievements identified and draft prepared and shared with MD for review and approval	Godson, Alinah
	6.2 Sharing the draft summary with our partners and stakeholders	Technical, external relations													Four summary reports shared with various stakeholders	

Activity	Tasks/Sub-tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/ Targets	Point Person
1. Gender	1.1 Conduct gender mainstreaming workshop for new MARKETS II staff	STTA, HR, Logistics, FMARD													75 persons trained	Bassey
	1.2 Conduct a gender audit of MARKETS II project	STTA, HR,HQ													Gender audit conducted	
	1.3 Train extension workers and service providers on gender integration	STTA, VC advisors, ADPs, service providers													60 EAs trained	
2. Nutrition	2.1 Revise nutrition module for inclusion in post harvest PoP	Training Manager, Global Alliance for Improved Nutrition (GAIN)													Nutrition module revised and produced	Amoo/Bassey
	2.2 Conduct training of trainers for EAs on integration of nutrition into post harvest training PoPs	Training manager, HES specialist, GAIN, ADP													25 Eas trained on nutrition	
	2.3 Conduct state level training for EAs on integration of nutrition into post harvest training PoPs	Training manager, HES specialist, GAIN, ADP													60 EAs trained during three training sessions	Aisha/Amoo
	2.4 Adapt nutrition BCC materials for distribution during value chain trainings	Training manager, HES specialist, Ros, GAIN, ADP													Nutrition BCC material developed and printed	Bassey
	2.5 Work with Grand Cereals to engage women as community distributors of Grand Vita	Credit Team, Grand Cereals Ltd													Identification and selection of women completed (50)	
	2.6 Develop SOW and engage consultants to conduct nutrition training for women and youths	HR, VC advisor, ADP													SOW developed & consultant engaged (8)	Bassey, Mary
	2.7 Collaborate with GAIN to engage women processors to deliver micro nutrients powders to farmers	HES specialist, GAIN, ADPs, Micro Nutrients Power Producers													Micro nutrient powder distributors identified and selected (500)	Bassey
	2.8 Conduct training for women on homestead farming and nutrition in Sokoto, Kebbi and Jigawa	Irrigation specialist, VC, input team, seeds, service provider													600 women trained on homestead farming and	Aisha
3. Bee Keeping/Pollination	3.1 Develop TOR and engage service providers to conduct bee keeping/pollination training for women and youths	SAF, VC Advisors, service providers, ADPs													Service provider engaged (1)	Bassey
	3.2 Conduct bee keeping training for women and youths in soy and cocoa value chains (Benue, Cross River, Kaduna, Niger, Ondo states)	SAF, VC Advisors, SP													800 bee keepers trained including women and youth	
	3.3 Conduct bee keeping/pollination training for women and youths in soy and cocoa value chains (Benue, Cross River, Kaduna, Niger, Ondo states)	SAF, VC Advisors, SP													100 farmers/bee keepers trained on pollination activities	
	3.4 Establish model apiaries for trained bee keeper groups	SAF, VC Advisors, SP													Apiaries established and functional (100)	
	3.5 Train and strengthen bee keeper groups in the selected locations	SAF, VC Advisors, SP													Bee groups formed (32)	
	3.6 Monitor and supervise honey producers and bee pollinators and track service provision to farmer groups	SAF, VC Advisors, SP, M and E													40 pollinators trained and engaged in pollination services	
4. Aquaculture	4.1 Develop SOW and engage consultant for demonstration of simple, aquaculture production and processing packages for women & youths	HR, VC advisor, Women in Agriculture Association													SOW developed & consultant engaged	Saeed/Bassey
	4.2 Conduct demonstration training of simple aquaculture production and processing techniques for youth and vulnerable groups in the three states	MK II/STTA Local, NIFFR													500 youth and women trained	
	4.3 Conduct NAEC training for youth and women fish farmers in Kano, Jigawa, Sokoto	MK II/STTA Local, NIOMR, NIFFR													500 youth and women trained	
	4.4 Review proposals for grant smoking kilns and transportation boxes for women fish processors in FCT, Jigawa, & Oyo states	SAF, HES													Grant applications reviewed and successful applicants awarded	
	4.5 Review proposals for grants for starter kits for youth aquaculture program in FCT, Sokoto, Kwara and Oyo states	SAF, Youth and Gender Department FMARD, ADPs													All grant applications reviewed and awarded	



Activity	Tasks/Sub-tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/ Targets	Point Person
9. Rice	9.1 Conduct rapid assessment of micro rice processors (Ebonyi, Cross River, Enugu)	VC advisor, partners staff													Assessment completed and findings shared	Emeka/ Blessing
	9.2 Conduct grant workshop for women and other micro processors	VC advisor, partners staff													Workshops completed (1)	
	9.3 Facilitate grant support to selected micro processors	SAF													RFA released	Blessing
10. Monitoring and Evaluation	10.1 Conduct income survey for micro processors selected states	STTA, HES specialist, ADP, Service providers													Small-scale processor income survey conducted in all targeted states	Joseph
	10.2 Carry out monitoring and supervision of training and other HES activities	M and E, ADP, Service Providers													Field visit carried out	Bassey, M and E

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
<b>FY2013/2014</b>																
1. Cost, Yield and Income Survey: Project Performance Evaluation (FY2013/2014 cropping season and FY2012/2013 cassava)	<b>1.1 Pre-survey training for Extension Agents and Service Providers on data collection</b>															
	1.1.1 Revise data collection tools based on existing value chains	M&E, technical, EAs, SPs													All data collection tools revised	Femi Gisanrin
	1.1.2 Randomize farmers' list based on value chains and region	M&E, SPs													Farmers randomized at 10% marginal error on regional basis and sex	Femi Gisanrin
	<b>1.2. Conduct pre-survey training</b>															
	1.2.1 Send out training memo, activity request, travel advances etc. to Ops unit	M&E, operations													All EAs based on 5 sampled farmers per EA trained	Femi Gisanrin
	1.2.2 Schedule and conduct pre-survey training for EAs & SPs in selected regions/value chains	Operations, M&E, STTAs, SPs, ADPs														
	1.2.3 Survey sampled farmers from randomized farmers' lists based on farmers networked, states and value chains	M&E, SPs, ADPs, farmers													All targeted farmers surveyed	
	1.2.4 Supervision of SPs/EAs during cost, yield and income survey data collection	M&E, SPs, ADPs, farmers														
	1.2.5 Review data collected and provide feedback to SPs	M&E, SPs, ADPs, GSF													FY2013/2014 Income survey report finalized, shared and results published	
	1.2.6 Analyze survey data collected	M&E, SPs														
1.2.7 Finalize and report survey data collected for 2013/2014 cropping seasons	M&E, SPs, ADPs															
<b>FY2014/2015</b>																
2. Technical Support to Technical staff/SPs/EAs on MARKETS II M&E Templates and Reporting	<b>2.1 Build capacity of MARKETS II Staff on M&amp;E Reporting requirements</b>															
	2.1.1 Update training materials (forms and templates)	Technical, M&E, operations, SPs, ADPs													All targeted technical staff trained	Femi Gisanrin
	2.1.2 Schedule the trainings for MARKETS II staff (M&E reporting templates)															
	2.1.3 Conduct training															
	<b>2.2 Build capacity of SPs &amp; EAs on M&amp;E Reporting requirements</b>															
	2.2.1 Update training materials (GPS, forms and templates)	M&E, operations, technical, SPs													All EAs, M&E point persons of ADPs, SPs-technical staff trained	Femi Gisanrin
	2.2.2 Schedule the trainings for EAs and SPs (GPS, M&E reporting templates)															
	2.2.3 Send out training memo, activity request, travel advances etc. to Ops unit	M&E, technical, logistics, SPs														
	2.2.4 Conduct trainings at the regional offices															
	2.2.5 Conduct trainings for SPs M&E Persons														All M&E persons for all SPs trained	



Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person	
5. Monitoring Visits	<b>5.1 Data verification and validation on Farmer Organizations/Associations, Farmers, Farm sizes, Records, Demo Plots</b>																
	5.1.1 Update monitoring schedule and budget	Operations, technical, M&E, SPs, ADPs													Monitoring visit reports prepared and recommendations shared with the technical staff and SPs	Femi Gisanrin	
	5.1.2 Send out activity request, travel advances etc. to Ops unit																
	5.1.3 Performance assessment through monitoring visits																
	5.1.4 Feedback provided to Tech team, GSF and SPs	M&E, SPs, ADPs															
<b>5.2 Contribution to success stories</b>																	
	5.2.1 Provide inputs to success stores received during visits (if any).	M&E, operations, SPs, ADPs													Success stories generated and shared with communications	Esther Oturu	
6. Assessments	<b>6.1 Baseline survey to determine value of income for small-scale processors</b>																
	6.1.1 Develop TOR to determine the scope and methodology	Mobile phones / PDAs, M&E, HES, operations, technical, SPs, ADPs, processors													Small-scale processor baseline survey conducted in all targeted states	M&E Team	
	6.1.2 Develop tools for capturing data																
	6.1.3 Conduct the survey using tools developed																
	6.1.4 Data entry and analysis (hire short-term data entry consultant)	M&E, STTAs, Mobile phones / PDAs															
	6.1.5 Analyze results and produce reports	M&E, HES, Small-scale processors, SPs													Baseline survey report for small scale processors published	Joseph Obado	
	<b>6.2 M&amp;E undertakes independent cost, yield and income survey for quality check (on a few sample States)</b>																
	6.2.1 Select sample States and value chains	M&E, technical														Results for income survey finalized, shared and published	M&E Team
	6.2.2 Send out activity memo, activity request, travel advances etc. to Ops unit	Operations, M&E															
	6.2.3 Data collection and Collation	M&E, STTAs, Mobile phones / PDAs															
	6.2.4 Analyze results and produce reports																
	<b>6.3 Mid-term assessment</b>																
	6.3.1 Develop TOR to determine the scope and methodology	M&E, SPs, ADPs, STTAs														Mid-term assessment finalized in eight states	M&E Team
	6.3.2 Revise tools for capturing data																
	6.3.3 Design the survey sampling methodology																
6.3.4 Identify service provider																	
6.3.5 Conduct training for data collection team																	
6.3.6 Conduct the survey using tools developed																	
6.3.7 Supervise data collection																	
6.3.8 Data entry and analysis																	
6.3.9 Data cleaning and feedback to service provider																	
6.3.10 Mid-term assessment results																	
6.3.11 Sharing of mid-term evaluation results with MARKETS II technical team															Mid-term survey report published and shared with stakeholders	Joseph Obado	

Activity	Tasks	Resources and Partners	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestones/Targets	Point Person
<b>6.5 Indirect beneficiary assessment through copycat survey</b>																
	6.5.1 Develop TOR to determine the scope and methodology	M&E, SPs, ADPs, STTAs	█	█											Indirect beneficiaries identified/populated and relevant indicators updated after copycat survey is accomplished	M&E Team
	6.5.2 Develop tools for capturing data			█												
	6.5.3 Identify service provider			█												
	6.5.4 Conduct training for data collection team				█											
	6.5.5 Conduct the survey using tools developed				█	█										
	6.5.6 Data entry and analysis					█	█	█	█							
	6.5.7 Sharing of copy-cat assessment results with MARKETS II technical team									█	█					Copycat results shared with relevant stakeholders and report published
<b>6.6 Indirect beneficiary assessment through demo plots in non-intervention zones</b>																
	6.6.1 Map all demo plot locations in non-intervention zones	M&E, technical, SPs, ADPs	█	█	█										all demos in non-intervention zones mapped and all indirect beneficiaries visiting these demos identified/populated and relevant indicators updated	Joshua Okafor
	6.6.2 Enlist all farmers attending training in demos in non-intervention zones	M&E, technical, SPs, ADPs	█	█	█	█	█	█	█	█	█	█	█	█		
<b>6.7 Indirect beneficiary through training during GES redemption exercise</b>																
	6.7.1 Map all selected states for training during GES redemption exercise	M&E, technical, inputs team, SPs, ADPs	█	█											All indirect beneficiaries trained identified during GES redemption captured, validated and reported	Mevayero
	6.7.2 Monitor, validate and report all farmers trained during GES redemption activities	M&E, technical, inputs team, SPs, ADPs		█	█	█	█	█	█	█						
7. Data Quality Assessment (Internal & Service Providers)	<b>7.1 DQA</b>															
	7.1.1 (Internal) Review data processes, sources, records, etc.	M&E, SPs, ADPs	█									█			DQAs for all SPs completed, findings shared with all SPs	Femi Gisanrin
	7.1.2 (Service Providers) Review data processes, sources, records, etc.	M&E, operations, SPs, ADPs	█	█	█	█	█	█	█	█	█	█	█			
	7.1.3 Selected sites visited and findings reported / used to validate findings from SPs	M&E, farmers, groups and SPs	█	█	█	█	█	█	█	█	█	█	█	█		
8. Communications	8.1 Quarterly Reports	Technical, M&E, communications				█			█			█			4 quarterly reports compiled, shared and published	Joseph Obado
	8.2 Income Survey	M&E, SPs, ADPs									█			2 Income survey report published and shared with relevant stakeholders		
	8.3 Baseline survey report for small-scale processors	M&E, SPs, HES, SS processors, ADPs				█								Baseline survey report published		
	8.4 Mid-term assessment report	M&E, SPs, HES, SS processors, ADPs										█		Mid-term assessment report published		
	8.5 Performance monitoring report	M&E, SPs, HES, SS processors, ADPs	█	█	█	█	█	█	█	█	█	█	█	█	Performance monitoring report published per value chain and region	
	8.6 Copy-cat survey report	M&E, SPs, HES, SS processors, ADPs											█	█	Copy cat survey report published	

**Maps: MARKETS II's Production Zones and Value Chains**

- **Value Chains**
- **Northern Regional Office**
- **Middle Belt Regional Office**
- **Southern Regional Office**

