

Nigeria

Community-Based Natural Resource Management Programme (CBNRMP)

Supervision report¹

Main report and appendices

¹

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West and Central Africa Division
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Working Paper 2: Summarized Comments on “Impact Interim Report – Impact Study on -the IFAD Assisted CBNRMP-ND” Dated 24 January 2014
Working Paper 3: State Progress Reports

Abbreviations and acronyms

ACP	Action Completion Points
AWPB	Annual Work Plans and Budgets
BOA	Bank of Agriculture
Ca.	Circa (means “about”)
CADA	Commodity Apex Development Association (the “C” in CADA is sometimes confused with “Community”)
CAP	Community Action Plan
CBAT	Community-Based Animators Teams
CBNRMP	Community Based Natural Resource Management Program
CDD	Community Driven Development
CDF	Community Development Fund
CIE	Community Infrastructure Engineer
CPE	Country Programme Evaluation
CPM	Country Programme Manager
CPO	Country Programme Officer
CRIN	Cocoa Research Institute of Nigeria
FGN	Federal Government of Nigeria
FMF	Federal Ministry of Finance
FRIN	Forest Research Institute of Nigeria
GON	Government of Nigeria
Ha	Hectare
IFAD	International Fund for Agricultural Development
KM	Knowledge Management
LAPO	Lift Above Poverty
LGA	Local Government Authority
LGDT	Local Government Development Team
Logframe	Logical Framework (often abbreviated)
LOP	Life of Programme
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MPP3	Micro-Programme Project 3
MT	Metric Tonne
MTR	Mid Term Review
NAN	News Agency of Nigeria
NCRI	National Root Crops Research Institute

NDDC	Niger Delta Development Commission
NGN	Nigerian Naira
NIFRO	National Institute for Oil Palm Research
NTFP	Non-Timber Forest Products
PC	Programme Coordinator
PCG	Programme Coordination Group
PCR	Project Completion Report
PCU	Projects Coordination Unit
PIM	Project Implementation Manual
PMP	Performance Monitoring Plan
POM	Was Peace of Mind
PPP	Public Private Sector Partnership
PSO	Programme Support Office (CBNRMP)
PSR	Programme Status Report
RIMS	Results and Impact Management System (IFAD system)
RUFIN	Rural Finance Institution-Building Programme (another IFAD programme in Nigeria)
SHF	Smallholder Foundation
SPSO	State Program Support Office (CBNRMP)
TNA	Training Needs Assessment
TOT	Training-of-Trainers
USD	United State Dollar
WAs	Withdrawal Applications

A. Introduction²

1. The 15th Joint Government of Nigeria (GoN) / IFAD Supervision Mission for Community Based Natural Resource Management Programme (CBNRMP) took place between 23 April and 09 May 2014. The purpose of the Supervision Mission was to: (i) assess the performance of the programme with regards to the two year rolling Annual Work Plan and Budget (AWPB) and in general assess the effectiveness in reaching the programme objectives; (ii) identify potential replication and up-scaling areas that could drive further intervention in the Niger Delta; (iii) identify constraints/gaps affecting the achievement of the objectives; (iii) provide solutions to consolidate functional enterprises including suggestions on quality improvement for low quality enterprises; (iv) review the communication and knowledge management strategies of the programme, level of partner participation and agree on sustainability mechanisms; and (v) work towards an exit strategy as well as commence the process for closure and the Project Completion Report (PCR).
2. The goal of CBNRMP was to improve the livelihoods and living conditions of at least 400 000 rural families (households) in the nine Niger Delta States³. It has a strong emphasis on women and youth. The Programme became effective on 06 July, 2005 and had its Mid Term Review in May 2010. The Programme was scheduled for completion on 30 September 2013. However, at the request of the FGN, IFAD granted a two-year extension to the programme, bringing the completion date to 30 September 2015. The total programme cost was planned at USD 84.8 million, of which the IFAD loan was USD 15 million, NDDC grant was USD 15 million, FGN contribution was USD 10.2 million, State contribution was USD 8.2 million, LG contribution was USD 32 million, and beneficiary contribution was USD 4.4 million.
3. Following the recommendations of the 2010 Mid-Term Review (MTR) and the Action at Completion Points (ACP) of the Country Programme Evaluation (CPE) held in 2008/2009, CBNRMP refocused its interventions on agriculture and agri-enterprise modules to facilitate job creation and support greater numbers of youth and women.
4. The Programme Support Office (PSO) made presentations on the overall programme progress, follow-up actions on past missions recommendations including the categorization of enterprises and in general implementation of the two year rolling AWPB. State Programme Support Officers (SPSOs) from the nine participating States, also provided inputs.
5. The report was discussed and agreed upon in a pre-wrap-up meeting on 08 May 2014. The informal wrap-up was held on 09 May 2014 in Uyo, Akwa-Ibom State with participation from the Federal Ministry of Finance (FMF), Niger Delta Development Commission (NDDC) officials, Commissioners of Minister of Agriculture and Rural development from Abia, Delta and Akwa-Ibom States. The Permanent Secretaries in the Minister of Agriculture and Rural Development from Bayelsa and Rivers States represented their Commissioners.
6. The Mission wishes to extend its gratitude to NDDC for its active leadership and commitment to CBNRMP, demonstrated by the recent release of its counterpart funds to the programme. It also wishes to thank the FMF for their continuous support. Finally, the Mission expresses its gratitude to the PSO and SPSOs for their support and commitment to improve the livelihoods of poor rural households in the participating States.

²The team comprised Paul Schoen, M&E expert and lead consultant from IFAD, Jones Lemchi, Economist/Rural Institutions Expert, from IFAD; Olukayode Ogboye, Finance, Expenditure and Management Expert and Tony Onyekweli, Procurement Expert from IFAD; Okechukwu Richardson, KM Expert and Orjiakor Samuel, Communication Expert as National Consultants; Oyeibanji O. from FMARD; GC Amadi from NDDC and Ben Odoemena from IFAD were Co-Mission Leaders; Atsuko Toda, CPM, provided overall guidance to the mission.

³ The nine States are Delta, Abia, Akwa-Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and Rivers

B. Overall assessment of programme implementation

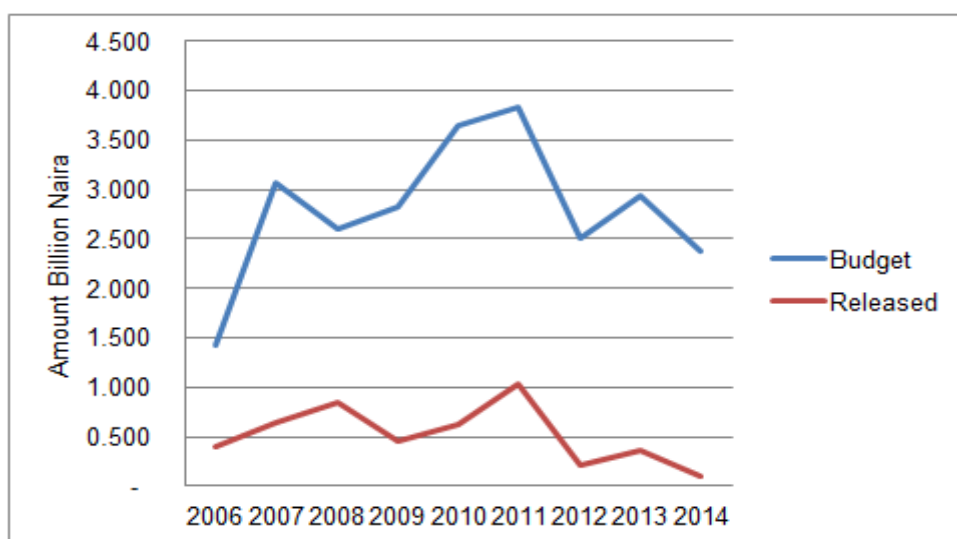
7. Overall, the programme has demonstrated strength in promoting youth and women entrepreneurs in various crops, livestock and fishery enterprises. However, the programme outreach remains low in terms of direct (i.e. trained) beneficiary numbers as its prime target. This is not surprising given the poor commitment of the State Governments to make counterpart funds available in a timely fashion. In order to meet quantitative targets, the programme has had to develop a mechanism for capturing as many beneficiaries as possible, by use of the concept of Training-of-Trainers (ToT) through step-down by primary beneficiaries to secondary beneficiaries. Using this concept, the programme took the widest possible definition of 'a beneficiary'. To this end, every person within the community who used, or had access to a road or community hall is considered in the overall numbers as a beneficiary. This method made it difficult to distinguish between "direct" and "non-direct" beneficiaries impacted by the programme.
8. With respect to programme finances, Table 1 and Figure 1 illustrate the tremendous shortfall between budgeted amount for programme activities and that which was released. Released funds do not reflect expenditure but is likely to be closely correlated. The striking feature of this analysis is that the programme has been operating consistently at between 9% and 40% of the budget with the overall "life of programme" (LOP) operating average of 34% of the budget.

Table 1: Summary of CBNRMP Annual Budget, Releases 2008-2013 (Billion Naira)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	LOP Target
Budget	1.011	2.437	1.750	2.379	3.038	2.815	2.297	2.571	2.276	13.87
Released	0.408	0.639	0.847	0.453	0.615	1.026	0.214	0.365	0.101	4.668
% of budget reached	40%	26%	48%	19%	20%	36%	9%	14%	4%	34%

Source: Data supplied by CBNRMP, May 2014

Figure 1: Summary of CBNRMP Annual Budget, Releases 2008-2013 (Billion Naira)



Source: Graph generated by the Supervision Team.

9. Analysis conducted by the Supervision team on the number of people that the programme has trained versus the target set, reveals that reaching the overall goal of outreach to households is problematic. Table 2 and Figure 2 show the programme did not reach the target and correlates with the limited counter-part financial funding released from State Government (as shown in the

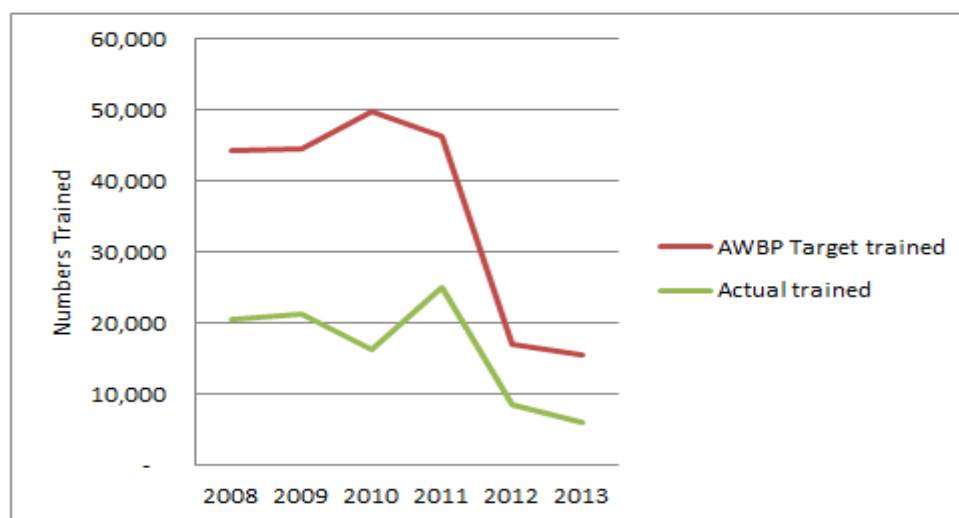
preceding section). Such basic analysis is not undertaken by CBNRMP but would help present transparently the level of achievement the programme has reached.

Table 2: Summary of Beneficiaries that received training from CBNRMP 2008-2013

	2008	2009	2010	2011	2012	2013	LOP Target
AWBP Target trained	44,332	44,675	49,835	46,330	16,975	15,572	217,719
Actual trained	20,470	21,219	16,320	24,970	8,637	5,948	97,564
% of target reached	46%	47%	33%	54%	51%	38%	45%

Source: Data supplied by CBNRMP, May 2014

Figure 2: Summary of Beneficiaries that received training from CBNRMP 2008-2013



Source: Graph generated by the Supervision Team using CBNRMP data.

- Cost per beneficiary analysis:** The Supervision mission conducted a rapid analysis of the cost per beneficiary in order to gauge “value for money” in comparison with other community level development initiatives. Using financial release (as a proxy for programme expenditure) compared to the total number of beneficiaries (CBNRMP shows this as more than 2.5 million people) the cost per head is around USD 9.7. This compares well with other programmes over the years such as the EU Micro-Programme Project 3 which ended in 2007 (MPP3), where the cost was calculated to be ca. USD 13 per head. This does mean that CBNRMP was based on delivering value for money in terms of cost of coverage.

Table 3: Cost per Beneficiary of CBNRMP compared to MPP3

	CBNRMP (2013)	MPP3 (2007)
Total release in Naira	N 4,569,708,735	14,000,000.00 Euro
USD equivalent	26,880,640	18,200,000.00
Total beneficiaries	2,751,449	2,744,933
Cost per head in USD*	9.8	12.9

*Adjusted for inflation at 10% per year. Exchange rate to USD = Naira 170 to 1 USD

- Consolidation of activities on enterprises and importance of commercialisation of those enterprises.** The programme has moved from a focus on supporting social infrastructure to cooperatives, groups’ / individuals’ agri-enterprises. These agri-enterprises have been exposed to basic training delivered in module by either the programme staff or service providers, using the Curricular Guidelines of the CBNRMP. However, while the mission recognises the effort of CBNRMP in the use of service providers to improve quality and fast-track implementation, it observed that delivery of training and quality of service providers consistently remains weak. As the strength of the programme lies in its ability to support and deliver agri-enterprises that have

strong potential for impact, including job creation for youth and increased income, the quality of service of providers is paramount during their engagement process.

12. **Income changes, Replication and scale-up.** There was a baseline and mid-point survey conducted by the programme and whilst income changes amongst beneficiaries' has taken place, there are positive indications that some of the agri-enterprises are growing albeit slowly. Some individuals already in agri-enterprises who have used financial or physical support from CBNRMP have done so constructively to build their agri-enterprises, but there are others who still claim more support (mainly financial) is needed. This difference essentially comes down to a perception of ownership towards the agri-enterprise and activities that make a business. The Programme with support from the IFAD country officer has initiated a profiling of these agri-enterprises based on performance for scale up and replication of the high performing models. Currently, there is not enough cross fertilisation between agri-enterprises either within a State or between States and such knowledge sharing is too limited to engineer internal and external replication. Some successful entrepreneurs were holding their knowledge "close to their chests" to avoid competition. This behaviour was partly due to the inability of the programme to effectively strengthen the Commodity Apex Development Associations (CADA) and to tap into its function as a knowledge sharing platform. Thus, the push for scale-up is left to the individual enterprise owners. Replication currently is a function of location, opportunity, circumstance and the personality of the individuals. It should become a function of comparative advantage to induce replication. So far there is no evidence of scale-up effectively induced by the programme (bar one or two few exceptions in cases where businesses were previously established⁴).
13. **Record keeping, databases and understanding the contribution of the programme within a developmental context.** Two categories were obtainable in the quality of record keeping by beneficiaries. The first was from records kept by performing enterprise owners. This category of beneficiaries maintained and operated simple business plans. However, there is room for improvement in the quality of their record keeping. The second category was from poorer performing enterprises. In this category, the record book provided by the programme was not maintained. The mission also noted that little commitment by the programme to regularly mentor the beneficiaries on the importance of adhering to record keeping. However, the record book itself was seen to be very simple and user friendly, which is an achievement of the programme. CBNRMP has accumulated historical information during its implementation. CBNRMP needs to review and properly document a databank of information (both electronic and in hard copy form) and consider, who amongst its implementation partners may find the material a valuable addition to their library. Many programmes need such information especially as it might dovetail into their own design and implementation by development oriented bodies.
14. **Ten Point Strategic Directives:** This Mission attempted to assess the level of achievement in terms of directives given to the management of CBNRMP by previous Supervision Missions. On the whole, the programme has complied with the past missions' directives, although where it has found difficulty to do so are areas where financing was a pre-condition. There is also issue of quality in complying with them. For instance, while the programme has imbibed the use of service providers, the quality of the service being provided needs to be stepped up. In addition, CDD has been restructured in line with CADA, the strength of the CADA in terms of governance and coordination, cooperate responsibility, etc., need improvement. (See Annex 9 for an assessment of each directive).
15. **Exit Strategy.** The programme will cease in 15 months from now. Preparation for this is already on the agenda but not well defined nor mapped out. It appears that more reinforcement or strengthening of the implementation structure and enterprise delivery models and quality enhancement of the established and performing projects will form the basis of consolidating

⁴ A catfish farm visited in Abia State (Riverside Resort) was an exceptional instance where the owner had recently expanded the number of ponds but had also on his site a small hotel that was being built and other economic activities underway. Also a poultry farmer in Cross River State, who broke out of the groups to establish a poultry enterprise of 1 000 layers, creating with 4 paid jobs.

project activities for programme exit. Exit strategy will be assured if there is a strong link with BoA and savings/credit groups for credit access, with organized markets to serve as market outlets for farmers produce, with inputs dealers and extension providers to continue to provide inputs and embedded extension services to farmers and with NGO to advance policy issues to the governments.

16. **Project Completion Report.** There are a range of activities Programme staff should prepare for, including consideration of administrative areas such as understanding the guidelines and requirement for the Project Completion Report (PCR), preparing and deciding the timing for the end of project survey, a number of specialist investigations to allow service providers to respond to project needs for consolidation. Other reviews that should commence include a lessons learned paper, studies on areas such as gender, market linkages, and finance/credit access, crop yield and income survey, enterprise cataloguing into those that are high, medium and low performing for sustained growth. Completion of the Impact Study should be a priority. The present draft could be updated and strengthened with inclusion of the methodology and quality analysis of the programme performance on impact domains for poverty reduction programme.
17. **Lack of counterpart financing.** This challenge of lack of counterpart financing particularly at the state and local government levels has lingered in a number of states despite several dialogues between PSO and Country Office with the state governments. As CBNRMP is effectively a nationally executed programme by the state governments, the lack of state funds clearly and severely hampers implementation. There is a greater level of reliance on state counterpart funds for field based implementation, maintenance of vehicles and allowances for travel.

Agreed action	Responsibility	Agreed date
Develop Exit Strategy and commence activities for the PCR	SPSO/PC	Commence immediately with a month-by-month plan for completion of the programme and loan closure. June / July 2014
Identify and catalogue all enterprises but identify within these the more commercially promising ones for use under future IFAD programmes.	STA	
Develop a strategy for CADA with clear structure and membership principles and implement strengthening of the CADAs as a knowledge platform for sharing on agri-enterprises.	PSO Gender to lead with support from Capacity Building, SPSO Gender and Capacity building	Immediately and till completion
Score the performance of each and every project intervention according to the OECD DAC criteria for evaluation: relevance, efficiency, effectiveness, impact and sustainability. (An example of the table for this is found in the working papers document that accompanies this report.)	PSO M&E to lead, PC to support with other technical staff	Immediately and to be completed by August 2014
Change the financing percentages to 100% IFAD financing in the relevant categories pertaining to, agri-enterprise and CADA development, strengthening and consolidation.	IFAD	To be done by June 2014.

C. Outputs and outcomes

Component 1: Institutional strengthening.

Sub component 1.1 Capacity Building/training

18. **Capacity building shifts to the individual:** There has been an important shift by the programme from building capacity within community institutions to strengthening an individual's ability to manage a small agri-business enterprise.
19. With respect to community development the programme commenced from its inception by encouraging a particular structure encapsulated in the Community-Based Animators Teams (CBAT). This was later adjusted to become the Commodity Apex Development Association (CADA) around which the commodity groups within each community would be supported. It became apparent during the mission that while the CADA as an institution exists in most communities where CBNRMP operates, individual members of each Commodity Group which fall under the CADA are the prime beneficiaries of training. The strategy adopted for Training-of-Trainers (TOT) and then hoping that this knowledge will "step-down" to other members of the group (or other members of the community living in the same area) is the basis for knowledge transfer. This appears to take place in some cases but not in all. Training is gender neutral although the beneficiaries tend to be more men than women.
20. The programme generates quantitative data on the number of people trained and captures also all those others trained through step-down (or 'second step') by the 'first step' trained individual. First-step training is delivered through contracted Service Providers although CBNRMP staff also participate. A number of training sessions were conducted by programme staff, mainly in enterprise curriculum and best agronomic practices. By this approach the programme claims that some 97 000 people (which equates to 97 000 households) are recipients of training since

inception. While this number appears low this might still be fine as long as “quality” of the overall training is good and outcomes are being replicated – unfortunately these latter indicators are not measured. In addition there are no documents that show training needs assessment and analysis (TNA) led to the programme of training that was later developed. Almost all training is left to the Service Provider or staff member of CBNRMP to develop and deliver – such an approach inevitably leads to generalisation of delivery and little understanding of the target individual capacity and capability to convert the teaching into sustained practice.

21. As agri-enterprises develop, new areas in which target beneficiaries need training include areas such as commodity storage, post-harvest handling, marketing, transport and value added processing and up-stream activities that are directly linked to agro-processing. The programme has made efforts to venture into these areas but there needs to be further attempts. CBNRMP has talked to Ebonyi Rice mills, for example, with up or downstream activities for steady supply of raw materials or market outlets.
22. The programme has however, followed recommendations found in previous Supervision Reports with reference to employing Service Providers to support enterprise owners and in the training programme of beneficiaries. However, the capacity of some of the Service Providers to know their subject matter and terms of engagement needs to be strengthened. It also appears that training is restricted to mechanistic solutions rather than applying business and marketing solutions for long-term management impact on the enterprise owners. This poses a great challenge to the entire enterprise improvement process.
23. While it is acknowledged that the programme developed a set of 12 manuals/guidelines in varying agricultural sectors from bee-keeping, rice farming to snail farming, these on examination have no pictures to demonstrate step-by-step instruction to the illiterate farmer. The guidelines were more suitable to the service providers or master trainers, hence the gap still exist in helping the farmer to learn by him/herself. In many communities where reading and writing is weak or absent, the programme could easily have developed instruction material in pictorial form. This may well have helped in reaching even greater number of target direct beneficiaries.
24. Many agricultural programmes (national as well as internationally funded) in Nigeria develop farmer manuals (e.g. DFID’s PROPCOM and USAID’s MARKETS II) and it seems that none of these were contacted or referenced prior to those developed by CBNRMP. Where individuals undertook training in centres such as at Songhai, these people have applied their enhanced skills and awareness and their enterprises appear strong promising. These are agri-enterprises that would make an excellent platform for future programmes.

Sub component 1.2: Institutional strengthening

25. The programme works at three levels of institutions. At each level CBNRMP is expected to build each of their capacities in order to facilitate implementation, achieve development objectives and ensure sustainability. These institutions are: (a) rural/village institutions; (b) Niger Delta Development Commission (NDDC); and (c) the Local Government Authority (LGAs).
26. **Rural/village institutions strengthening:** As at time of this mission, CBNRMP has formed, and or networked 1,438 village institutions out of a planned target of 1,764 (this represents 81.52% of target. Village institutions are community associations and commodity groups. The programme has provided various capacity building assistance to these institutions to strengthen their community and business development functions. The areas emphasized were: an inclusive/participatory approach to development; meeting identified community needs; and the development of a Community Action Plan (CAP) to define intervention priorities. Other areas of support included procurement of physical products which allow communities to function, and community monitoring and maintenance - especially for social and community owned infrastructure. For rural or commodity groups, CBNRMP supported training in group dynamics (group formation, leadership and business management including use of business plans and

business record keeping for commodity enterprise groups). Progress was made in strengthening the Community Driven Development (CDD) approach which was the prime delivery mechanism of CBNRMP in identifying and establishing social and agricultural infrastructure. The benefiting communities appear to have used the CDD approach to identify and implement their projects. Meanwhile, most of the participating LGAs and Ministries of Agriculture at State level have not used CDD, which should have driven financial resource allocation of the CDF.

27. During the last Supervision Mission, it was recommended that the CDD approach be modified into a Commodity Apex Development Association (CADA) to support enterprises found in the community with clear structure and membership principles. While the CADA structure has been created in all the intervening communities, most of them have few commodity members and remain weak. However, the capacity of benefiting communities in community procurement was found reasonable. Although some communities are still weak in this process, the mission met with some communities that demonstrated appreciable strength in procurement⁵. There is also evidence of improvement in community project monitoring in some communities, although the practice needs further refinement. However, for the enterprise/commodity groups, the groups demonstrated strength in having a functional management structure with clear responsibilities among members and gender inclusion. Groups meet regularly, engage in contribution money and collect the compulsory community levy from members for various uses including micro-credit and social help. Most of the commodity groups are registered with state government and operate self-regulation.
28. The capacity of commodity groups in enterprise management in general remains weak. The management structure is not well defined to guarantee good return on the effort of group members. A clear management structure of the enterprises different from the cooperative management structure should be well defined to allow the business to run well.
29. **NDDC strengthening:** There is no clear and well defined process developed for NDDC to internalize CBNRMP. This is of great concern as the programme is rapidly nearing its end and little within NDDC has occurred for hand-over across the programme. The commission has been recently aired the CBNRMP on radio and TV to demonstrate its strength in partnering with development partners.
30. **Local Government Authority:** CBNRMP has demonstrated commitment to improve the capacity of the Local Government to use CDD approach by facilitating the establishment of a Local Government Development Team (LGDT) in all LGAs where the programme works. CBNRMP has provided training on CDD, extension, as well as, monitoring. Some local governments have integrated the community budget in their AWPBs under the CDD process. However, there appears to be no real political will to maintain the principle of decentralization of financial resources.

Sub component 1.3: communication/linkages

31. Knowledge sharing and linkages found within the programme are very weak due to little understanding of how to disseminate information on best practices and successes made by the benefiting individuals and the communities. The public should be informed of breakthroughs that beneficiaries have achieved, how the break-through occurred and the lessons and “take-home messages” these bring. There is lack of consciously instituted data as part of process to facilitate information dissemination and sharing with the public. While the mission commends the programme for forming the Niger Delta Youth Forum for knowledge sharing, the steering

⁵ An example of this is shown by the procurement process in Nze VC Nwodu by Egbelu Umuekwuna Community in Imo State regarding a CBNRMP assisted oil palm mill. The process of engaging Nze Nwodu by the leadership of the community was competitive and transparent. The elated Nze Nwodu, won the bid to manage the mill on behalf of the community at a fee for a duration of one year after which it would revert back to the community for new bidding. The business has created three permanent jobs since it started operation six months ago.

- committee at the federal level is not active, and the Youth Forum cannot offer robust knowledge management support.
32. There is also no institutionalized stakeholder forum comprising private and public sector operators where ideas are shared regularly to advance the course of the programme. Although the collaboration with the News Agency of Nigeria (NAN) is very active in publishing programme performance, that alone is not an enough online system to catalyse knowledge sharing and replication.
 33. Successes, best practices, innovations learned and sustained by the beneficiaries should be publicized by the Programme. An Information and Communication Strategy for the programme should have been established with procedures for engaging with varying audiences including communities, government and donors and the general public. It is also through such information dissemination that most private entrepreneurs will know who is selling and who is buying and their locations and for the programme to attract attention from potential partners operating in the area.
 34. Many of the partnerships listed by CBNRMP management are with Service Providers. The programme has signed a MoU with Songhai, which has given results and recently with USAID funded project called MARKETS II. CBNRMP could build on those partnerships as evidence of results from them was clear.

Subcomponent 2: Community Development.

Sub component 2.1 livelihood improvement

35. Programme livelihood interventions were anchored on agro-enterprise promotion and technical support. From inception to date, reports show that a total of 1560.8 ha of land came under cultivation comprising Abia (105.5Ha); Akwa Ibom (45.9Ha); Bayelsa (43.2Ha); Cross River (572Ha); Delta (107.6Ha); Edo (367Ha); Imo (4Ha); Ondo (265.5Ha) and Rivers (50.1Ha). They covered key crop enterprises such as cassava, rice, yam, maize, oil palm, cocoa, plantain, vegetables and pineapple. Productivity increases between 50% to over 100% were recorded in many of the crop enterprises, especially in cassava, rice and yam (although the starting base is low). Apart from crop enterprises, the programme promoted a wide range of livestock and fishery enterprises, as well as Non-Timber Forest Products (NTFP).
36. Livestock interventions have been centred on poultry, pig and goat farming, while both artisanal and aquaculture fishery enterprises were given significant attention. Available records show that productivity increases have been recorded across the states by livestock and fishery enterprises. Specifically, productivity increase of over 50% in pig farming was recorded in Abia, Akwa-Ibom, Cross River, Imo, Ondo and Rivers. In broiler poultry enterprises, the programme recorded close to 100% productivity increases in over 31 communities in Abia, Akwa-Ibom, Bayelsa, Cross River, Rivers, Imo and Rivers as well as significant increased productivity in layer production.
37. In artisanal fishery enterprises, the programme recorded a total of 3644kg of table fish produced in 18 communities in the five states of Bayelsa, Cross River, Delta, Edo and Rivers, with annual productivity increases that ranged from 88% in Bayelsa to over 300% in Delta, Ondo, Cross River (from 8kg to 50kg per catch). The records also show that average annual income/profit made per benefitting farmer across the participating states was N227488 per farmer per year.
38. Further analysis of livelihood interventions from programme records show that a total of 3764 (303 group based and 3461 individual based agro enterprises) rural based group/individual farm holding enterprises were supported from programme inception to April, 2014.
39. A closer look at the enterprises promoted across the states show that the programme has made some achievements. The key target of the Livelihood Improvement Component is the promotion of the capacity and income of the rural households through rural-based enterprises. While some of the enterprises promoted are yielding the desired results and moving the beneficiaries out of poverty, others are not (see Tabl), primarily arising from delivery and

technical capacity. Importantly, while individually managed enterprises are yielding good net daily income per capita, group managed enterprises are not. This implies that the programme should focus a greater attention within the remaining period in promoting and strengthening individually managed group-based enterprises.

40. One of the major breakthroughs the programme has achieved in the promotion of agri-enterprises is the increasing uptake of agriculture as a profession by beneficiaries. A beneficiary poultry/pineapple farmer in Akwa-Ibom (Mr. Efiot Etim), while expressing his gratitude to the programme remarked that “I now sleep in it and wake in it”. As beneficiaries are taking to agri-enterprises as a viable occupation through the programme intervention, replication is taking place through a natural diffusion process⁶.

Table 4: Net Income potential of some enterprises in few states

State	Enterprise	Income: Investment ratio	Net per (\$)/day	Income capita
Delta	Vegetable production, Emameya MPCs - Individual Group Enterprise Household	2.03	61.13	
Edo	Cassava Enterprise, Ikiran-Ile - Individual Group Enterprise Household	2.03	4.55	
Ondo	Vegetable Enterprise, Group managed enterprise - Women	1.26	0.10	
	Vegetable Enterprise, Group managed enterprise - Men	2.35	0.78	
Imo	Oil Palm Mill, Umuekwune, Individual Lease Management	1.54	10.61	
Akwa-Ibom	Oil Palm Mill, Nka-Ima Women group, Group managed enterprise		1.87	
	Oil Palm Mill, Nka-Ima Women group, Individual enterprise		6.48	
	Fishery enterprise - Group managed enterprise		0.42	
	Piggery enterprise - Group managed enterprise	1.66	0.41	
	Poultry enterprise – Individual Group Enterprise Household	1.12	3.04	

Source: Supervision Mission calculations April 2014

Sub component 2.2: small scale rural infrastructure

41. With information from the consolidated CBNRMP Progress Report of April 2014 produced for the Supervision mission shows the level of achievement in terms of small-scale rural infrastructure. (See Table 4) It should be noted that most small-scale infrastructure schemes were completed some years ago and undertaken generally before the shift to a focus on agri-enterprises and agricultural infrastructure. Some of the smaller infrastructure schemes benefit enterprises rather than the communities in which they are located. With respect to infrastructure, the most successful activity in terms of construction has been borehole and hand pump construction.
42. There are some groups and individual agri-enterprises, which are models for replication. For instance in Ogurude community of Cross River, it was seen in the Ekana rice group that they plough back a proportion of their profit to community development. In Umuekunne community of Imo State, the proceeds from the oil palm mill goes to the communities to them perform their corporate responsibilities in road maintenance. In Ogurude community of Cross River State, the rice groups established a 3 km road (seen by this Mission) to improve access to the community access the river for sand extraction, which is a major business for the youth in that area. Another example includes the Fish Riverside Resort in Abia State which provides a processing

⁶One entrepreneur that leased the Umuekwune oil palm mill in Imo state confided in the team that he leased the place with the sole aim of under-studying the enterprise before establishing his own, having seen that it was “a very lucrative business”. In Akwa-Ibom also, the Nkalma women group that owns the oil palm mill reported that following the performance of theirs, four other units have been established by other people in four different locations. The same was reported almost in all the enterprises visited.

centre with smoking kilns for eight community members to engage in buying and smoking of fish.

Table 5: Status of uncompleted Small Scale Rural Infrastructure across the States of CBNRMP to 2013

Project Type	Target 2006-2013	Completed	Uncompleted	% of achieved
Schools constructed	48	15	16	31%
Health Centres constructed or rehabilitated	25	4	8	16%
Culverts/bridges constructed/rehabilitated	52	15	22	29%
Roads constructed/rehabilitated	120	15.8	56	13%
Boreholes/hand-pumps installed/reactivated	120	80	56	67%
market stalls constructed/rehabilitated	90	12	15	13%
Town Halls/Community Centres constructed/rehabilitated	20	7	4	35%
Agro-processing facilities constructed/rehabilitated	90	26	33	29%
Farm Service Centres established	27	9	5	33%
Jetties constructed/rehabilitated	10	1	1	10%

Source: Supervision Mission calculations April 2014

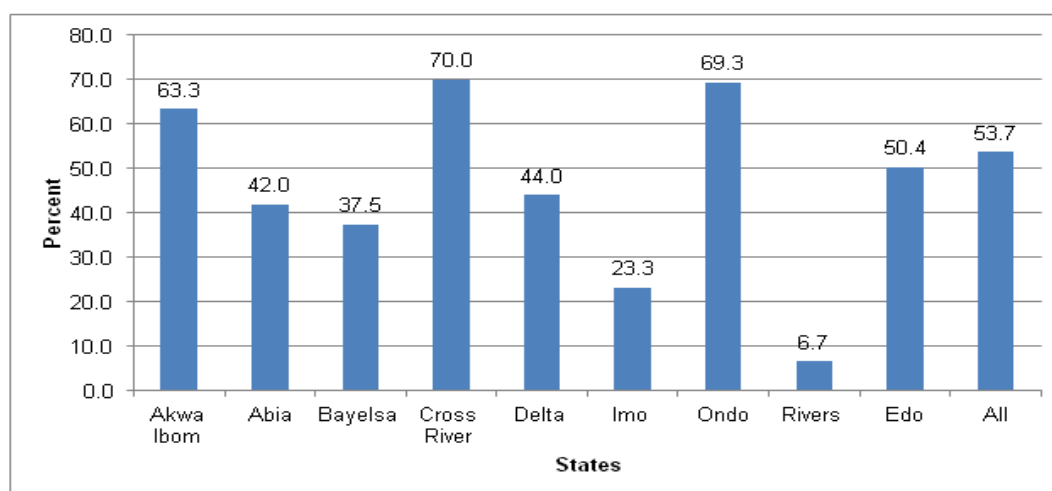
43. There are “loose ends” with some schemes, which have not been completed and where a small investment would effectively bring the scheme to completeness. An example of this was a scheme visited in Cross River State where an investment was made to support an existing poultry farm for a small cooperative of 10 people. Attached to this scheme was a borehole which had not been constructed but was part of the arrangement. A second example is a palm oil mill in Imo State which is functioning well but shows obvious need of water supply. A borehole was part of the project component by design but yet not been provided due to a lack of finance. Some effort to rectify this is needed but clearly is dependent upon secured financing. This should for part of end of programme priorities in the next 15 months.

Sub component 2.3: Natural Resource Management.

44. State Programme reports show that about 384ha of land area has been brought under sustainable management (including soil/water conservation methods and agro-forestry), out of a target of 715 ha. Figure 3 shows the percentage across the different states with Cross River, Ondo and Akwa Ibom bringing more land under cultivation. Rivers State was however exceptionally low. Most intervention in this area has been through transfer of “Best Practices” and land preparation. In some states the establishment of tree crops (oil palm, cocoa and plantain) as well as sensitization against bush burning, deforestation, erosion, and soil fertility has taken place. Some of these practices were seen during the mission and exemplified by a farmer owned poultry farm in Cross River State procuring manure from the poultry unit as fertilizer for the farm. Minimum tillage technology has also been introduced to vegetable farmers in Delta State.
45. The Supervision Mission observed however, that most earthen fish ponds utilized water from streams and run-off from the fish ponds which are filtered off back to the supplying stream. It was not clear how much training has been given to fish farmers to reduce pollution of the stream nor how to prevent disease build-up in their ponds. An Environmental Impact Assessment in a number of these fish farms should be conducted to confirm if there are any adverse effects especially as the programme was considering scaling up such enterprise along the stream system. It was also observed that no attention was given to environmental issues by

the management in all the processing centres visited. This is contrary to poultry and pig farming projects which were kept clean with good management for organic manure for income. The income generated by the organic manure has compelled enterprise owners to adopt best environmental management practices, which is commendable.

Figure 3: Land area under sustainable management



Source: Graph generated by the Supervision Team.

Agreed action	Responsibility	Agreed date
Revisit the training programme curriculum for agri-enterprises across all sectors, explore ways of employing beneficiaries to help make the training more relevant, interesting and long lasting.	PSO, Senior Technical Advisor	Immediately
Engage sharing amongst rural development programmes in the Niger Delta and establish connection with them for possible handover of training material if they are needed.	PSO/PC	Immediately
Where there are uncompleted schemes and the investment to bring completeness is relatively small, These schemes need to be catalogued and the works concluded most processing mills will benefit from this recommendation	Technical Officer/Community Infrastructure Engineer (CIE) at the SPO and PSO	As soon as financially possible
The programme needs to undertake an Environmental impact Assessment (EIA) to see what impact is occurring down-stream in projects where fisheries has been the intervention and in projects which have irrigation as a principle user of water. This is good practice to protect any reputational risk.	PC needs to take a lead in this as there is no technical staff member responsible for environment	Before the last quarter of 2014

D. Programme implementation progress

46. **Programme Management.** Programme management is reviewed from the point of view of a number of different levels active in implementation, i.e. the Federal/regional institutions, Programme Support Office (PSO) - the main office of CBNRMP and the state programme level - State Programme Support Office (SPSO).
47. *Federal Ministry of Agriculture and Rural Development (FMARD):* While the lead programme agency for the CBNRMP is the FMARD, support, coordination and monitoring of implementation by them has been limited. For instance whilst FMARD is implementing the Youth Empowerment in Agriculture Programme (YEAP) and job employment for youth is a

- centrepiece of the CBNRMP, there is no clear evidence that experience from CBNRMP around youth engagement and enterprise creation are being supported or recognised by the FMARD. Such recognition would have facilitated replication and up-scaling of the achievements and trigger payment of counterpart funds at the state levels.
48. *NDDC*: The Commission has yet to replicate and scale-up the lessons of CBNRMP despite that the Commission has participated in all supervision missions and various local and international training of staff in programme implementation have taken place. Several debriefings of the NDDC management after missions, joint review of AWPB have taken place. There is renewed commitment by the present leadership of NDDC in participating in CBNRMP activities and providing support to the programme. During this mission, NDDC released its 3rd tranche of counterpart funds with strong words of assurance to ensure the sustainability of the programmes achievements after completion.
49. *PSO level*: Programme targets, strategy for implementation and delegation of responsibilities for implementation are not clearly delegated amongst staff with a demarcation of lines of responsibility between administration and technical areas. Designated staff need to take initiative to pursue results, particularly important in areas such as strengthening and consolidating agribusinesses and support to the CADAs. It is clear that the technical capacity of the certain staff in the programme management team is lacking in providing overall guidance and target setting for state level implementation of activities.
50. *Technical Team Meetings*: Except for the M&E and finance team, technical / operational meetings among sub-teams in PSO and SPOs to discuss and review issues in their particular sectors are non-existent. Other cross-cutting teams such as gender have not met in this way. This applies to other technical thematic teams as well and means that the opportunity for consistency, exchange of experience and issues cannot take place. Finally, there is little inter-state CBNRMP collaboration and exchange of information, experience, initiative and discussion. There is no regularity in the forums/meetings between PSO and SPO to periodically discuss implementation progress.
51. *Little or no reference to Project Implementation Manual (PIM)*: Except for finance and accounts and M&E that are driven by accounting practices and the Performance Monitoring Plan respectively, CBNRMP lacks clear operating procedures in its activities which has not help it to adopt uniformity in implementation. There is also no written documentation on how it engages with Service Providers, incorporates Gender, training, environmental impact, partnership building, internal and external communication, publication, vehicle maintenance etc. The use of the PIM should provide clear guidance and consistency across the programme irrespective of State but this seems not consulted. The framework for refocusing on agriculture, which the country office shared with the programme in October 2010 was haphazardly implemented and this could have averted some of the flaws in technical quality. The programme team should revisit that framework as winding up process commences.
52. *State level*: The above-mentioned problem at regional level in terms of allocation of results targets, strategy for implementation and designated responsibilities by respective project management staff at the PSO level is repeated at SPSO level. At the SPSO level, there is a need for capacity building to improve the level of technical and managerial expertise for all officers. For example, REDFLS and SAFEEO officers who are crucial for promotion of agri-enterprises, will engage more Service Providers for implementation but these officers need to be given capacity building training to enable them to supervise and monitor the activities of Service Providers properly. Knowledge management officers need to be given a separate media budget to enable them to carry out more communication related activities as the central communication platform of the IFAD programme.
53. Most SPOs are not able to discuss policy and programme implementation issues. Recognition for achievements are not made, mainstreaming of lessons into the state machinery is not undertaken, and little opportunity presents itself to raise the issue of counterpart financing.

State governments such as Akwa-Ibom and Rivers hinged their reason for the inability to pay counterpart funds on the smallness of projects being executed by the programme. They expected larger projects and did not believe in the catalytic role the CBNRMP project could play in the rural development process.

Agreed action	Responsibility	Agreed date
Carry out an NDDC "All Projects Workshop" to for sharing of lessons and identification of areas where complementarities between CBNRMP and NDDC's other programmes.	NDDC	August 2014 Every Quarter
Ensure quarterly reporting of CBNRMP activities from all NDDC state units of the Directorate of Agriculture and Fisheries		
Clear implementation targets, roadmap would be set out and responsibilities allocated for each of the programme staff at the PSO and SPSO level, as follows: <ul style="list-style-type: none"> - Under the lead of the STA, REDFLS and SAFE0 are to work on the promotion of agri-enterprises and related step down trainings. - Capacity Building and Gender Officers are to work on the strengthening and consolidation of CADAs. - For the Infrastructure Engineers, parallel to completing the unfinished infrastructure schemes, are to focus on procurement at the community level. - Knowledge Management Officers are to work with media. 	PSO	End May 2014
Quarterly follow up on policy, implementation challenges including counterpart financing with State authorities needs to be carried out by the PSO with support from the IFAD Country Office and FMARD.	PSO, IFAD CO, FMARD	Till the Completion of CBNRMP
Carry out capacity building for REDFLS and SAFE0 on agri-enterprise development, Gender and Capacity Building Officers on CADA development and strengthening, for Accountants on IPSAS	PSO, SPSO	June 2014 onwards

54. **Monitoring and Evaluation.** The M&E system was reviewed in detail during the mission with interviews with a number of the M&E staff as well as other staff of CBNRMP. There were a number of discussions with beneficiaries within the community and service providers to assess the flow of data from field to PSO level. The review makes reference to the Performance Monitoring Plan (PMP), system for data collection and the draft Impact Report.
55. *PMP:* The programme M&E system operates under a PMP which was first developed in November 2011 and last revised in October 2012. This plan is well laid out and covers many elements commonly found in a PMP. It was written on the principles of community-based, demand driven programmes which are monitored by a decentralised participatory monitoring and evaluation practice but which are integrated continuously into programme planning, AWPB, and supervision. It is based on the reliance of community self-monitoring teams themselves collecting information on progress and following the templates found in the PMP itself. Within the Programme, databases for monitoring and evaluation purposes are not fully automated. Information collection system is not robust with significant additional opportunity for error and miscalculation in the data that is collected.

56. *PMP indicators:* The M&E system has incorporated the AWPB as mentioned in the previous Supervision undertaken and recognises Results and Impact Management System (RIMS) /IFAD's development indicators, and COSOP in its functioning. The number of Key Performance Indicators (KPIs) that the plan has established is well known and articulated reasonably well. Nevertheless, it could be improved in capturing indicators that meet the quality of SMART⁷. Whilst it is important to collect gender disaggregated data, it is equally important to have tailored such indicators around areas such a male and female power relations, decision-making, number of women who are elected as chair, number of women running enterprises and so on. This has not happened, making it difficult to measure social gender mainstreaming that has occurred.
57. *Baseline:* All progress is reported without reference to baseline data which means that analysis cannot show the "before" and "after" to measure the change in comparison with set target. Without knowing the income of an enterprise owner before intervention, impact cannot be measured. More reference to the pre-programme situation can be captured if the Baseline and Mid-Term Surveys are consulted.
58. *Data Collection System:* According to the PMP "The M&E framework incorporates learning opportunities that support planning and design optimisation. The programme design concept and the M&E approach are new [at the time of design] to Nigeria, particularly at the LGC level where CBNRMP largely operates"⁸. Whilst the approach of trying to incorporate the target beneficiary communities into monitoring of implementation is commendable, observation and interview with primary data collectors suggests that there are considerable concerns on the reliability and accuracy of the quantitative data that filters to the SPSO and ultimately to the PSO. This is inevitable as there is no incentive at community level to do this properly, routinely or professionally. The "enumerators" are not paid for this task. The value of such information even at the next level up, that of the Desk Officer at the LGA, provides little compatibility with the information needs of Government. However LGA officers are at least paid through normal salary as civil servants although there are financial limitations of LGA staff getting to the field. The skill of LGA staff to actually do data collection is poor and often merged with a technical mandate given to the officer. This has put a constraint on the quality of data collection and the way in which it is reported. Follow-up or verification of data collection by CBNRMP M&E staff does not rectify this.
59. The M&E should be commissioning specific studies (thematic or sector etc.), analytical reviews, to support the data collected and add evidence to the achievement of the programme. This has not happened. The only studies it appears to have undertaken are the Baseline carried out in 2005/6, a Mid-Term Survey in 2010 and the ongoing Impact Study, which started at the end of 2013. The Impact Study, which is based on data held by the M&E unit of CBNRMP, was not externally commissioned and provides little in terms of new analysis or findings. The study could be strengthened by statistical analysis, graphs and economic reference to "before and after" the programme intervention as well as comparison of programme communities with the programme and communities not included (i.e. "with-and-without" CBNRMP). The Impact Study is a key document that will feed into the PCR and should be taken seriously by the programme management at all levels. NDDC is encouraged to fully participate in the process of data generation, analysis, report production, report presentation, discussion and finalization as information from the data could inform decision making at that management level of the commissions.
60. *Electronic System:* CBNRMP has been challenged by the request to upload data onto the IFAD Nigeria MIS system but is has not functioned to date in the way it was envisaged.

⁷ SMART = Specific, Measurable, Achievable, Realistic and Time Bound

⁸ CBNRMP, PMP 2012 October, page 8-9

Agreed action	Responsibility	Agreed date
Develop TOR for the commissioning of a number of thematic studies around impact specifically on gender impact, community changes, income and household profiles, economic changes for areas where the programme has been implemented.	PSO/SPSO M&E in conjunction with technical specialists	Immediately
Finalise the Impact and ensure high quality report that will feed into the PCR. NDDC is encouraged to fully participate in the process leading to the data generation, report presentation, discussion and finalization.	PSO M&E	By end of June at the latest
Prepare the process for an end of programme statistical survey and ensure this is written-up. It should be put out to tender and an external Service Provider engaged following normal competitive procedures.	PSO M&E/PC	Survey to be conducted by October 2014 and deliverable completed by December 2014

61. **Gender Focus.** The programme remains sensitive to ensuring that women (and youth) equally participate in relation to men alone. This applies to community institution level with the Community M&E Teams and supported enterprises and is consistent with the programme's development approach over the years. Some important however issues need discussion.
62. *Inconsistency and not going far enough:* The Supervision Mission found that in the locations where CBNRMP has operated female participation in community-based institutions is strong - at least in number. It is difficult to assess the degree to which this translates into gender balance as the issue is essentially around a mind-set change that has to take place by women and men together to bring about equality. Equal decision-making power and authority in areas that matter for the enterprise or community is still difficult to judge but it was evident that women are entrusted with financial responsibilities are the preferred guardians of the "books" and bank accounts.
63. Given that the programme has effectively shifted from community social infrastructure to community owned income generating infrastructure and privately owned enterprise within agriculture (whether cooperatively or individually owned), females involved in the programme have gone on to start small commercial businesses such as rice storing to serve its members⁹. CBNRMP could have identified an intervention around training in storage management (and gender responsive training too) as part of its support to female groups such as these and possibly even further by hiring in such people to develop manuals on "best practices" (written or in pictorial form for those who cannot read) for the activity in question.
64. In other cases programme staff have not properly briefed women (or men for that matter) on the full benefits of the enterprises they run. In one example where a female group were "running" a cassava mill, the women felt that though they were owners of the mill and hired a miller they could not properly tell the mission what benefits they were actually receiving from the mill. Finances in this case were managed by the miller (a male employee) yet approval for sharing the year's profit rested with CBNRMP staff. The programme would be rewarded if its message was more consistent and transparent. However, a general observation, which forms a part of the "winding up" process is to strengthen management in cooperative owned businesses across the states.
65. *Gender Action Plan:* A review of the CBNRMP Gender Action Plan 06-2013 excel file provided to the team, revealed that there is in fact no detailed strategy. The document contains working

⁹ An example of this was found in the community of Illushi, Edo State where a group of 13 women rice farmers leased a store in which they could hold some 250 bags (mixed 50 kg or 100 kg bags) for sale later in the year when the price becomes higher. This is a spontaneous response by the women to make some money and with no involvement of men nor support from CBNRMP. This was all the more impressive as they lead manager of the group was illiterate,

sheets in which between three and seven activities are to be implemented over the course of the year. When comparing the 2006 action plan with 2013, it shows that little has moved forward.

66. An example of this is a comparison between 2006 and 2013

2006 Gender Action Plan Contains two activities all similar to the below "General sensitization exercise - January-December - PSO -Carry out a sensitization to introduce to the community people of the IFAD-CBNRMP Programme coming to the Niger and its benefits"	2013 Gender Action Plan Contains five activities all similar to the below "Training on contemporary gender community development related issues (zoning) - Jan-Dec - PSO-Gender - Awareness creation on issues affecting gender mainstreaming"
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Source: Generated by the Supervision team, May 2014

67. No specific studies have been carried out to date on gender mainstreaming, discrimination or cultural or traditional practices by the Gender Officers either at PSO or SPSO levels. It becomes difficult to assess impact and changes that the programme has brought about. With respect to the drudgery, women managed the burden with clear plans for the future¹⁰.

Agreed action	Responsibility	Agreed date
Fully formulate a gender action plan for one year and ensure that a set of activities around consolidation of gender mainstreaming is included.	Gender Officers at PSO and SPSO levels, Programme Coordinator to Support	By end of June
Discuss within the programme specific studies that could be undertaken or compile studies that have already been written up that show social impact – areas can include health, nutrition, ownership, child minding, education prospects etc.	Gender Officers at PSO and SPSO levels, Programme Coordinator to Support	By October-November 2014

68. **Poverty Focus.** As confirmed in the previous Supervision Mission, CBNRMP remains committed in principle and in practice, to focusing on the poorest rural communities. Often these are the more remote parts of the states where it operates. By definition these communities and the people found there, suffer from poor formal social and physical connection, poor communication and poor access to markets to sell or buy produce. They are therefore socially and economically excluded, CBNRMP continues to sympathise with these poor men, women and youth and tries to spread the benefits of financial and capacity building support.
69. Inevitably the refocus of the programme from "community development" to agriculture and enterprise development has favoured, those who have some land already, or have entrepreneurial flair and interest. The strategy is therefore to help cooperatives and individuals who own the enterprise jointly or separately to expand and employ others – mainly youth. Poverty reduction is achieved through the promotion and deployment of profitable agri-enterprises. A greater proportion of the enterprises promoted is generating income flows that are taking the beneficiaries out of poverty. The mission's concern is about the quality of service delivery process, which is important for replication.
70. During the mission, the team was able to critically analyse some of the enterprises with regard to profitability and viability. Among ten enterprises analysed within 5 states of Delta, Edo, Ondo, Imo and Akwa Ibom, 50% of them generated daily net income flows per capita of US\$2.00 and

¹⁰ The mission found a number of cases where females in groups or individually were planning an expansion of their farms and even experimenting with new practices of land husbandry and water management. Two examples include a) a women who was farming five hectares of paddy of which two hectares was under irrigation a new practice to her (Edo State) – she had plans to expand her rental of land; and b) a female vegetable group who were experimenting with a technique for raising pumpkin plants off the ground by way of a bamboo support (Delta State).

above for the beneficiaries. Going by the current global US\$2.00/day/person poverty benchmark, it follows that these enterprises are effectively lifting individuals out of poverty. However, 50% of the enterprises analysed were unable to take beneficiaries out of poverty even though they posted positive income-investment ratios. This stems from the delivery mechanism and scale of intervention promoted.

71. Earlier mission reports have shown that enterprises that are individually managed tend to be more efficient in terms of profitability and viability. The enterprises unable to generate daily net income per capita of \$2.00 and above are those under group management and ownership¹¹. In Ondo state for instance, promoting 1ha vegetable farm among ten women members (farming each 0.1ha/farmer) did not lead to any of them coming out of poverty. This result was against a similar vegetable scheme in Cross River where ownership and management of vegetable plots was on the basis of individuals who come together to access factors of production/production and marketing services.

Agreed action	Responsibility	Agreed date
Develop a Theory of Change position and undertake a Theory Based Impact Evaluation (see Annex 1)	PSO/M&E and PC	Q1 2015
Poverty Study needs to be commissioned comparing CBNRMP communities with non-programme communities but with similar characteristics	PSO/M&E and PC	Q1 2015

72. **Effectiveness of the targeting approach.** The programme's targeting approach is effective in 'reaching the unreached'. All communities visited were very poor. The great proportion of beneficiaries are mostly women and youths, the vulnerable and the remotely located households. In many of the cases, the benefitting villages and communities are experiencing the presence of government and related agencies for the first time in their lives.
73. The programme involvement was the first time such communities are having motor vehicles in their communities; in which case, the programme had to facilitate the opening up motorable access roads. An example was in Ikotlyang community in Akwa-Ibom state where the programme engaged the LGA to open up the community to the outside world by widening the hitherto narrow paths that the people have been using for bicycles and motorcycles to cover the 10 km that leads to the nearest tarmac road.
74. **Knowledge Management.** It was acknowledged by all beneficiaries visited that some form of training on "best practices" was given directly by the programme or through a contracted Service Provider. In most groups, selected participants returned and passed "tips" learned from the training to their colleagues in their group. The step-down training by the primary beneficiaries were not formalized in most cases but given on an *ad hoc* basis and mostly in-situ (on the farm). Dates for such step-down were not documented and training guides seem not to be passed on¹². Generally members of the group indicated they knew as much as those who went for the training through their back to village debriefing, or those working in their fields. In the community of Elemo, Ondo State a cocoa farmers' cooperative alternate members that receive step-down training. According to them, it has been a good practice and ensures benefits for members of the group. The SPSO must ensure candidates nevertheless who attend the primary training have the skill to transfer the knowledge on their return.
75. **The main gaps and areas of attention:** It is not clear how knowledge and experience is collected, archived, and shared. Gaps exist in the area of running agribusinesses, postharvest,

¹¹ For instance, among the Nka-Ima oil palm processing group in Akeia-Ibom state, members that rely only on the group managed aspect of the business earned daily net income per capita of \$1.87 while those members that used the group oil mill (enterprise) facility to undertake individual enterprises by buying and processing palm fruits in the center made daily net income per capita of US\$6.48.

¹²None were actually seen during this mission.

palm oil processing, and environmental management. A lot more attention needs to be paid to the design of the training curriculum. The curriculum should show modules thought over one day, two days or three day sessions. An evaluation of training must be written up after a post training examination of participants. There should be a checklist of 'Best Practices' for each enterprise and this should be used in monitoring the beneficiaries to confirm adoption. The 'Practical Guides' produced by the programme appear not user friendly especially for beneficiaries who are illiterate. Practical guides with diagrams and pictures could help communicate best practices better. It was observed that in Ondo state, some groups guarded their knowledge of "best practices" and did not pass anything on to others.

76. Knowledge management at the farmer level is highly personalized and depends on the skills and capability of the key farmer/enterprise owner. It appears that some enterprises have not articulated how the support was provided to them and how others can also emulate the process. Some lack reinvestment ideas and want further support even when they stated they are making profit. CBNRMP must educate groups to develop their own ideas of how they can grow, employ and provide knowledge to the community.

Agreed action	Responsibility	Agreed date
Develop training curriculum with modules	PC/STA	Immediately
Training guides for postharvest, agribusiness, palm oil processing, environmental issues need to be produced	PC/STA	Q3 and Q4 2014
Check list of best practices for each enterprise promoted by program produced	PC/STA	By end of Q2 2014
Collection, collation, documentation, and sharing of knowledge and experiences from the Program across states	PC/STA	Q3 and Q4 2014
Make a functional directory with contents of "best practices" for different enterprises.	PC/STA	Q3 and Q4 2014
Geo-referencing of all enterprises		

77. **Partnerships:** The programme has various layers of partnership, principally to improve performance, knowledge sharing and scaling up results. Most of such partnerships were designed to improve access to input and credit while a few others were to improve the capacity of beneficiaries in best production, processing practices, enterprise development, as well as advance national policy for youth engagement in agriculture.
78. The most performing partnership has been with the Songhai Regional Centre, which was designed to facilitate training of youth and women in hands-on/best business agriculture and enterprise management. The partnership has a well-crafted indicator based MoU that guides the operation and implementation and feeds into the programme's M&E system. At the time of this mission, up to 175 farmers have been trained on various business and enterprise areas. Being a ToT principled programme, 1 000 additional youth and secondary beneficiaries have received step-down training. The programme has also facilitated the training in agricultural enterprise management of some 46 youth from Cross River and ca. 60 youth from other states. The mission was not able to visit any of these 46 youth to ascertain the impact of the training on them, but there is indication from the Programme Report that they are progressing well.
79. Another collaboration has been established with the USAID-funded "Children of Hope" (COH) project, for the purpose of improving entrepreneurship of youth and women in honey and vegetable production. This singular intervention has economically empowered over 200 women and youth and about 40 secondary beneficiaries in sustainable honey production and sales for income as evidenced in the honey farmers in Ondo State and Cross River State. The programme has also entered into a partnership with the USAID funded MARKETS II project to enhance productivity, processing and marketing of selected commodities in the Niger Delta areas. CBNRMP has signed a results-oriented MoU to improve market access for fish producers in the Niger Delta.

80. The mission noted the encouraging partnership with LAPO through Rural Finance Institution-Building Programme (RUFIN), designed to improve farmer access to credit as well as enhance the capacity of rural savings and credit groups to access funds for farming operations. These partnerships were formalised by MoUs. Through these partnerships, CBNRMP farmer groups have been able to leverage Naira 18.4 million as credit to their members. This observation justifies the need for a proper synergy between IFAD programmes in Nigeria. Such linkage should be up-scaled or replicated in other states where RUFIN is not operating by encouraging other IFAD programmes to use the RUFIN model to engage financial providers in their effort to improve credit access by poor rural farmers. Under the above arrangement RUFIN could train credit officers of CBNRMP in their Micro Finance Banking (MFB) engagement models to facilitate access to credit from financial institutions by programme beneficiaries.
81. Of particular significance in partnerships has been CBNRMP's access to the National Root Crops Research Institute (NCRI) Umudike for the supply of improved cassava varieties (TMS 419, TMS 98/0505, TMS 98/0581, TMS 98 0510 and TMS 98/2205) to farmers. Indeed, through this partnership, farmers were able to record 40tons/ha from TMS 419 against 15tons/ha from TMS 35702 and which represents a 160% increase in output level per hectare. The impact was particularly obvious in Ikiran-Ile community in Akoko-Edo LGA of Edo State, where youth farmers have motorcycles, built block houses, and established a cassava processing centre from cassava proceeds¹³.
82. There have also been some partnerships with other research institutes such as the Cocoa Research Institute of Nigeria (CRIN), Forest Research Institute of Nigeria (FRIN) and the National Institute for Oil Palm Research (NIFRO) to facilitate farmer access to reliable planting material. However, there are no MoU's supporting these which makes them loose and operationally inconvenient.
83. **Policy dialogue and knowledge sharing:** Presently the programme is engaging with Smallholder Foundation (SHF), a youth-focused NGO based in Owerri, Imo State, to enhance youth involvement in agriculture through technical assistance and the formation/running of a policy dialogue forum among the youth to increase knowledge sharing and policy debate. A new youth forum, called CBNRMP/Niger Delta Youth Forum has emerged, which is a platform for linking youth to various youth development programmes in and outside the Niger Delta has emerged from the CBNRMP/SHF work.
84. **Shortfall in CBNRMP partnership arrangements:** Three key findings of the mission in the CBNRMP/MARKETS II partnership has been the loose or informal partnership arrangements of the programme in working with other partners as well as limited engagement with market operators to provide market outlet for farmers produce. Better performing partnerships should be more formalised with a MoU to give operational purpose the programme. There is also limited performance in partnership with financial institutions, which could be one of the windows of exit and sustainability.

Agreed action	Responsibility	Agreed date
Performing partnerships should be concretized with an MoU to give responsibility to the programme.	PSO and SPSO	By Q3 2014

E. Fiduciary aspects¹⁴

85. **Financial management.** The Mission found that most issues raised during the last supervision mission have been addressed. The AWPB was done in a participatory manner and the

¹³They have actually increased their land area from less than 1ha to 6ha since the programme started. Particular reference is Mr Sylvester Awah, a youth, who recently recorded N1.2 million from the proceeds of his cassava farm. He attested that his asset has increased and his standard of living improved. He was making less than N200,000 per annum before the programme.

¹⁴ The Financial Management /Procurement Mission was conducted as part of Country Office Supervision Mission. It was aimed at ensuring that a continuing adequate financial management and procurement is in place to provide reasonable assurance that IFAD Loan, NDDC Grant and proceeds from Counterpart Funds contributions are used for the intended purposes and accordingly. The mission took place between 7to 19 April 2014.

budgeting carried according to the time that is left till completion. The accounting system is fully computerized, withdrawal applications (WAs) are being generated from the Peace of Mind (POM) Accounting Software at the PSO and SPSO level, and the update of Financial Procedures and Accounting Manual is on-going. The quality of financial management continues to improve at the PSO and SPSO level with greater uniformity in accounting and financial reporting. The preparation of AWPB has improved as the chart of accounts codes is gradually being incorporated in all states. The pooled Community Development Fund (CDF) accounts are now operational as agreed by all the states.

86. **Disbursement.** Disbursement remains extremely low at 58.26% of the total amount of IFAD funds available for the Programme, as of 23 April 2014 with 15 months left in implementation. The programme has been effective for 9 years, and only half has been disbursed mainly for operating cost. The reasons for low disbursement of IFAD funds include: (i) counterpart funds from the various co-financiers, for which IFAD funds are “hinged” and not readily available; and (ii) the submitted withdrawal applications (WAs) are not large enough. In order to save the situation IFAD is in the process of changing the financing percentages in schedule 2 for the second time, increasing the percentage to 100% IFAD financing for Livelihood and Natural Resource Management activities within the CDF and the Consultancies, Studies, Auditing and Training activities at the state level. A WA can be submitted only when the amount is equivalent to 30% of the authorised allocation or after a period of three months has passed, whichever comes first. Between November 2013 and March 2014, 15 withdrawal applications were sent from the nine states and the PSO, out of which 10 have been paid while the remaining five are at various stages of processing in IFAD. Some of the submitted WAs have been for small amounts, which have slowed down the processing time of the WAs.
87. **Counterpart funds and NDDC grant.** The MTR and subsequent Supervision Missions pointed out that the inability of the state and LGAs to pay their counterpart funds has created a serious lack of funds for the Programme. It is only in those states where counterpart financing has been made available that implementation takes place. As LGAs continue to lack the ability to pay their respective counterpart financing, and state governments are not able to support these amounts, the availability of financing CDF activities remains insufficient. As at the time of this mission, the PSO had received counterpart funds of N10 million from the Federal Government. No counterpart funds contributions were made by any State or Local Council, apart from the N 2.6 million received from the LGAs of Edo State, for the latter half of 2013 and to date. The NDDC contribution of USD 3million was processed at the time of the mission. The mission expects that this later release from NDDC will positively affect draw down of the IFAD loan and consequently improve financial performance, at any rate, in the field.
88. **Compliance with loan covenants.** In general, the loan covenants are being adhered to, with the exception of the following:
 - **Section 3.05 Availability of Additional Resources** – Counterpart financing is to be made available at the FGN, NDDC, State and LGA levels. The Borrower at the FGN level has made proceeds available but it comes late during the year, and it does not come quarterly. Funds at the State and LGA level are not being made available. NDDC has just made available a tranche of USD 3 million. USD 4 million remains outstanding for the extension period between 01 October 2013 and 31 March 2016.
 - **Schedule 3, Part A, Federal Level para 4 Programme Coordination Group (PCG)** - A PCG comprised of the National Programme Coordinator and a senior representative from NDDC and the PCU to review activities and make recommendations on follow-up actions was to be established to keep the advisory board of NDDC informed of Programme implementation progress. There is no PCG to keep the advisory board of the NDDC informed.
89. **Procurement.** For the period under review, there was very little procurement. The states had a well prepared procurement plan in line with IFAD standards. The little procurement that were

carried out were in the plan, although, there were changes in timing, the basic fundamental principles methods and thresholds were adhered to. In carrying out the procurements, appropriate methods were used by the PSO and SPSOs. For the procurement of consultants for Impact Assessment Study by the PSO, they used CQ method which was adequate for the nature and size of the assignment. Edo and Cross River states carried out procurements using appropriate methods for their assignments. For the period under review, the assignments carried out by the states were under the approval threshold of the PSO and the necessary approvals were obtained.

90. In consideration of a proposed increase in funding for CDF activities, a Community Procurement Manual is under development as reference material for procurement activities in the communities. In addition to the manual, there is the need for proper orientation and capacity building of the appropriate staff. Practices found in Edo and Cross River State are exemplary in Community Procurement. At the project level, it was evident that the procurement desk officers are familiar with the processes and procedures, but at the community levels, it was observed that the persons familiar with procurement have left leadership positions they use to occupy in the community. There is the need to get the CADA members sensitized on community procurement. The Community Procurement Manual would go a long way in ensuring that community procurement activities are properly carried out, both by the SPSOs and the communities.
91. Procurement is procedural, sequential and guideline based. Although very little procurements were carried out by the SPSOs, improvements on their adherence to stipulated guidelines can be seen. Meanwhile, the states have not improved in the filling of their procurement activities. The last mission recommended a proper and sequential filling of procurement document for ease of review and reference. There is still the need to imbibe a proper and qualitative filling culture.
92. **Audit.** Internal auditors have made a tremendous improvement in reviewing the eligibility of the expenditures. In some cases, the internal auditors are also reporting disbursements of community projects through the CDF Account. There is however a greater need on the part of CBNRMP to adequately empower internal auditors in carrying out this assignment especially as larger funds are to be channelled to through the CDF. At the time of the mission, the external audit work had progressed across all the states. It is almost certain that the external audit report and management letter will be submitted before the deadline of 30 June 2014.

Agreed action	Responsibility	Agreed date
Quickly allocate the NDDC released amount to the states and submit WAs of at least USD 70 000 to IFAD.	State Accountants and FC	April 2014 onwards
Increase IFAD financing to 100% in the training and CDF (livelihood and NRM activities) categories to allow for disbursement to happen	Government of Nigeria/IFAD	June 2013
Allocate more funds to the states that are able to provide counterpart financing and utilise funds.	NPC and SPO	April 2014 onwards
Review the 2014/2015 AWPB to reflect the fund availability of various co financiers	M&E / FC / SPOs	30 June 2014
Enforce the updated CDF guidelines across the states and strengthen the role of the internal auditors to carry out the task of ensuring accountability of funds disbursed on community projects. Use Edo and Cross River as exemplary models of community procurement.	SPOs/ SPAs/SPIAs	Immediately

F. Sustainability

93. **Institutional:** CBNRMP hinges institutional sustainability on three institutions: (a) NDDC, (b) LGAs and (c) rural institutions or village (Community Associations and CADAs). Their discussion follows.
94. **NDDC:** CBNRMP was conceived to help NDDC drive its rural development programme with high level of acceptability by the rural people. In this line, NDDC through its Directorate Agriculture and Fisheries, is expected to internalise the principles of the CBNRP as enshrined in its CDD approach and entrepreneurship development for youth and women. Whilst the Commission has been generally responsive in meeting its funding obligations, its level of involvement in technical implementation is not yet sufficient to guarantee sustainability. The Commission's low level of involvement in implementation fails to provide it with an understanding of the governance structure and resource decentralization, which the programme promotes principally at local government and community level. As mentioned earlier, the level of commitment being displayed by NDDC recently gives hope that the commission is willing to take-over CBNRMP activities after completion. However, a fast-tracking process of internalizing the programme in the commission needs to be actively developed by the programme jointly with NDDC now. This will also involve a constructive and strategic capacity building of the NDDC Directorate to rise to the challenges associated with rural development and youth involvement in agriculture in the Niger Delta Region.
95. **LGA:** Another inbuilt institutional sustainability arrangement designed was the inclusion of LGAs as both a funding partner and the main implementation vehicle. This was argued on the basis that all physical programme activities take place within local communities. While the programme put in place the platform for the LG's financial involvement through the financial ratio arrangement, there has been no local government support office that effectively complements the state and federal support offices. Although CBNRMP introduced the CDDT system, non-placement of the CDDT in the Agricultural Department of LGAs has become a challenge to institutional sustainability and compromised the opportunity for sustainability at the community level. In addition, the assumption of financial independence by LGA envisaged by design did not happen and affected local government commitment and ownership. Thus, there is no guarantee that a CDD approach will be sustained at the LGA,s which have lacked the needed commitment to decentralize resources in line with the agreed AWPB that emanates from community participation. Implementation has been floored by lack of commitment and LG leadership in one hand and poor funding of LG by most states in another hand.
96. **Rural Institution:** CBNRMP was founded on the principles of CDD using rural institutions as the instrument for managing development (Community Development Associations and CADAs). It was to promote formation and strengthening of rural institutions to provide corporate services to the communities as well as economically empower rural poor people to improve their income and reduce poverty. The mission noted that CBNRMP has employed the CDD approach using rural institutions to facilitate service delivery. However, the structure of participating rural institutions and their development process were only reconstructed in 2013 and has not gained enough strength to guarantee immediate sustainability. However, the mission noted strong potential of CADAs and the numerous commodity groups to sustain the support of entrepreneurship. To further reinforce this, the CADA structure needs further strengthening with intensive technical assistance to expand commodity group membership within the remaining 18 months. At the community level, community and enterprise groups are being strongly empowered through loose group arrangements. As such, the programme should see group empowerment as being cardinal in its exit strategy and strengthen them to achieve, scale-up of their businesses and sustain successes. The programme has formed 303 commodity groups and 153 CADAs. Not all CADAs are equal in their abilities.
97. **Social Sustainability.** Owners of higher value investments such as in cocoa, livestock, fish farm and oil milling appear to be more profitable allowing them to easily expand or diversify

- their enterprises. This begs the question of how the business model for these different enterprises were presented by the SPSO to communities before they made their choices of which group to belong to. In most cases direct beneficiaries have improved their income through these enterprises with some reporting building houses, buying cars, paying school bills, paying community levies, repairing local roads, and setting up another business.
98. Most groups have between 10 and 15 members and executives that include a Chairman, Secretary and Treasurer and in some cases also a Financial Secretary and Public Relations Officer. Executives are generally elected by members but in some instances this has also been by self-appointment as seen in Afrekpe-Assiga, Cross River State. No group has so far recorded a change in leadership as most of them came on board or revived by the programme in 2012 most of them have just matured for change of leadership. An example is the Seed yam Farmer Group in Illushi, Edo State who plan to conduct elections this year.
 99. In mixed sex groups, except in Ikiran-Ile community of Edo State where a women was chair to one cassava group, no woman was a chairperson and a female always held the position of Treasurer. All men in such mixed groups indicate woman are more trustworthy in keeping group finances. There was evidence that other individuals are learning indirectly but only through casual questions to members of CBNRMP. Groups still require some form of financial empowerment in order to begin. There is huge potential for replication, sustainability, and scale up although very much subject to the leadership and personality of the individual or group leader and programme follow up. Many primary enterprises have created their first enterprise through CBNRMP support. It was evident that some skills learned during initial interventions are being applied to new enterprises including record keeping and enforcing best practice procedures such as stopping customers from entering a livestock pen.
 100. **Financial/economic Sustainability.** Economic and financial sustainability is the basis for the survival of any business and programme. The enterprise based intervention strategy of the programme provides strong bases for economic and financial sustainability. This is anchored on the viability and profitability of the enterprises being promoted. While greater proportions of the enterprises are giving good signs economic and financial sustainability, others are not. This stems from the fact that while some beneficiaries still see the intervention as a subsidy, others apply sound business principles that result in good profits and returns. Thus, greater effort is still needed in properly re-orienting some of the beneficiaries towards a business-oriented approach. Proper assessment of “would-be” beneficiaries is needed before commencement of interventions so as to isolate those who are ready and eager to use support from the programme. In addition, continuous technical support will become vital, as well as functional financial linkages. Also, the team noted the weak application of cooperative principles in running the affairs of the various groups. Injection and application of sound principles and practices of cooperatives among groups will give them greater leverage towards financial sustainability.
 101. **Environmental.** Currently, the level of application of sustainable and environmentally friendly practices among the beneficiaries is low. This is observed among the aquaculture, cassava as well as oil palm processing enterprises. While most of the aquaculture enterprises do not have environmentally friendly mechanisms for discharging polluted water, some of the cassava and oil palm processing centres equally lack proper structure for effluent discharge. The team recommends that the programme undertakes proper re-orientation of the enterprise beneficiaries on the safety and environmental friendly strategies that will mitigate against this.

Agreed action	Responsibility	Agreed date
Training on group dynamics, loans, and business management	PSO and SPSO Gender and Capacity Building	Q3 and Q4 2014
NDDC to be actively involved in the closure and winding up process by taking responsibility in executing some tasks leading to	PSO	From now till completion

the winding up. This will provoke the process of internalizing the programme in the commission and handing over knowledge products generated by the programme to the commissions.

CADA structure needs further strengthening with intensive technical assistance to expand to make it all-inclusive for village commodity groups within the remaining 18 months to understand its roles and administration in community development and economic empowerment of group members in the reconstruction process.

PSO and SPSO Gender and Q3 and Q4 2014
Capacity Building

G. Other

102. **Innovation and Replication:** Few innovations have taken place. Key achievements of CBNRMP have been the introduction of “best practices”. Another example refers to a cocoa farmer¹⁵ who through experimentation proved that heavily shaded cocoa trees produced a limited number of pre-pod flowers and changed his practices accordingly. By removing those kola trees that caused the shading, sunlight was able to penetrate into his cocoa plantation promoting more flowering and pods that gave rise to high productivity. Members of his group are replicating this because they see the benefits. Another innovation to highlight is the self-watering system built for a piggery unit using ideas from a water tank containing a floating ball in Ondo state which automatically shuts water when it gets to a certain level. In terms of other innovative practices, CBNRMP has recorded some of these such as at the vegetable farm in Ovir-Ogor, Delta State, where women were demonstrating minimum tillage and staking for vegetable farming. Another example was found in Afrekpe-Assiga, Cross River State where a poultry cooperative mix two brands of feed to reduce cost and meet customer acceptability of the birds¹⁶. This is also the case where Rhode Golden birds were used to cross with local birds to enhance meat and egg production for community local birds’ production by the “Excellent Poultry Group” farmers in Ikana community of Cross River state. Another example includes a, local sprinkler for watering vegetables from a water platform that flows through gravity, also in Cross River State. Imo state reported production of snails from an undisturbed but well guided ecosystem to promote natural resource management – a departure from the usual snail farming seen everywhere in Nigeria. There is also the case of re-invigorating the traditional practices of the people in business establishment – where a group of youth pull resources together to establish and operate a business but agree to wean each other one after the other as the business reaches maturity. Thus, innovations exist in the programme but little information about them is captured and shared.
103. **Impact of physical and financial assets.** There are visible signs that the programme is having impact among some of the beneficiaries through the agro enterprises being promoted. Profitability analyses of a sample of the enterprises show increasing income earnings among the enterprising beneficiaries, physical assets acquisition, improved accumulation of human capital through improved education, as well as increased technical capacity. The beneficiaries of some of the enterprises surveyed are making daily net income ranging from \$3.04 to \$30.06. This is evident in the array of physical assets some of them have accumulated. For instance amongst the cassava farmers in Akoko Edo LGA of Edo State one farmer was able to buy a Nissan Truck from the profits made from his cassava enterprise while his two sons are in the university. He has also to increase his farm size from less than 1ha to 5ha. In Akwa Ibom State, one of the beneficiaries and member of Nka-Ima MPCS and operators of the group oil palm mill, generated enough funds from the business that enabled her and her husband to build a

¹⁵ This example makes reference to Mr Akinola Sakariyau's cocoa farm.

¹⁶ Feeding broilers with only feed produced by Vita, leave their feet white, and this connotes poor quality birds to customers. Feeding broilers with only Top Feed, make their feet yellow, and this connotes good quality birds to customers; A mixture of the two after the starter feed has finished, not only saves money on feed but also leaves the legs of the birds yellow the preferred colour by the consumer.

new house, establish a poultry and water melon farm. Recent missions have reported similar impacts on the life of other beneficiaries across the 9 participating states.

Agreed action	Responsibility	Agreed date
Undertake a detailed study into the impact of physical and financial assets at enterprise/cooperative level..	PSO/M&E as well as CIE	Q3 and Q4 2014

H. Conclusion

104. CBNRMP has 15 months till completion which gives it some lead time to complete outstanding tasks but does not allow it to commence new activities. The greatest challenge that the CBNRMP has faced is availability of programme funds. It is evident from the pace of financial release till date that the programme will not receive funds according to the original financial plan of Government counterpart funds and those of IFAD for as long as it is dependent upon Government counterpart release. Non-availability of programme funds has been seriously detrimental to implementation, progress, disbursement of IFAD funds, and the programme's ability to reach its development objectives. However the recently released funds from NDDC could allow the programme to improve draw down equivalent IFAD funds.
105. An action plan must be developed for the programme to focus on its strengths, prioritise and consolidate those areas that will have the greatest development impact. The strength of the programme lies in its ability to create jobs and raise agricultural productivity in the field with women and youth engaged in agri-enterprises. Agri-enterprises needs to be consolidated, building on what the programme has concentrated on over the last two years. Implementation and delivery mechanism remain very weak especially at the institutional level for the development of Commodity Apex Development Associations (CADAs). The programme's targeting policy needs to ensure gender mainstreaming with responsive gender activities and social and economic participation at the community level.
106. Given the fact that the programme is entering its final year, the PSO must commence the steps for the PCR and support this with the commissioning of studies and assessment. Shortcomings in management to detail the process for rural change has thus far limited the opportunities for replication, up-scaling and knowledge sharing. The Programme should do a lot more in terms of ensuring data collection and analysis.
107. Within the 15 months that CBNRMP has till completion, the following actions are critical to ensure that the programme is brought back on track:
 - **Clear Action Plan of Priority Actions and Exit Strategy:** The programme needs to develop a clear action plan of priority deliverables and responsibilities till completion in key areas like agri-enterprises, CADAs, gender/youth engagement, access to finance, knowledge management, etc. As part of the action plan, there is to be an exit strategy for all activities. The process should include working with the Agricultural and Fishery Directorate of the NDDC to provide oversight on programme activities at State level and regular feedback to the management of NDDC to ensure sustainability.
 - **Consolidation of Agri-enterprises and Strengthening Commodity Apex Development Associations (CADA):** The reinforcement / strengthening and consolidation of performing agri-enterprises will form the basis of programme exit. CBNRMP needs to create a databank of these agri-enterprises. The programme needs to effectively restructure the CADA to share information better amongst its beneficiaries to promote cross fertilisation of best practices between successful entrepreneurs and strengthening of groups within the CADA.
 - **Execution of a Knowledge Sharing Plan and Preparations for the Programme Completion Report:** Innovations exist in the programme but little information about them is captured and shared, there is a need for development and execution of a Knowledge Sharing Plan that includes training guides, check list of best practices for

each agri-enterprise and documentation of experiences from across states. A range of activities are to be carried out for the Project Completion Report (PCR) including impact studies and thematic assessments.

- **Limiting Dependency on Availability of Counterpart Funds for Critical Programme Activities:** For the critical activities till completion, strengthening and consolidation of agri-enterprises, strengthening of CADAs, and knowledge management, there is a need to ensure financing is available by amending IFAD financing percentages to 100%. This is to ensure that CBNRMP leaves a legacy for future interventions in the Niger Delta.

Appendix 1: Summary of project status and ratings

I. Project 1260 [598] Community-Based Natural Resource Management Programme - Niger Delta -

Basic Facts

Country	Nigeria		Project ID	1260	Loan/DSF Grant No.	598
Project	Community-Based Natural Resource Management Programme - Niger Delta				Top-up Loan/DSF Grant	
Date of Update	12-Jun-2014					
Supervising Inst.	IFAD/IFAD					
No. of Supervisions	10	No. of Implementation Support/Follow-up missions	5			
Last Supervision	24-Jul-2013	Last Implementation Support/Follow-up mission	22-Nov-2013			

					USD million	Disb. rate %
Approval	11-Dec-2002			Total financing	78.40	
Agreement	09-Jul-2003	Effectiveness lag	31.3	IFAD Total	15.00	
Entry into force	06-Jul-2005	PAR value	-----	IFAD loan	15.00	60
First disbursement	26-May-2006			DSF grant		
MTR	27-May-2010	Last amendment	03-Jun-2013	IFAD grant		
Original completion	30-Sep-2013	Last audit	18-Apr-2012	Domestic Total	63.40	
Current completion	30-Sep-2015			Beneficiaries	4.40	0
Original closing	31-Mar-2014			Government (Local)	40.20	0
Current closing	31-Mar-2016			Government (National)	18.80	0
No. of extensions	1			External Cofinancing Total	0.00	

Project Performance Ratings

B.1 Fiduciary Aspects	Last	Current	B.2 Project implementation progress	Last	Current
1. Quality of financial management	5	4	1. Quality of project management	4	3
2. Acceptable disbursement rate	3	2	2. Performance of M&E	4	3
3. Counterpart funds	3	2	3. Coherence between AWPB & implementation	3	3
4. Compliance with financing covenants	4	3	4. Gender focus	5	3
5. Compliance with procurement	4	4	5. Poverty focus	5	5
6. Quality and timeliness of audits	5	4	6. Effectiveness of targeting approach	4	4
			7. Innovation and learning	4	3
			8. Climate and environment focus		3
B.3 Outputs and outcomes	Last	Current	B.4 Sustainability	Last	Current
1. Institutional Strengthening	3	3	1. Institution building (organizations, etc.)	3	3
2. Community Development fund	3	3	2. Empowerment	4	3
			3. Quality of beneficiary participation	4	3
			4. Responsiveness of service providers	4	3

5. Exit strategy (readiness and quality)	4	3
6. Potential for scaling up and replication	4	3

B.5 Justification of ratings

The programme delivers models of job creation and agricultural productivity engaging women and youth in agribusinesses. Meanwhile programme implementation and delivery mechanisms have remained weak at the community, local government level. Shortcomings in programme management at the Programme Support Office and State Programme Support Office level have limited the opportunities for replication, up-scaling and knowledge sharing. Niger Delta Development Commission's (NDDC's) low level of involvement in implementation fails to provide it with an understanding of the governance structure of the CBNRMP. To fill this gap, a process of internalizing the CBNRMP in the NDDC needs to be developed in the remaining period of the programme's life. The Mission noted potential of Commodity Apex Development Associations (CADAs) and the numerous commodity groups to sustain the support of entrepreneurship but would require intensive technical assistance. It was evident that skills learned during initial interventions are being applied to new enterprises including record keeping. There is potential for replication, sustainability, and scale up although very much subject to the leadership and personality of the individual or group leader to apply sound business principles that result in good profits and returns. Given the fact that the programme is entering its final year, the Programme Support Office must commence the steps for the Programme Completion Report and support this with the commissioning of studies and assessments. CBNRMP has little over 15 months before completion which gives it time to complete any outstanding tasks but does not really allow it to commence new activities. It is evident from the pace of financial release that the programme will not to disburse according to the original financial plan – either of Government funds or those of IFAD.

Overall Assessment and Risk Profile

	Last	Current
C.1 Physical/financial assets	4	4
C.2 Food security	4	3
C.3 Quality of natural asset improvement and climate resilience		3
C.4 Overall implementation progress (Sections B1 and B2)	4	3

Rationale for implementation progress rating

Programme responsibilities for implementation are not clearly allocated amongst programme staff. At the Programme Support Office (PSO) and State Programme Support Office (SPSO), there is a need for capacity building to improve the level of managerial expertise. The skill of LGA staff to do data collection is poor. The Impact Study (still in draft) provides little in terms of new analysis or findings and was not externally commissioned. Implementation of the AWPB is hinged on the availability of funds and therefore achievement remains lower than targets. No specific studies have been carried out to date on gender mainstreaming, discrimination or cultural or traditional practices by the Gender Officers either at PSO or SPSO levels. CBNRMP has focused in implementing interventions that target the poor, women, and the economically vulnerable. Innovations exist in the programme but little information about them is captured and shared. The quality of financial management continues to improve at the PSO and SPSO level with uniformity in accounting and financial reporting, the accounting system is computerized, and withdrawal applications (WAs) are being generated from accounting software. Disbursement remains low at 58.26% of IFAD funds (April 2014). The inability of the States and Local Government Areas (LGAs) to pay their counterpart funds has created a serious lack of funds for the Programme. While the release of third tranche of NDDC funds of N 10 million has been made. The 2 loan covenants that have not been adhered to pertain to making available counterpart funds and a Programme Coordination Group (PCG) to keep the advisory board of the NDDC informed. As regards to the few procurements that were carried out, they complied with IFAD procedure. Internal auditors have made an improvement in reporting disbursements of community projects through the CDF Account.

C.5 Likelihood of achieving the development objectives (section B3 and B4)	4	4
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Rationale for development objectives rating

Under Component 1, as at time of this mission, CBNRMP formed and /or networked 1 438 village institutions out of a planned target of 1 764 (this represents 81.52% of the life of programme target). CBNRMP has provided capacity building assistance to community associations and commodity groups to strengthen their community and business development functions. The CDD approach was modified to Commodity Apex Development Association (CADA) to support enterprises found in the community with clear structure and membership principles. While the CADA structure has been created in all the intervening communities, most of them have few commodity groups and remain weak. A Training-of-Trainers (TOT) is carried out and then "step-down" training to be provided to other members of the group and in some cases, this is happening in some areas, very well but not in all. Knowledge sharing is very weak due to little understanding of how to disseminate information following best practices, innovations and successes made by the benefiting individuals and the communities. Under Component 2, Productivity increases between 50% to over 100% were recorded in many of the crop enterprises, especially in cassava, rice and yam. The analysis of livelihood interventions show that a total of 3 764 (303 group based and 3 461 individual based) rural based group/individual farm holding enterprises were directly supported from programme inception to April 2014.

C.6 Risks Short description of major risks for each section and their impact on achievement of development objectives and sustainability

Fiduciary aspects	The programme has experienced a tremendous shortfall between budgeted amount for programme activities and that which was released. There is a need to discontinue programme dependency on contribution of counterpart funds for fundamental foundations of the success, i.e. the development and strengthening of agri-enterprises and formation of CADA. This is not only an issue of disbursement of IFAD funds but also to ensure that the CBNRMP does leave a legacy for other future interventions in the Niger Delta.
Project implementation progress	Technical capacity within the programme management is lacking to provide overall guidance and target setting for state level implementation of activities, template development, training modules, facilitating linkages to Service Providers, monitoring of programme activities and knowledge sharing. It appears that little is delegated within the PSO with programme implementation concentrated within a small number of hands resulting in slow decision-making and de-incentivised staff.

Outputs and outcomes	There has been little cross fertilisation occurs between agri-enterprises either within a State or between States. Some successful entrepreneurs were holding their knowledge "close to their chests" to avoid competition. This is due in part to the inability of the programme to effectively restructure the CADA, to share information better amongst its beneficiaries. The CADAs need to be strengthened for more effective sharing of knowledge and replication.
Sustainability	Although the NDDC has participated in all Supervision Missions and been provided with some training on the programme, there appears to be no internalization of the principles of the programme as enshrined in its CDD approach and entrepreneurship development for youth and women. Whilst the NDDC has been generally responsive in meeting its funding obligations, its level of involvement in technical implementation is not yet sufficient to guarantee sustainability and real ownership.

Proposed Follow-up

Issue / Problem	Recommended Action	Timing	Status
CBNRP will cease in 15-month time - completion preparation is not well defined or mapped out	There are a range of activities including consideration of administrative areas such as understanding the guidelines and requirement for the Project Completion Report (PCR), preparing and deciding the timing for the end of programme survey, a number of assessments that need to be carried out before completion	Immediately	Ongoing
strengthening of the implementation structure and enterprise delivery models and quality enhancement of the established and performing agri-enterprises will form the basis of consolidating activities for programme exit	Classify and catalogue all enterprises, identify within these the more commercially promising ones for use under future IFAD programmes. CBNRMP needs to create a databank of information (both electronic and in hard copy). form) and consider, who amongst its implementation partners may find the material a valuable addition to their library	Continuous	Ongoing
		Continuous	Ongoing

Additional observations

Appendix 2: Updated logical framework: Progress against objectives, outcomes and outputs

RESULTS HIERARCHY	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	RISK/ASSUMPTIONS
Goal: Standard of living and quality of life improved for at least 400,000 poor rural people of the Niger Delta states with emphasis on women and youth'	<ul style="list-style-type: none"> • Prevalence rates for rural poverty • Inventory of household assets ownership. • Household with improved food security. • Increase in the number of productively employed women and youth. 	<ul style="list-style-type: none"> • Household income and expenditure surveys. • RIMS impact survey (baseline and Completion) • Participatory impact monitoring to complement surveys. • Field observations by staff and service providers. • Analysis of relevant Government statistics. 	<ul style="list-style-type: none"> • Continued government policy commitment to agriculture and rural economic development. • Counterpart funds provided on time by partners. • Communities are committed to pro-active support and participation in programme.
Programme Objective: (i) Rural communities and service providers' capacity for community development strengthened. PROGRESS: 54% of the targeted community groups were strengthened and applying the CDD approach.	<ul style="list-style-type: none"> • 70% of target community groups strengthened to apply CDD approach for agriculture and social infrastructure development. 	<ul style="list-style-type: none"> • Programme progress reports • Supervision missions, mid-term review and completion reports • Impact studies, 	<ul style="list-style-type: none"> • Rural institutions are strengthened • Communities are willing to effectively participate in the programme • Local government authority is willing to participate in the programme
(ii) Community development fund established and effectively disbursed. PROGRESS: -20% of targeted rural household reported increase in income by at least 75% -100,000 (36%) of targeted rural household served by improved drinking water sources. -29,500 on and off-farm jobs created for women and youth.	<ul style="list-style-type: none"> • 50% of target rural household report increase in income by at least 25%. • 30% of target 280,000 rural household served by improved drinking water sources and sanitation. • 55,000 on-and off-farm jobs created for women and youth in target communities. 	<ul style="list-style-type: none"> • Programme progress reports • Supervision missions, mid-term review and completion reports • Impact studies, 	<ul style="list-style-type: none"> • Rural institutions exist • FGN, State, LGC and community commitments are secured • Service providers exist in the areas
Component 1. INSTITUTIONAL STRENGTHENING			

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Outcome 1.1.0 (KPI 1): Local and State Government pro- poor legislations and regulations promoted at Community level. PROGRESS: -39% of target State Govt. Pro-poor legislation and regulations effectively promoted. -33% of target local Govt. Pro-poor legislation and regulations effectively promoted.	• 50% of target State Government pro-poor legislations and regulations effectively promoted • 50% of target local Government pro-poor legislations and regulations effectively promoted	• Statute books on State govt legislations • Books on local Govt by-laws and regulations. • Progress Reports	• Continued government policy commitment to agriculture and rural economic development. • Continued promulgation of relevant pro poor legislations at the State and council level,
Output 2.1.1: Community Action plans developed PROGRESS: -1350 (100%) Community Action plans developed in line with CDD approach.	• 1350 Community Action plans developed in line with CDD approach.	• Records of meeting attendance • Community action plans document. • Programme reports	• Local planning authorities are committed to the programme • Strong commodity groups exist
Output 2.1.2: State and Local government authorities are releasing financial resources for community development. PROGRESS: -9 States and 57 local Government authorities made 172(38.5%) overall releases of financial resources to the communities for community development.	• 9 States and 57 local Government authorities made at least 447 overall releases of financial resources to the communities for community development.	• State and LG Budgets. • State, LGCs and Community AWPBs • Record of meeting attendance • Programme reports and supervision missions	• State Government releases fund to the local government authorities for community development.

<p>Output 2.1.3 Small holders farmers groups strengthened and linked to input, output and credit markets.</p> <p>PROGRESS:</p> <p>-1350 farmer groups identified and trained in farming techniques, enterprise development and group dynamics including the CDD approach</p> <p>-480 farmer groups are linked to input, output and credit markets.</p>	<ul style="list-style-type: none"> • 2000 farmer groups identified and trained in farming techniques, enterprise development and group dynamics including the CDD approach • 2000 farmer groups are linked to input, output and credit markets. 	<ul style="list-style-type: none"> • Supervision mission report • Programme progress report • Ministry of Agriculture • Certificate of registration for farmer groups/cooperatives 	<ul style="list-style-type: none"> • Existence of viable input, output and credit market. • Strong commodity groups exist
<p>Outcome 3.1.0 (KPI 3) : Beneficiaries of trainings for members of rural community groups and institutions, staff of service organizations, programme and Government officials (disaggregate by programme components, subcomponents; by gender)</p> <p>PROGRESS:</p> <p>-52% of target beneficiaries in commodity groups, community rural institutions effectively trained on relevant topics.</p> <p>-53% of target beneficiary Govt officials, staff of service providers, financial institutions and programme effectively trained on relevant topics</p>	<ul style="list-style-type: none"> • 70% of target beneficiaries in commodity groups, community rural institutions effectively trained on relevant topics. • 70% of target beneficiary Govt officials, staff of service providers, financial institutions and programme effectively trained on relevant topics 	<ul style="list-style-type: none"> • Programme progress reports • Supervision missions reports • Training records 	<ul style="list-style-type: none"> • Local council and Communities are willing to effectively participate in the programme • Government officials and service providers are willing to effectively participate in the programme • Training topics for beneficiaries are tailored towards their respective needs to fill identified gaps.

<p>Output 3.1.1 Capacity of members in community groups/rural institutions, service organizations and Government officials strengthened.</p> <p>PROGRESS:-94,908 Commodity group and rural institution members trained on crop, livestock, fisheries, processing/marketing and community management.</p> <p>-897 Govt officials trained -404 staff of service providers trained. -255 staff of financial institutions trained.</p>	<ul style="list-style-type: none"> • 183,213 Commodity group and rural institution members trained on crop, livestock, fisheries, processing/marketing and community management. • 1384 Govt officials trained • 974 staff of service providers trained. • 606 staff of financial institutions trained. 	<ul style="list-style-type: none"> • Programme progress reports • Supervision missions reports • Training records 	<ul style="list-style-type: none"> • Local council and Communities are willing to effectively participate in the programme • Government officials and service providers are willing to effectively participate in the programme • Training topics for beneficiaries are tailored towards their respective needs to fill identified gaps.
<p>Outcome: 4.1.0 (KPI 4) : Service providers delivering services to the groups effectively</p> <p>PROGRESS: 62% of the target service providers delivered durable, high quality and effective services to farmers, enterprises and poor rural men and women with over 50% productivity.</p>	<ul style="list-style-type: none"> • 70% of the target service providers delivered durable, high quality and effective services to farmers, enterprises and poor rural men and women by at least 50% productivity. 	<ul style="list-style-type: none"> • Supervision mission report • Programme progress report 	<ul style="list-style-type: none"> • Competent and Registered service providers exist within or around the locality,
<p>Output: 4.1.1 Increase in capacity of service providers to deliver effective and efficient services to client</p> <p>PROGRESS: 185 service providers engaged and strengthened to deliver efficient and effective services to farmers groups, enterprises and community members(client).</p>	<ul style="list-style-type: none"> • 300 service providers engaged and strengthened to deliver efficient and effective services to farmers groups, enterprises and community members(client). 	<ul style="list-style-type: none"> • Supervision mission report • Programme progress report 	<ul style="list-style-type: none"> • Competent and Registered service providers exist within or around the locality,
<p>COMPONENT 2 – COMMUNITY DEVELOPMENT</p>			

<p>Outcome 5.2.0 (KPI 5 - 9) : increased output from crop, livestock, Aquaculture and artisanal production.</p> <p>PROGRESS:</p> <ul style="list-style-type: none"> • Over 100% increase in productivity of rice, yam and vegetable, 70% for cassava;100% for poultry, piggery and goatery; and over 100% for Aquaculture production. • 54% of benefiting farmers are adopting recommended technologies including high yielding planting materials/seeds, fertilizers, herbicides, etc. • 44% of target area under recommended/ improved technologies • Over 100% increase in Volume (tons) of output from rice, cassava, vegetable and yam production; 100% in poultry, piggery and goatery also 100% in aquaculture. • Over 150% increase in fish catch recorded by artisanal fisher groups. 	<ul style="list-style-type: none"> • 25% increase in productivity of selected crop, livestock and Aquaculture (KPI 5) • 25% increase in fish catch.(KPI - 6) • 60% of benefiting farmers are adopting recommended technologies including high yielding planting materials/seeds, fertilizers, herbicides, , etc.(KPI 7) • 70% of target area under recommended/ improved technologies (KPI 8) • 25% increase in Volume (tons) of output from farm enterprise (KPI 9) • 5% expansion in cultivated land 	<ul style="list-style-type: none"> • Farmers record • Baseline & Impact survey. • Programme progress report • Record of artisanal fisheries group 	<ul style="list-style-type: none"> • Farmers have access to agri-inputs • Farmers have the requisite knowledge and capacity to adopt best practices • Extension is strong to support farming activities • Service providers have the capacity to provide technical assistance to farmers • There is market for farmers produce • Land is available to smallholders for farming • Fishing gear and related equipment are made available to fisher folks.
<p>Output 5.2.1: Increase in capacity of farmers to use best practices and increase yield and production output.</p> <p>PROGRESS:</p> <p>715 Ha of farmland under recommended/improved technologies</p>	<ul style="list-style-type: none"> • 1622 Ha of farmland under recommended/improved technologies. • 5% of additional land put into use by farmers 	<ul style="list-style-type: none"> • Agric. extension report • Records of farmer group on crop, livestock and fisheries 	<ul style="list-style-type: none"> • Extension is strong to support farming activities • Farmers have the requisite knowledge and capacity to adopt best practices

<p>Output 5.2.2: Increase in number of livestock and NTFP enterprises</p> <p>PROGRESS:</p> <ul style="list-style-type: none"> • 25 smallholder poultry enterprise established by farmer groups • 55 smallholder Goat enterprise established by farmer groups • 33 smallholder piggery enterprise established by farmer groups • 4 grass cutter enterprises established. • 4 snail enterprises established. • 5 beekeeping enterprises established. 	<ul style="list-style-type: none"> • 65 smallholder poultry enterprise established by farmer groups • 98 smallholder Goat enterprise established by farmer groups • 88 smallholder piggery enterprise established by farmer groups • 27 grass cutter enterprises established by farmer groups • 27 snail enterprises established by farmer groups • 27 beekeeping enterprises established by farmer groups 	<ul style="list-style-type: none"> • Agric. extension report • Records of farmer groups • Programme progress report • Supervision mission report 	<ul style="list-style-type: none"> • Farmers have access to agri-inputs • Farmers have the requisite knowledge and capacity to adopt best practices • Extension is strong to support farming activities • Service providers have the capacity to provide technical assistance to farmers <p>There is market for farmers produce</p>
<p>Output 5.2.3: Increase in number of aquaculture enterprises</p> <p>PROGRESS:</p> <p>- 29 smallholder aqua culture enterprises established by fisher groups.</p>	<ul style="list-style-type: none"> • 81 smallholder aqua culture enterprises established by fisher groups. 	<ul style="list-style-type: none"> • 	
<p>Output 5.2.4 Fishermen groups supported with various fishing input.</p> <p>PROGRESS:</p> <p>30 fishermen groups supported with various fishing input.</p>	<ul style="list-style-type: none"> • 50 fishermen groups supported with various fishing input. 		
<p>Outcome 6.2.0 (KPI 10) : Jobs created by small and medium enterprise (Agriculture and Non Agric. Enterprises)</p> <p>PROGRESS:</p> <p>-26,506 (53%)on - and off-farm jobs were created by programme intervention</p>	<ul style="list-style-type: none"> • 50,000 (on - and off-farm) jobs are created by programme intervention 	<ul style="list-style-type: none"> • NBS • SME Report • Progress report • Supervision Mission report 	<ul style="list-style-type: none"> • Government at all levels continue to support the programme • Access to production inputs including credit improves • Gender sensitive economically viable enterprises are introduced

<p>Output 6.2.1 Women and youth are trained in income generating, life skill and vocational activities.</p> <p>PROGRESS:</p> <p>-2,994 (60%) women and youth were trained in income generating, life skill and vocational activities.</p>	<ul style="list-style-type: none"> • 5,000 women and youth trained in income generating, life skill and vocational activities. 	<ul style="list-style-type: none"> • Programme progress report • Business records. 	<p>Experienced Business and vocational skill trainers are available</p>
<p>Outcome 7.2.0(KPI 11) : Percentage increase in net income of beneficiaries from Agric and Non Agric Enterprises</p> <p>PROGRESS:</p> <ul style="list-style-type: none"> • Over 150% increase recorded in farmers net income for production of rice, 200% for cassava yam and vegetable;150% for poultry, piggery and goatery; over 200% for Aquaculture and 300% for artisanal fisheries production. • Over 100% increase in net income of beneficiaries of programme income generating, life skill and vocational activities. 	<ul style="list-style-type: none"> • 25% increase in net income of beneficiaries from Agric. and non Agric. enterprises 	<ul style="list-style-type: none"> • Progress report • Farmers record • Supervision Mission report 	<ul style="list-style-type: none"> • Adequate farmland available • Availability and easy access to modern and improved farming techniques and technologies. • Experienced Business and vocational skill trainers are available • There is access to credit
<p>Outcome: 8.2.0 (KPI 12) : Amount of net income generated from processed products</p> <p>PROGRESS:</p> <ul style="list-style-type: none"> • Over 50% increase in net income generated from processed products (i.e. value of value-added products). 	<ul style="list-style-type: none"> • 25% increase in net income generated from processed products (i.e. value of value-added products). • 	<ul style="list-style-type: none"> • Progress report • Processors record • Marketers record • Supervision Mission report 	<ul style="list-style-type: none"> • Processing equipment are available • Fabricators and mechanics are available to maintain processing facilities • Availability and easy access to modern and improved processing techniques and technologies. • Experienced Business and trainers are available • There is access to credit

<p>Output 8.2.1 Agro processing enterprises established and supported by programme increased</p> <p>PROGRESS:</p> <p>-15 functional Agro processing enterprises established and supported by programme</p> <p>-28 market stall were established and operational</p>	<ul style="list-style-type: none"> • 46 Agro processing enterprises supported by programme • 60 market stall established and operational 	<ul style="list-style-type: none"> • Progress report • Processors record • Marketers record • Supervision Mission report 	<ul style="list-style-type: none"> • Processing equipment are available • Fabricators and mechanics are available to maintain processing facilities • Availability and easy access to modern and improved processing techniques and technologies.
<p>Outcome 9.2.0 (KPI 13 - 14) : Increase in access of the poor to financial services.</p> <p>PROGRESS:</p> <ul style="list-style-type: none"> • 9% of the benefiting farmer groups linked to financial institutions and accessing credit facilities. • 100% increase in volume of credit provided to rural enterprises • N10.37 Million (9%) of targeted volume of credit provided to farmer groups and rural enterprises • 50% of target financial Institutions with increased productivity of at least 70% 	<ul style="list-style-type: none"> • 25% of the benefiting farmer groups linked to financial institutions and accessing credit facilities. (KPI 13) • 25% increase in volume of credit provided to rural enterprises (KPI 14) • N100 Million volume of credit provided to farmer groups and rural enterprises • 50% of target financial Institutions with increased productivity of at least 70% 	<ul style="list-style-type: none"> • Bank record • Progress report • Farmers record • • 	<ul style="list-style-type: none"> • Availability of microfinance institutions in the programme locations/sites • Commercial Banks, MFIs and MFBs willing to make credit available to beneficiaries at single digit interest rate • RUFIN is operational in programme benefiting sites/locations Farmers and other businesses willing to contribute equity and take loans. • Government policy encourages rural lending
<p>Output 9.2.1 Enterprises accessing financial services increased</p> <p>PROGRESS:</p> <p>-35 rural enterprises accessing credit facilities.</p> <ul style="list-style-type: none"> • - N10.37 Million (9%) of targeted volume of credit provided to farmer groups and rural enterprises 	<ul style="list-style-type: none"> • 400 rural enterprises linked to financial institutions and accessing credit facilities. • N100 Million volume of credit provided to farmer groups and rural enterprises 		

<p>Outcome 10.2.0 (KPI 15) : Households served by improved drinking water sources such as boreholes, water reticulation, protected well, rain water collection etc.</p> <p>PROGRESS:</p> <p>-36% of target household served with improved drinking water sources. -41% of target boreholes operational and in use..</p>	<ul style="list-style-type: none"> • At least 60% of target rural household served with improved drinking water sources. • At least 70% of target boreholes operational and in use. 	<ul style="list-style-type: none"> • Records of Water Users Association • Progress report 	<p>Communities have the capacity to operate and maintaining water borehole facilities.</p>
<p>Output 10.2.1 Increase in number of households served with improved drinking water sources.</p> <p>PROGRESS:</p> <ul style="list-style-type: none"> • Over 100,000 rural households served with improved drinking water source. <p>-41 water boreholes constructed / rehabilitated</p>	<ul style="list-style-type: none"> • 280,000 rural households served with improved drinking water source. • 100 water boreholes constructed / rehabilitated 		

<p>Outcome 11.2.0(KPI 16) : Functioning social infrastructure established and supported by programme including market stalls, school buildings, health centres, water boreholes facilities, etc.</p> <p>PROGRESS:</p> <ul style="list-style-type: none"> • 28 market stalls established and functional • 25 functional school buildings achieved • 5 functional health centres achieved • 47 functional water borehole facilities achieved • 21 km of rural earth roads rehabilitated and in use • 10 culvert/small bridges constructed and functional • 3 km drainage channels constructed and functional • 4 landing jetties constructed and functional. 	<ul style="list-style-type: none"> • 60 programme supported market stalls functional • 46 programme supported school buildings functional • 12 programme supported health centres functional • 100 programme supported water borehole facilities functional • 60 km programme supported rehabilitated roads functional • 50 programme supported culvert/small bridges functional • 10 km programme supported drainage channels functional • 12 programme supported jetties functional. 	<ul style="list-style-type: none"> • Progress report • Community management group records 	<ul style="list-style-type: none"> • Community commitment are secured • State and local government authorities are willing to support infrastructural rehabilitation • Programme budget is sufficient to meet government and community standard.
<p>Outcome 12.2.0 (KPI 17) :farmers with secure access to water resources (irrigation water)</p> <p>PROGRESS:</p> <p>250 farmers have secured access to sustainable water infrastructures and resources.</p>	<ul style="list-style-type: none"> • 500 farmers have secured access to sustainable water infrastructures and resources. 	<ul style="list-style-type: none"> • Progress report • Community commodity group records 	<ul style="list-style-type: none"> • Community commitment are secured • State and local government authorities are willing to support infrastructural rehabilitation • Programme budget is sufficient to meet government and community standard.

<p>Outcome 13.2.0 (KPI 18) : Aquaculture Fish farms (ponds) and other NTFP - grass cutter pens, snailery farms, bee-keeping farms established and operational</p> <p>PROGRESS:</p> <ul style="list-style-type: none"> • 29 aqua culture fish farm established and operational • 4 grass cutter farms established and operational • 5 bee keeping farms established and operational • 4 snailery farms established and operational 	<ul style="list-style-type: none"> • 81 programme supported fish farms (ponds) operational • 20 programme supported grass cutter farms operational • 20 programme supported bee keeping farms operational • 20 programme supported snailery farms operational 	<ul style="list-style-type: none"> • Progress report • Community commodity group records 	<ul style="list-style-type: none"> • Community commitment are secured • State and local government authorities are willing to support infrastructural rehabilitation • Programme budget is sufficient to meet government and community standard.
<p>Outcome 14.2.0 (KPI 19) : Land area (Ha) under sustainable management (including soil/water conservation methods, agro forestry)</p> <p>PROGRESS:</p> <p>190 Ha of land area were achieved under sustainable management</p>	<ul style="list-style-type: none"> • 310 Ha of land area under sustainable management 	<ul style="list-style-type: none"> • Progress report • Community commodity group records 	<ul style="list-style-type: none"> • Community commitment are secured • State and local government authorities are willing to support infrastructural rehabilitation • Programme budget is sufficient to meet government and community standard.
<p>C.OMONENT 3 – PROGRAMME MANAGEMENT</p>			
<p>Outcome 15.3.0 (KPI 20) : Efficiency of financial management</p> <p>PROGRESS</p> <ul style="list-style-type: none"> - Partner funding Performance = 40.50% - Programme fund utilization Performance = 87.92% 	<ul style="list-style-type: none"> • Partner funding Performance (%) i.e. (B/A*100) • Programme fund utilization Performance (%) i.e. (C/B*100) 	<ul style="list-style-type: none"> • Appraisal document • Programme loan Agreement • Financial Management Report • MTR Report • Supervision mission reports • Programme progress report 	<ul style="list-style-type: none"> • Counterpart funds provided on time by partners. • Federal, State and local Government releases fund for community development • Quality withdrawal applications prepared timely on a regular basis.

Output 15.3.1 Amount Planned: This is total amount of funds planned for the Programme at MTR.	APPRAISAL TARGET (A) <ul style="list-style-type: none"> • FGN = N1,696,770,000 • IFAD = N2,175,000,000 • NDDC = N2,175,000,000 • STATE = N3,040,090,000 • LGC = N4,005,000,000 • TOTAL = N13,091,860,000 	<ul style="list-style-type: none"> • Appraisal document • Programme loan Agreement • Financial Management Report • MTR Report • Supervision mission reports • Programme progress report 	<ul style="list-style-type: none"> • Counterpart funds provided on time by partners. • Federal, State and local Government releases fund for community development • Quality withdrawal applications prepared timely on a regular basis.
Output 15.3.2 Amount Obligated/ Released This is the total actual amount of the funds released to the Programme as at Nov 2012.	PROGRESS (B) <ul style="list-style-type: none"> • FGN = N1,099,253,378 (65%) • IFAD = N1,094,584,118.55(50%) • NDDC = N1,545,555,000.00 (71%) • STATE = N895,304,252 (29%) • LGC = N567,882,789 (14%) • TOTAL = N 5,202,579,537.55 (40.00%) 	<ul style="list-style-type: none"> • Appraisal document • Programme loan Agreement • Financial Management Report • MTR Report • Supervision mission reports • Programme progress report 	<ul style="list-style-type: none"> • Counterpart funds provided on time by partners. • Federal, State and local Government releases fund for community development • Quality withdrawal applications prepared timely on a regular basis.
Output 15.3.3 Amount Spent to Date (As at Nov 012)	PROGRESS (C) <ul style="list-style-type: none"> • FGN = N1,092,800,000 • IFAD = N975,834,051.05 • NDDC = N1,260,792,165.45 • STATE = N800,146,960.25 • LGC = N526,574,111.85 • TOTAL = N 4,656,147,288.60 (87.92%) 	<ul style="list-style-type: none"> • Appraisal document • Programme loan Agreement • Financial Management Report • MTR Report • Supervision mission reports • Programme progress report 	<ul style="list-style-type: none"> • Counterpart funds provided on time by partners. • Federal, State and local Government releases fund for community development • Quality withdrawal applications prepared timely on a regular basis by programme

<p>Outcome 16.3.0 (KPI 21) : Effectiveness of Management (Supervision, Monitoring and Evaluation)</p> <p>PROGRESS</p> <ul style="list-style-type: none"> • Key Document Management = 86.6% • Adequacy of staff requirements = 70% • Holding of statutory meetings = 51.8% 	<ul style="list-style-type: none"> • Key Document Management (%) • Programme Coordination (%) 	<ul style="list-style-type: none"> • Appraisal document • Programme progress report • MTR Report • Supervision mission reports 	<ul style="list-style-type: none"> • Quality mandatory reports prepared timely as at when due by programme • Statutory meetings held as at when due • Availability of required staff as at when needed.
<p>Output 16.3.1 Submission of mandatory reports as at when due</p> <p>PROGRESS</p> <ul style="list-style-type: none"> • 8 (100%) Annual Work plan and Budget (AWPB) • 8 (100%) • 7 (87.5%) Annual Progress Reports • 15 (93.75%) Mid-year progress reports • 28 (75%) Quarterly progress report • 28 (75%) Quarterly Financial Management Report (FMR) • 7 (87.5%) Annual Financial Management Reports • 7 (87.5%) External Audit Reports 	<ul style="list-style-type: none"> • 8 Annual Workplan and Budget (AWPB) • 8 Annual Progress Reports • 16 Mid-year progress reports • 32 Quarterly progress report • 32 Quarterly Financial Management Report (FMR) • 8 Annual Financial Management Reports • 8 External Audit Reports 	<ul style="list-style-type: none"> • Appraisal document • Programme progress report • MTR Report • Supervision mission reports 	<ul style="list-style-type: none"> • Quality mandatory reports prepared timely as at when due by programme • Statutory meetings held as at when due • Availability of required staff as at when needed. •

<p>Output 16.3.2 Adequacy of staff requirements</p> <p>PROGRESS Total Staff Employed to date : 198 Staff members</p>	<ul style="list-style-type: none"> • Total Staff Required by Project : 280 Staff members 	<ul style="list-style-type: none"> • Appraisal document • Programme progress report • MTR Report • Supervision mission reports 	<ul style="list-style-type: none"> • Quality mandatory reports prepared timely as at when due by programme • Statutory meetings held as at when due • Availability of required staff as at when needed. •
<p>Output 16.3.3 Holding of statutory meetings.</p> <p>PROGRESS</p> <ul style="list-style-type: none"> • FADPEC Annual meetings: 7 (87.5%) meeting • ARDEC Annual meetings: 12 (17%) meetings • LGDC Bi-Annual Meetings: 80 (11%) meetings • Programme Quarterly Review Meetings: 162 (56%) Meetings • Programme Monthly Management meeting: 840 (87.5%) Meetings 	<ul style="list-style-type: none"> • FADPEC Annual meetings: 8 meeting • ARDEC Annual meetings: 72 meetings • LGDC Bi-Annual Meetings: 750 meetings • Programme Quarterly Review Meetings: 288 Meetings • Programme Monthly Management meeting: 960 Meetings 	<ul style="list-style-type: none"> • Appraisal document • Programme progress report • MTR Report • Supervision mission reports 	<ul style="list-style-type: none"> • Quality mandatory reports prepared timely as at when due by programme • Statutory meetings held as at when due • Availability of required staff as at when needed.
<p>Outcome 17.3.0 (KPI 22) : Outreach (No of people receiving project services, segregated by individuals, groups and households)</p> <p>PROGRESS</p> <ul style="list-style-type: none"> • 77% of people targeted receiving progr services. • 60% of target households receiving prog services • 63% of target Community groups receiving programme services • 64% of Communities targeted receiving programme services 	<ul style="list-style-type: none"> • Programme Total Outreach • 2,800,000 people receiving programme services. • 400,000 rural households receiving programme services • 3160 Community groups receiving programme services • 243 Communities receiving programme services 	<ul style="list-style-type: none"> • Appraisal document • Programme progress report • MTR Report • Supervision mission reports • Impact / Completion report 	<ul style="list-style-type: none"> • Quality mandatory reports prepared timely as at when due by programme • Statutory meetings held as at when due • Availability of required staff as at when needed.

Output 17.3.1 No of people receiving project services PROGRESS 2,160,000 (77%) people receiving programme services. (Primary Direct beneficiaries)	• 2,800,000 people receiving programme services.	• Appraisal document • Programme progress report • MTR Report • Supervision mission reports • Impact / Completion report	• Quality mandatory reports prepared timely as at when due by programme • Statutory meetings held as at when due • Availability of required staff as at when needed.
Output 17.3.2 No of households receiving project services PROGRESS 240,000 (60%) rural households receiving programme services	• 400,000 rural households receiving programme services	• Appraisal document • Programme progress report • MTR Report • Supervision mission reports • Impact / Completion report	• Quality mandatory reports prepared timely as at when due by programme • Statutory meetings held as at when due • Availability of required staff as at when needed.
Output 17.3.3 No of groups receiving project services PROGRESS 2000 (63%) Community groups receiving programme services	• 3160 Community groups receiving programme services	• Appraisal document • Programme progress report • MTR Report • Supervision mission reports • Impact / Completion report	• Quality mandatory reports prepared timely as at when due by programme • Statutory meetings held as at when due • Availability of required staff as at when needed.
Output 17.3.4 No of communities receiving project services PROGRESS 153 (64%) Communities receiving programme services	• 243 Communities receiving programme services	• Appraisal document • Programme progress report • MTR Report • Supervision mission reports • Impact / Completion report	• Quality mandatory reports prepared timely as at when due by programme • Statutory meetings held as at when due • Availability of required staff as at when needed.

Appendix 3: Summary of key actions to be taken within agreed timeframes

Action Area	Action Agreed	Date	Whom	Progress
Project Implementation and Management	Begin the process of PCR immediately. In this context begin to document and store relevant information that will speak for the programme. These are key investigative studies and assessments such as impact from known experts or institutions and thematic studies like poverty and gender, audit and enterprise performance. The impact study should track programme performance on nutrition, income, asset accumulation, other tangible outcomes and intangible outcomes like change in mind-set/value re-orientation, among impact domains. PSO to meet with NDDC to agree on deadlines for different stages and share same with the country office. NDDC to participate fully in the impact study process. NDDC to organize a formal meeting of high profile staff of the Commission with invitation to the federal government and state government to share the outcome of the findings.	Immediately	PC	
	PSO CBNRMP management needs to meet monthly to review solely implementation and completion process deadlines and results emanating from field study. This meeting will precede monthly meetings of the SPO and PSO management.	From June	PC	
	Identify and catalogue all enterprises but identify within these the more commercially promising ones for use under future IFAD programmes. It should also be possible to score the performance of each and every project intervention according to the OECD DAC criteria for evaluation: relevance, efficiency, effectiveness, impact and sustainability. An example of the table for this is found in working paper 1 document that accompanies this report.	By June	External Consultant with STA, REDFLS and SAFE0	
	Catalogue projects with their geo-coordinates according to their type and status of operation/completion. And prioritize unfinished projects. Also rank the enterprises according to their level of performance in relevance, effectiveness, efficiency, impact, sustainability and replication/scalability. This exercise could be done by the impact experts. The upcoming implementation support mission from IFAD programmed for June 2014 may provide a lead in cataloguing the enterprises.	By July	M&E with STA	
	Under the lead of the STA, the key officers for enterprise promotion and development, namely REDFLS and SAFE0 are to work on the promotion of agri-enterprises and related step down training. They should liaise with M&E to hinge their action on results and deliverables. In this line, they should participate actively in quality assurance to the ToR that would engage the service providers in their fields. They should prepare an action plan for this process. This exercise will come after cataloguing the enterprises has taken place.	By July	STA	
	The focus on strengthening agro-processing enterprise will be in four stages. First is to secure the	From June	SPO and	

	<p>services of service providers, one each for crops, livestock (poultry/pig farming), fishery, enterprises/business operation and group management, and agro-processing. Second is to train the owners of the mills (groups or community project committees) and operators of the mill on enterprise management and environmental management/waste disposal. Third is to engage service providers to focus on linking the processors with producers for premium raw materials and with market outlet to enhance sales of processed produce/products. The fourth is to engage service providers to provide technical services to the mill operators to ensure/enhance efficiency of their mills for optimum product extraction (productivity) for the mill users.</p> <p>Partnerships and Innovation: Performing partnerships should be concretized with an MoU to give responsibility to the programme and ensure follow on performance. The programme should also continue to strengthen linkages with service providers and farmers for promote access to inputs, markets and technology where this can be applied.</p>	Immediately	PC	support team and PSO
Outputs	<p>Revisit the training programme curriculum for farmers across all sectors, use service provider to help make the course more relevant, interesting and long lasting. An example is working with beneficiaries (through employing them for a week or so) to develop a pictorial manual for those who cannot read and write. There is insufficient time to do all the manuals but some could be converted into this and used. This would also promote the ownership by participants and include them as resource people in their own right.</p> <p>Strengthen gender focus by improving the content of gender mainstreaming with responsive gender activities and social and economic participation at the community level.</p> <p>The Capacity Building training and Gender Officers are to work on strengthening and consolidation of CADAs. In this regard, they should undertake a quick analysis of CADAs to understand the gaps and training needs in line with the principle of their functions and accountability to the community and commodity groups.</p> <p>Infrastructure Engineers should in parallel to completing the unfinished infrastructure schemes, focus on procurement at the community level.</p> <p>Knowledge Management Officers and M&E are to work with the media to transform some of the empirical data/information into success stories and share them through various means including workshops and meetings at different levels. The programme should be very clear with the knowledge products it wants to deliver and have in the mind the target audience being addressed.</p> <p>The M&E office needs to commence the process for an end of project survey to compare with the baseline and mid-term surveys that had taken place.</p>	<p>Immediately</p> <p>Immediately</p> <p>Immediately</p> <p>Immediately</p> <p>Start collection immediately and be prepared to start publishing by September</p>	<p>PC/STA/ Gender Officer</p> <p>STA/Training Officers</p> <p>M&E/PC</p>	<p>STA/Training Officers</p> <p>PC/M&E and SPOs</p>

	Poverty focus: Poverty Study needs to be commissioned comparing CBNRMP communities with non CBNRMP communities but which have similar characteristics.	Immediately	M&E/STA
Sustainability	Strengthen CADA structure with intensive technical assistance to expand to make them all-inclusive for village commodity groups within the remaining 18 months. This will help to them to understand their roles and administration in community development and economic empowerment of group members.	By July	SPSO and PSO in support
Fiduciary Aspects	Quickly allocate the NDDC released amount to the states and submit WAs of at least USD 70 000 to IFAD. Allocate more funds to the states that are able to provide counterpart financing and utilise funds. Increase IFAD financing to 100% in the training and CDF (livelihood and NRM activities) categories to allow for disbursement to happen. Review the 2014/2015 AWPB to reflect the fund availability of various co financiers Enforce the updated CDF guidelines across the states and strengthen the role of the internal auditors to carry out the task of ensuring accountability of funds disbursed on community projects. Use Edo and Cross River as exemplary models of community procurement.	Confirm receipt of funds and submit the Was as soon as possible	FC/PC

Appendix 4: Physical progress measured against AWP&B,including RIMS indicators

Period: 2006 to April 2014

S/N	Code	Outcome Indicators	Unit of Measure	Baseline Data	Life of Program Target	Cumulative Achievement	% achievement	2014		
								Planned	Achieved	%
	COMPONENT 1 INSTITUTIONAL STRENGTHENING AND CAPACITY BUILDING									
KPI 1	PG.2.1.1 INSTITUTION BULDING	Number of rural community groups and institutions applying CDD approach	No.	0	1764	1438	81.52	300	124	41.33
KPI 2	PG.2.1.2	Number of trained beneficiaries (disaggregate by gender)	No	0	64014	46213	72.19	11101	3985	35.90
		AVERAGE COMPONENT 1 (INSTITUTIONAL STRENGTHENING/CAPACITY BUILDING)			32889	23826	72.44	5701	2055	36.04
	COMPONENT 2 CDF : SUB-COMPONENT 1: LIVELIHOOD IMPROVEMENT									
KPI 3	PG 2.2.1 (AT 2.1) AGRICULTURAL PRODUCTIVITY	Percentage increase in productivity (for Crops, Livestock, and Fisheries) – Crops (cassava, maize, yam, plantain, rice, cocoa, oil palm, vegetable - ND)	%							
		CROP								
		Cassava	Tons/ Ha	12.00	0.00	24.00	100.00	0.00	0.00	0.00
		Rice	Tons/ Ha	2.00	0.00	4.00	100.00	0.00	0.00	0.00

		Vegetable (Fruited Pumpkin)	Tons/ Ha	0.70	0.00	1.30	85.00	0.00	0.00	0.00
		Plantain	Tons/ Ha	5.00	0.00	8.00	60.00	0.00	0.00	0.00
		Yam (minisette)	Tons/ Ha	7.00	0.00	15.00	114.00	0.00	0.00	0.00
		Yam (Ware)	Tons/ Ha	15.00	0.00	23.00	53.00	0.00	0.00	0.00
		Pineapple	Tons/ Ha	20.00	0.00	30.00	50.00	0.00	0.00	0.00
		LIVESTOCK			0.00			0.00	0.00	0.00
		Piggery	Lt/Sow	6.00	0.00	9.00	50.00	0.00	0.00	0.00
		Goatry	Kid/Go at	1.00	0.00	2.00	100.00	0.00	0.00	0.00
		Poultry	Kg/Bir d	0.80	0.00	1.50	87.50	0.00	0.00	0.00
		Poultry	Eggs/ Bird	140.00	0.00	225.00	60.71	0.00	0.00	0.00
		NTFP			0.00			0.00	0.00	0.00
		Grasscutter	Lt/Adul t	7.00	0.00	9.00	30.00	0.00	0.00	0.00
		Beekeeping	Lt/Hive	6.00	0.00	10.00	67.00	0.00	0.00	0.00
		Snail	Hatchli ng/Sn ail	15.00	0.00	20.00	33.00	0.00	0.00	0.00
		FISHERIES			0.00			0.00	0.00	0.00
		Aquaculture	Kg/Fis h	0.50	0.00	1.25	140.00	0.00	0.00	0.00

KPI 4	PG 2.2.2 AGRICULTURAL PRODUCTIVITY	Percentage increase in fish catch (artisanal fisheries)	Kg/Cat ch	10.00	0.00	38.00	280.00	0.00	0.00	0.00
KPI 5	(AT 2.10) AGRICULTURAL PRODUCTIVITY	Number of farmers adopting recommended technologies and improved varieties	No	0	28152	10880	38.65	0	0	0.00
KPI 6	RM 2.2.2.1 AGRICULTURAL PRODUCTIVITY	Number of farmers reporting production/yield increase	No.	0	13548	4329	31.95	0	0	0.00
KPI 7	RM 2.2.2.3 AGRICULTURAL PRODUCTIVITY	Number of small farmers reporting increased herd size	No.	0	2220	616	27.75	0	0	0.00
KPI 8	PG 2.2.3 AGRICULTURAL PRODUCTIVITY	Number of rural enterprises (on- and off-farm) adopting recommended technologies	No.	0	910	377	41.43	0	0	0.00
KPI 9	RM 2.2.2.5 AGRICULTURAL PRODUCTIVITY	Area under recommended/improved technologies	Ha		4334	1560	35.99	1905	50	2.62
KPI 10	RM 2.2.2.6 AGRICULTURAL PRODUCTIVITY	Volume (tons) of output from farm enterprise	Tons	0	41829	14998	35.86	0	0	0.00
KPI 11	PG 2.2.4 JOB CREATION	Number of functional enterprises supported by Programme (note that this indicator is a reflection of gainful jobs created)	No		10000	3764	37.64	0	0	0.00
KPI 12	RM 2.5.1.1 (AT 2.3) JOB CREATION	Number of jobs created by small and medium enterprise (Agriculture and Non Agric. Enterprises)	No	0	90,000	45010	50.01	0	0	0.00
KPI 13	CS 2.1.1 INCOMES	Volum of income of beneficiaries from Agric and Non Agric Enterprises (disaggregated by type – crops, livestock, fisheries and vocational trades)	No	0	3943314 183	202869822 3	51.45	0	0	0.00
KPI 14	PG 2.2.5 MARKETING AND PROCESSING	Volume (tons) of commodities marketed (segregated by types of commodity -crops, livestock and fish produce)	Tons	0	16463	4148	25.20	0	0	0.00

KPI 15	AT MARKETING AND PROCESSING	2.3	Amount of income generated from processed products (marketed) (segregated by types of commodity -crops, livestock and fish produce)		0	1232419 000	244012400	19.80	0	0	0.00
KPI 16	RM ACCESS TO FINANCE	1.3.8	Number of active borrowers/personnel	No	0	1900	444	23.37	729	86	11.8 0
KPI 17	(CS ACCESS TO FINANCE	2.1.4)	volume of credit (N) provided to rural enterprises	No	-	148,000, 000	25,234,790	17.05	54,000,0 00	2,300, 000	4.26
			AVERAGE COMPONENT 2 SUB COMPONENT 1 (LIVELIHOOD IMPROVEMENT)					33.55			6.23
	COMPONENT 2 SUB-COMPONENT 2: COMMUNITY RURAL INFRASTRSTRUCTURE										
KPI 18	RM INFRASTRUCTURE	2.7.1.1	Number of households served by improved drinking water sources such as boreholes, protected well, rain water collection	No.	0	0	0	0.00	0	0	0.00
KPI 19	RM INFRASTRUCTURE	2.7.2.1	Number of functioning social infrastructure, market, school, health centres, water boreholes, etc	No.	0	602	184	30.56	0	0	0.00
			AVERAGE COMPONENT 2 SUB COMPONENT 2 (COMMUNITY RURAL INFRASTRUCTURE)			602	184	30.56	0	0	0.00
	COMPONENT 2 SUB-COMPONENT 3: NATURAL RESOURCE MANAGEMENT										
KPI 20	RM ENVIRONMENTAL MANAGEMENT	2.1.3.2	Number of farmers with secure access to water resources (irrigation water)	No	0	670	357	53.28	185	46	24.8 6
KPI 21	PG ENVIRONMENTAL MANAGEMENT	2.2.6	Land area (Ha) under sustainable management (including soil/water conservation methods, agro forestry	Ha	0	715	374.0	52.31	261	37	14.1 8
			AVERAGE COMPONENT 2 SUB COMPONENT 3(NATURAL RESOURCE MANAGEMENT)			692.5	366	52.80	223	41.5	18.6 1

		OVERALL AVERAGE COMPONENT 2 CDF					38.97			8.28
	COMPONENT 3: PROGRAMME MANAGEMENT AND COORDINATION									
KPI 22	PG FINANCIAL MANAGEMENT	2.3.1 Efficiency of financial management	%	0	0	0	0.00			0.00
KPI 23	PG PROGRAMME MANAGEMENT & M&E	2.3.2 Effectiveness of Management (Supervision, Monitoring and Evaluation)		0	0	0	0.00			0.00
	PROGRAMME TOTAL OUTREACH									
KPI 24	RM PROGRAMME TOTAL OUTREACH	1.8.1 Outreach (No of people receiving project services, segregated by individuals, groups and households)	No	0	0	0	0.00			0.00
		OVERALL PERCENTAGE					55.71			22.16

Appendix 5: Financial: Actual financial performance by financier; by component and disbursements by category

Table 5A: Financial performance by financier
FROM INCEPTION TO MARCH,
2014 (NAIRA)

						OTHER RECEIPTS	TOTAL N
	FGN	IFAD	NDDC	STATE	LGC		
PSO	1,300,770,227	253,021,453	166,733,172			8,008,024	1,728,532,876
NDDC/OTHER AGENCIES			109,144,916				109,144,916
ABIA SATE		127,116,568	109,890,852	66,200,000	84,500,000	5,731,625	393,439,045
AKWA-IBOM STATE		105,520,287	128,641,074	64,989,500		10,272,391	309,423,252
BAYELSA STATE		97,299,420	122,565,249	96,363,000	40,600,000	7,385,857	364,213,526
CROSS RIVER STATE		188,285,310	157,275,567	154,000,000	190,400,000	7,877,790	697,838,667
DELTA STATE		132,661,580	118,378,474	169,762,125	11,700,000	3,158,059	435,660,238
EDO STATE		138,799,838	114,719,352	73,031,752	62,860,119	2,665,102	392,076,163
IMO STATE		71,281,523	107,595,838	16,000,000		24,395,254	219,272,615

ONDO STATE		206,528,363	150,044,331	360,000,000	270,747,600	14,761,206	1,002,081,500
RIVERS STATE		134,087,025	110,273,450	116,200,000	8,068,750	8,562,412	377,191,637
TOTAL	1,300,770,227	1,454,601,367	1,395,262,275	1,116,546,377	668,876,469	92,817,720	6,028,874,435

Table 5B: Financial performance by financier by component (USD ‘000)

Performance by Component		%	
	Actual Naira	2014 Budget	Utilisation
INSTITUTIONAL STRENGTHENING	133,327,190	1,285,381,956	10%
COMMUNITY DEVELOPMENT FUND	62,785,977	2,478,849,496	3%
TOTAL	196,113,167	3,764,231,452	5%

Table 5C: IFAD loan disbursements

Cumulative disbursements of IFAD funds to date, by categories (as of 15th April, 2014)(Figures in SDRs)						
	Description	% IFAD	total-alloc	total-disb.	undisbursed balance	Disb. %
	AUTHORISED ALLOCATION			1,871,881.38	- 1,871,881.38	
1.a	CONSULTANCIES, STUDIES,AUDITING, TRAINING	15	430,000	384,928.01	45,071.99	89.52
1.b	VEHICLES AND EQUIPMENT	15	60,000	31,013.78	28,986.22	51.69
1.c	SALARIES,ALLOWANCES,OPERATION AND MAINTENANCE	15	645,000	619,178.39	25,821.61	96.00
2-10 a(i)	CDF- VILLAGE INFRASTRUCTURE	*40	1,839,000	344,773.31	1,494,226.69	18.75
2-10 a(ii)	CDF- LIVELIHOOD DEVELOPMENT	*40	3,908,000	639,754.35	3,268,245.65	16.37
2-10 (aiii)	CDF- NATURAL RESOURCE MANAGEMENT	*40	1,470,000	119,363.47	1,350,636.53	8.12
2- 10.b	CONSULTANCIES, STUDIES,AUDITING, TRAINING	25	1,042,000	921,364.24	120,635.76	88.42
2- 10.c	VEHICLES AND EQUIPMENT	25	574,000	389,297.26	184,702.74	67.82
2- 10.d	SALARIES,ALLOWANCES,OPERATION AND MAINTENANCE	25	1,382,000	1,291,516.19	90,483.81	93.45
	TOTAL		11,350,000	6,613,070.38	4,736,929.62	58.26
	NOTE					
	* Above disbursement are financed at 22.5% while 40% was approved in May, 2013.					

Figure 1: IFAD loan/grant disbursement, comparisons between original and revised allocations and actual disbursement

Appendix 6: Compliance with legal covenants: Status of implementation

Section	Covenant	Action Due Date	Compliance Status/Date	Remarks
Section 3.05 Availability of Additional Resources	<p>(a) In addition to the proceeds of the Loan, the Borrower shall make available to the Lead Programme Agency and other Programme parties, promptly as needed, such funds, facilities, services and other resources as may be required from time to time to carry out the Programme in accordance with this Agreement.</p> <p>(b) Without limiting the generality of paragraph (a) above, the Borrower shall make available to the Lead Programme Agency during the Programme Implementation Period counterpart funds from its own resources in an aggregate amount of approximately USD 3.8 million equivalent, in accordance with its customary national procedures for development assistance. For such purpose, the Borrower shall deposit into the Federal Programme Account B counterpart funds in Naira equal to the first three months of the federal portion of programme implementation, and shall thereafter replenish the Federal Programme Account B by depositing the counterpart funds called for in the AWPB for the relevant Programme year quarterly in advance.</p> <p>(c) Without limiting the generality of paragraph (b) above, the Borrower, on behalf of each State, shall make available to each State SPSO and to each LGC during the Programme Implementation Period counterpart funds in the aggregate amount of USD 913 000 and USD 508 000 equivalent, respectively. For such purpose, the Borrower shall deposit into the State Programme Account B and each Local Government Programme Account B counterpart funds in Naira equal to the first three months called for in the relevant AWPB, on the basis of which the Borrower shall also thereafter replenish each State or Local Government Programme Account B monthly in advance.</p>	2007 onwards	Not complied	<p>Counterpart financing is to be made available at the FGN, NDDC, State and Local Government (LG) level.</p> <p>The Borrower at the FGN level has made proceeds available but it comes late during the year and it does not come on a quarterly basis.</p> <p>The Borrower does not make counterpart funds available on behalf of each State and LG, the State and LG has to commit its own funds.</p> <p>Funds at the LG level are not being made available.</p>
Section 5.01 Financial Statements	The PSO in consultation with the PCU, shall prepare the financial statements in respect of the Federal portions of the operations, resources and expenditures related to the Programme required by Section 9.02 of the General Conditions in	2007 onwards	Fully complied	Programme had been submitting unaudited financial statements for half and year

	respect of each six-month period during each Fiscal Year and deliver such financial statements through the PCU to the Fund, NDDC within 3 months after the end of each such period.			ends
Schedule 2 para 4 (b) Conditions Precedent to Withdrawals	(iii) the LGC shall have opened Local Government Programme Accounts A and B in accordance with Section 3.04 (b) of the relevant Programme Agreement, and the Borrower shall have deposited the initial installment of the counterpart contribution into the relevant Local Government Programme Account B in accordance with Section 3/05(c) of the Loan Agreement.	2007 onwards	Partially complied	MTR had recommended the operation of CDF Account in replacement of Programme A and B at the LGCs, all the states have fully complied
Schedule 2 para 4 (b) Conditions Precedent to Withdrawals	(iv) the LGC MOU shall have been duly signed, and the signature and performance thereof by the State shall have been duly authorized and ratified by all necessary administrative and governmental action and a copy of the LGC MOU shall have been delivered to the Fund.	2007 onwards	Partially complied	All the LGs that were envisaged at the time of Appraisal are not participating
Schedule 3, Part A, Federal Level, para 1.2 Projects Coordination Unit	The Fund's focal point in FMARD PCU shall be strengthened through training and capacity building exercise to carry out quarterly supervision mission, the mid-term review and the project completion report. It shall submit regular progress reports to the Fund, and the ARDCG.	2007 onwards	Fully complied	The Government was supervising the programme through the NPAFS who are part of supervision missions, that system has been changed and the programme has complied also
Schedule 3, Part A, Federal Level, para 2.1 Agriculture and Rural Development Consultative Group – Establishment and Composition	The existing ARDCG shall be expanded to include the following Programme stakeholders; representative from the FMF, NPC, FMARD, NDDC, FDA, FDPRS, PCU, PSO and shall also include representatives of AFDB, the Fund, the World Bank, DFID, CIDA, DAO and other development partners involved in community-based rural development. A Secretary shall be designated to ensure ARDCG carries out its responsibilities. A representative from the host State, shall also participate in the ARDCG meetings to convey the outcome of the preparatory meetings described in para 2.3.	2012 onwards	Partially complied	While the programme had made efforts, the ARDCG is not functional at the State level and there is no opportunity to share with other development partners involved in community-based rural development. It could be said that the wrap up meeting has taken over for the interstate opportunity for sharing.
Schedule 3 Part A, Federal Level, para 2.2	The ARDCG shall meet annually in one of the States, commencing with Rivers State and thereafter in a different State each year. ARDCG shall develop and	2012 onwards	Partially complied	The ARDCG is not functional and there is no platform to

Agriculture and Rural Development Consultative Group – Responsibilities	modify Programme policies and shall review the progress of the programme in the context of other agricultural development and rural poverty alleviation programmes implemented by WB, AfDB, FAO and other agencies and provide policy recommendations in order to enhance programme effectiveness and to facilitate its replication on a national level.			facilitate replication of good practice on a national level.
Schedule 3, Part A, Federal Level, para 2.3 Agriculture and Rural Development Consultative Group – Preparatory Meeting	The Borrower, the Fund, the States and NDDC shall meet annually, prior to the ARDCG meeting, to formulate State level policy recommendations for presentation to the ARDCG.	2012 onwards	Not complied	The ARDCG is not functional and there is no preparatory meeting to formulate State level policy recommendations for presentation to the ARDCG.
Schedule 3, Part A, Federal Level para 4 Programme Coordination Group	A PCG comprised of the PC and a senior representative from NDDC and the PCU shall meet biannually to review PSO activities and make recommendations on follow-up actions. The PCG shall keep the advisory board of NDDC informed of PSO activities and Programme implementation progress.	2012 onwards	Not complied	There is no PCG to keep the advisory board of the NDDC informed.
Schedule 3 Part B, State Level para 8 Agriculture and Rural Development Executive Committee – Establishment	Each State Governor shall enhance the State's existing Agricultural Development Projects Executive Committee to create the ARDEC, which shall meet at least semi-annually.	2012 onwards	Partially complied	ARDEC at the State level is not functional in all States.
Schedule 3 Part B, State Level para 8 Agriculture and Rural Development Executive Committee – Responsibilities	To this end, ARDEC shall inter alia:... (v) ensure that funds are released as budgeted ...	2012 onwards	Partially complied	Funds are not released in a consistent manner across States. Some states have released funds while others have not.
Schedule 3 Part C, Local Level para 18 Local Government Councils	The Local Government Council (LGC) under the overall responsibility of the LGC Chairman shall make resources available to LGC departments to strengthen capacity in financial management, procurement, internal controls, planning, monitoring and reporting. ... Each LGC shall make resources available to ADP, in addition to financial resources provided by the State government for ADP operations.	2012 onwards	Partially complied	LGC is making resources available to ADP, in addition to financial resources provided by the State government for ADP operations. However there is a need for more adequate financing of the ADP system.

Schedule 3A Additional covenants Para 2 ARDCG	Within 90 days of the effective Date, the Borrower shall have expanded the ARDCG in accordance with para 2 of Schedule 3.	2012 onwards	Not complied	ARDCG is not functional.
Schedule 3A Additional covenants Para 3 PSO support	The Borrower shall ensure that the PSO is provided with adequate resources for the PC to carry out its responsibilities.	2012 onwards	Partially complied	PSO has not been adequately funded to carry out its activities
Schedule 3A Additional covenants Accounting and Information Management	<p>Within 90 days of the Effective Date,</p> <ul style="list-style-type: none"> a. The Borrower and the Fund shall have agreed on an accounting system for the Programme and such system shall be in place and fully operational; b. The Borrower has established an information management system in accordance with Section 4.01 herein 	2012 onwards	Fully Complied	PSO coordinated the procurement and installation of the Flexible Accounting Software for the PSO and all the nine participating states.

Appendix 7: Knowledge management: Learning and Innovation

Learning

The previous mission of Nov 18-22, 2013 categorised the enterprises of CBNRMP into four groups namely (i) Individual-based group enterprise holding, (ii) Group-based enterprise holding, (iii) Community-based enterprise lease model, and (iv) Community-based enterprise holding. For all these enterprises training is very important for beneficiaries to be exposed to best practices, try them out and adapt to their own conditions. Based on the results of the baseline study and sensitization visits, gaps in each category of enterprise should form the basis for developing solution manuals. CBNRMP provided practical guides for capacity building training but the form of presentation could have been enhanced with pictures, illustrations and written in a learners format to achieve maximum utility. The business in enterprise should be the inspiration and driver of the mode of composing the manual. One may want to include comparison between old current practice and new best practice being suggested. Stating the pros and cons of both practices will stimulate the trainee, and better inform him on the choice. All TOTs should have well designed curriculum and modules. Such training at completion must be evaluated for effectiveness and acceptance by trainees. Formalization of a step-down training by beneficiaries of the TOT is essential to enable each member of the group benefit from knowledge obtained. A date has to be set by the group leader for this and the training should follow the same module taught during the TOT. The service providers should improve the quality service by being present at such step down, further give advice, and supervise the practical session. The step down training must be documented in the Group's records indicating names of persons who benefitted from the training, what was taught, and time it took to deliver the training. An active protocol must also be put in place to track new knowledge that result as beneficiaries implement best practice. A template for such tracking should be designed by the Programme to aid data management. One need to observe the new practices introduced, describe any vulnerabilities and repackaging were needed. A best practice can evolve to become better as improvements are discovered especially when there is a good linkage with research institutes. Knowledge sharing is very important for the Programme; both intra-state and inter-state, consequently the Programme office need facilitate knowledge share across states on various platforms to reach beneficiaries. Enterprise should have process flow charts, posters, and videos tapes to enhance further step down of knowledge.

Innovation: Describe any interesting innovation noted during supervision

There were more of introduction of new technologies than innovations in projects of CBNRMP, and Innovations an outcome of research. CBNRMP was not designed to do full research but can leverage on partnership with research institutes and universities where they may encounter near finished technologies that can be innovative. Not much was done by CBNRMP on crops postharvest which have the capacity of further raising the livelihood of the crop farmers. It is commendable that learning from visits of trainees to SONGHAI has lead innovative integrating farming by fish farmers in Abia, Edo, and Cross River states.

Appendix 8: RIMS table

RIMS First- and Second-Level Results 2013

First Level Results								
First & Second Level Results	Unit	AWPB 2013	Actual 2013	%AWPB 2013	Appraisal Target	Actual Cumulative Until 2012	Actual Cumulative as at 2013	% Appraisal
Natural resources (land and water)								
1.1.1 People trained in infrastructure management (*)	No.	2150	403	18.74	10,935	5,237	5,640	51.58
Males	No.	1,204	250	20.76	6,561	3,136	3,386	51.61
Females	No.	946	153	16.17	4,374	2,101	2,254	51.53
1.1.2 Groups managing infrastructure formed and/or strengthened	No.	144	32	22.22	459	459	491	106.97
1.1.3 People in groups managing infrastructure (*)	No.	2,150	480	22.33	10,935	11,420	11,900	108.82
Males	No.	1,204	300	24.92	6,561	6,843	7,143	108.87
Females	No.	946	180	19.03	4,374	4,577	4,757	108.76
1.1.4 Groups managing infrastructure with women in leadership positions	No.	50	8	16.00	292	202	210	71.92
1.1.5 Rainwater harvesting systems constructed or rehabilitated	No.	15	3	20.00	40	20	23	57.50
People in groups managing harvesting systems (*)	No.	150	30	20.00	200	200	230	115.00
Males	No.	85	18	21.18	120	117	135	112.50
Females	No.	65	12	18.46	80	83	95	118.75
Groups managing harvesting systems with women in leadership positions	No.	2	-	0.00	8	6	6	75.00
1.1.6 Fish ponds constructed or rehabilitated	No.	50	12	24.00	130	68	80	61.54
People in groups managing fish ponds (*)	No.	500	120	24.00	1,485	684	804	54.14
Males	No.	300	71.0	23.67	891	408	479	53.76
Females	No.	200	49.0	24.50	594	276	325	54.71

Groups managing fish ponds with women in leadership positions	No.	10	3	30.00	65	32	35	53.85
1.1.7 People trained in NRM (*)	No.	1,000	233	23.30	8,748.00	3,853	4,086	46.71
Males	No.	550	128	23.27	5,074	2,208	2,336	46.04
Females	No.	450	105	23.33	3,674	1,645	1,750	47.63
1.1.8 Groups involved in NRM formed/strengthened	No.	60	12	20.00	459.00	192	204	44.44
1.1.9 People in NRM groups (*)	No.	1,000	233	23.30	8,748.00	3,853	4,086	46.71
Males	No.	550	128	23.27	5,074	2,208	2,336	46.04
Females	No.	450	105	23.33	3,674	1,645	1,750	47.63
1.1.10 NRM groups with women in leadership positions	No.	15	5	33.33	150.00	42	47	31.33
1.1.11 Environmental management plan formulated	No.	-	-	0.00	-	-	-	0.00
1.1.12 Land under improved management practices	Ha.	548	269	49.09	1,617	1,052	1,321	81.69
Agricultural technologies and production								
1.2.1 Staff of service providers trained (*)	No.	102	53	51.96	450	545	598	132.89
1.2.2 People trained in crop production practices and technologies (*)	No.							
Direct Beneficiaries:		2,500	1,427	57.08	5,400	5,655	7,082	131.15
Males		1,375.00	785	57.09	3,132.00	3,255	4,040	128.99
Females		1,125	642	57.07	2,268	2,400	3,042	134.13
Secondary Beneficiaries		25,000	14,270	57.08	54,000	54,494	68,764	127.34
Males		14,250	8704	61.08	29,700	30,669	39,373	132.57
Females		10,750	5566	51.78	24,300	23,825	29,391	120.95
1.2.3 People trained in livestock production practices and technologies (*)	No.							
Direct Beneficiaries:		1,200	524	43.67	5,400	4,494	5,018	92.93
Males		672.00	288	42.86	3,137.00	2,724	3,012	96.02
Females			236	44.70				88.64

		528			2,263	1,770	2,006	
Secondary Beneficiaries		12,000	2,360	19.67	54,000	43,756	46,116	85.40
Males	No.	6,840	1392	20.35	29,700	24,466	25,858	87.06
Females	No.	5160	968	18.76	24,300	19,290	20,258	83.37
1.2.4 People trained in fish production practices and technologies (*)	No.							
Direct Beneficiaries:		1,000	491	49.10	5,400	4,218	4,709	87.20
Males		560.00	270	48.21	3,132.00	2,468	2,738	87.42
Females		440	221	50.23	2,268	1,750	1,971	86.90
Secondary Beneficiaries		10,000	4,910	49.10	54,000	41,486	46,396	85.92
Males	No.	5,570	2847	51.11	29,700	23,159	26,006	87.56
Females	No.	4430	2063	46.57	24,300	18,327	20,390	83.91
No. of facilitated Advisory services		10,000	4,260	42.60	37,908	27,700	31,960	84.31
1.2.5 People accessing facilitated advisory services (*)	No.	750,000	176,973	23.60	3,790,800	1,774,000	1,950,973	51.47
Males	No.	412,500	107,953	26.17	2,274,480	1,020,790	1,128,743	49.63
Females	No.	337,500	69,020	20.45	1,516,320	753,210	822,230	54.23
1.2.6 Households receiving animals from distribution and/or restocking	No.							
Cockerels		2,000	650	32.50	10,000	6,450	7,100	71.00
Small Ruminants		1,000	230	23.00	2,500	1,810	2,040	81.60
Fingerlings		150,000	30,000	20.00	500,000	200,000	230,000	46.00
Piglets		50	12	24.00	200	88	100	50.00
1.2.7 Households receiving facilitated animals health services	No.	20,000	4200	21.00	72,900	25,400	29,600	40.60
Rural financial services								
1.3.1 Savings and credit groups formed and/or	No.	51	18	35.29	486	460	478	98.35

strengthened								
1.3.2 People in savings and credit groups formed/strengthened (*)	No.	510	180	35.29	4,860	4,596	4,776	98.27
Males	No.	280	103	36.79	2,916	2,573	2,676	91.77
Females	No.	230	77	33.48	1,944	2,023	2,100	108.02
1.3.3 Savings and credit groups with women in leadership positions	No.	20	8	40.00	194	150	158	81.44
1.3.4 Financial institutions participating in the project	No.	12	-	0.00	90	84	84	93.33
1.3.5 Staff of financial institutions trained (*)	No.	139	45	32.37	180	255	300	166.67
Males	No.	85	27	31.76	100	176	203	203.00
Females	No.	54	18	33.33	80	79	97	121.25
1.3.6 Voluntary savers (*)	No.	3,000	1,160	38.67	12,150	5,579	6,739	55.47
Males	No.	1,560	662	42.44	5,346	2,916	3,578	66.93
Females	No.	1,440	498	34.58	6,804	2,663	3,161	46.46
1.3.7 Value of voluntary savings	US D	35,100	11,020	31.40	210,600	47,100	58,120	27.60
1.3.8 Active borrowers (*)	No.	200	60	30.00	2,000	150	210	10.50
Males	No.	100	35	35.00	1,000	85	120	12.00
Females	No.	100	25	25.00	1,000	65	90	9.00
1.3.9 Value of gross loan portfolio	US D	200,000	4,000	2.00	1,000,000	75,000	79,000	7.90
Markets								
1.4.1 People trained in post-production, processing and marketing (*)	No.	1,000	197	19.70	4,860	1,383	1,580	32.51
Males	No.	435	108	24.83	2,187	595	803	36.72
Females	No.	565	89	15.75	2,673	688	777	29.07
1.4.2 Roads constructed/rehabilitated	km	25	-	0.00	120	37	37	30.83
1.4.3 Market, storage, processing facilities constructed and/or rehabilitated	No.	40	11	27.50	153	43	54	35.29
1.4.4 Marketing groups formed and/or strengthened	No.	102	37	36.27	486	335	372	76.54
1.4.5 People in marketing groups (*)	No.	1,020	370	36.27	4,860	3,350	3,720	76.54

Males	No.	460	150	32.61	1,944	1,584	1,734	89.20
Females	No.	560	220	39.29	2,916	1,766	1,986	68.11
1.4.6 Marketing groups with women in leadership positions	No.	60	12	20.00	96	59	71	73.96
Enterprise development and employment								
1.5.1 People trained in Income Generating Activities (*)	No.	500	304	60.80	2,645	2,524	2,828	106.92
Males	No.	200	167	83.50	1,187	1,032	1,199	101.01
Females	No.	300	137	45.67	1,458	1,492	1,629	111.73
1.5.2 People receiving vocational training (*)	No.	200	32	16.00	1,000	470	502	50.20
Males	No.	120	20	16.67	600	346	366	61.00
Females	No.	80	12	15.00	400	124	136	34.00
1.5.3 People trained in business and entrepreneurship (*)	No.	1,200	856	71.33	3,645	1,600	2,456	67.38
Males	No.	600	471	78.50	2,005	890	1,361	67.88
Females	No.	600	385	64.17	1,640	710	1,095	66.77
1.5.4 Enterprises accessing facilitated nonfinancial services	No.	180	68	37.78	459	200	268	58.39
1.5.5 Enterprises accessing facilitated financial services	No.	51	6	11.76	459	30	36	7.84
Policy and community programming								
1.6.1 Government officials/trained (*)	No.	220	48	21.82	1,384	897	945	68.28
Males	No.	150	32	21.33	830	607	639	76.99
Females	No.	70	16	22.86	554	290	306	55.23
1.6.2 People trained in community management topics(*)	No.	1,000	510	51.00	13,002	6,183	6,693	51.48
Males	No.	600	315	52.50	6,501	3,505	3,820	58.76
Females	No.	400	195	48.75	6,501	2,678	2,873	44.19
1.6.3 Community workers and volunteers trained (*)	No.	3,500	870	24.86	29,160	19,260	20,130	69.03
Males	No.	1,925	531	27.58	16,038	10,648	11,179	69.70
Females	No.	1,575	339	21.52	13,122	8,612	8,951	68.21
1.6.4 Community groups formed/strengthened	No.	-	-	0.00	2,000	1,692	1,692	84.60

1.6.5 People in community groups formed/strengthened.(*)	No.	-	-	0.00	40,000	33,840	33,840	84.60
Males	No.	-	-	0.00	24,000	19,160	19,160	79.83
Females	No.	-	-	0.00	16,000	14,680	14,680	91.75
1.6.6 Community groups with women in leadership positions	No.	200	-	0.00	800	466	466	58.25
1.6.7 Village/Community plans formulated	No.	153	153	100.00	1,180	1,503	1,656	140.34
1.6.8 People accessing development funds (*)	No.	-	-	0.00	-	-	-	0.00
Males	No.	-	-	0.00	-	-	-	0.00
Females	No.	-	-	0.00	-	-	-	0.00
1.6.9 Apex organisations formed/strengthened	No.	30	-	0.00	153	120	120	78.43
Social Infrastructure								
1.7.1 Schools constructed/rehabilitated	No.	20	-	0.00	46	25	25	54.35
1.7.2 Health centres constructed/rehabilitated	No.	-	-	0.00	12	8	8	66.67
1.7.3 Drinking water systems constructed/rehabilitated	No.	40	-	0.00	100	63	63	63.00
1.7.4 Other infrastructure/facilities constructed and/or rehabilitated	No.	-	-	0.00	-	-	-	0.00
1.7.5 Town Hall Constructed/Rehabilitated		-	-	0.00	15	9	9	60.00
1.7.6 Market Stalls Constructed/Rehabilitated		25	5	20.00	60	39	44	73.33
Total Outreach								
1.8.1 Individuals receiving project services (*)	No.	800,000	185,449	23.18	2,800,000	2,545,000	2,730,449	97.52
Males	No.	448,000	112,757	25.17	1,624,000	1,446,800	1,559,557	96.03
Females	No.	352,000	72,692	20.65	1,176,000	1,098,200	1,170,892	99.57
1.8.2 Households receiving project services	No.	115,000	26,492	23.04	400,000	363,572	390,064	97.52
Second Level Results								
First & Second Level Results	Rating						-	
Natural resource (land and water)								

2.1.1 Likelihood of sustainability of the groups managing infrastructure formed and/or strengthened	Rat ing		4				-	
2.1.2 Effectiveness of productive infrastructure	Rat ing		4				-	
2.1.3 Likelihood of sustainability of productive infrastructure	Rat ing		4				-	
2.1.4 Likelihood of sustainability of the NRM groups formed and/or strengthened	Rat ing		4				-	
2.1.5 Effectiveness of NRM and conservation programmes	Rat ing		3				-	
Agricultural technologies and production							-	
2.2.1 Effectiveness: Improved performance of service providers	Rat ing		4				-	
2.2.2 Effectiveness: Improved agricultural and livestock production	Rat ing		5				-	
Rural financial services							-	
2.3.1 Likelihood of sustainability of the credit/saving groups formed/strengthened	Rat ing		4				-	
2.3.2 Effectiveness: Improved access of the poor to financial services	Rat ing		3				-	
2.3.3 Sustainability: Improved performance of the financial institutions	Rat ing		3				-	
Markets							-	
2.4.1 Effectiveness: producers benefiting from improved markets access	Rat ing		4				-	
2.4.2 Likelihood of sustainability of the roads constructed/rehabilitated	Rat ing		4				-	
2.4.3 Likelihood of sustainability of market, storage, processing facilities	Rat ing		4				-	
2.4.4 Likelihood of sustainability of the marketing groups formed and/or strengthened	Rat ing		4				-	
Enterprise development and employment							-	
2.5.1 Effectiveness: creation of employment opportunities	Rat ing		5				-	
2.5.2 Likelihood of sustainability of enterprises	Rat ing		5				-	
Policy and community programming							-	

2.6.1 Effectiveness: promotion of pro-poor policies and institutions	Rat ing		5					-	
2.6.2 Effectiveness: community development	Rat ing		4					-	
2.6.3 Likelihood of sustainability of the community groups formed and/or strengthened	Rat ing		5					-	
2.6.4 Likelihood of sustainability of the apex organisation	Rat ing		5					-	
Social infrastructure								-	
2.7.1 Effectiveness of social infrastructure	Rat ing		5					-	
2.7.2 Likelihood of sustainability of social infrastructure	Rat ing		4					-	
(*) Indicators reported on a sex-disaggregated basis and, where relevant, differentiation between indigenous/non-indigenous peoples should be introduced								-	

Appendix9: Ten Point Strategic Direction Plan

The following ten Strategic Direction points were developed over the course of the previous two Supervision Missions and have been used to guide the current one. They have also been assessed as the table below shows

Strategic Direction	Comment by Supervision Mission
Strategic Direction No1: Limit intervention to those states that have shown strong commitment to meeting financial obligations – payment of counterpart funds. They states are Abia Cross River, Edo, Ondo Delta and stop intervention in Imo, Rivers, Bayelsa and Akwa-Ibom if by September they fail to pay their counterpart funds.	Although this was important at the time payment by NDDC has taken place so all States should still be allowed to participate. This is nevertheless a serious issue and cannot be discounted as a cause for concern in the future. Designing programmes that are so dependent on counterpart funding is a risk that should be expected with a good mitigation or alternative plan already lined up.
Strategic Direction No2: Focus on replicating and up-scaling the innovations identified during the mission. This include the fish clusters in Delta, fish-based agro tourism in Abia, Vegetable market garden using simple water sprinkler devise in Cross River State, etc. in this line explore the replication of the Delta Fish clusters in Bayelsa, Rivers, Cross River and Abia State where the ecology supports such enterprises/fish production.	CBNRMP does not operate an inter-state sharing policy. The opportunity to transfer good enterprise examples elsewhere within the programme is very limited. Although this is a good directive in practice the reality is predictable but also disappointing. There is of course potential to do this but the limited time before closure means this will not happen within this programme.
Strategic Direction No3: Prioritize to ensure completion of ongoing social infrastructure projects, which started before refocusing on agriculture following MTR recommendation.	The programme has “promised” to complete all social infrastructure projects but this has been hampered no release of funds. The most recent release may allow the programme to do this especially the borehole that complement enterprises. However, the programme has not actually drawn up a preparatory and prioritised list for this.

<p>Strategic Direction No 4: Give attention to publicity and visibility of the programme by documenting and sharing successes with stakeholder and the general public. All the innovations and various successes from enterprise development qualify for this attention. Engage a professional communication on short term contract with clear ToR to assist in this regards. The quality of TV documentary should be improved to focus more on the enterprises with clear visibility of project/enterprise at the background and attention to beneficiaries.</p> <p>Geo-Indent all performing projects/enterprises for knowledge sharing. Begin to take stock of all projects and the status – in all the states. This should be well documented in a reader friendly manner. The document is the property of the state/local government.</p>	<p>The programme has simply not done this and no innovative practices, technologies etc have been made prominent. Although this mission itself was shadowed by the official press, they are not invited regularly. The programme does have recent material it can use but this not been made publically available.</p> <p>The programme continues to plan to conduct geo-indenting but this is dependent on funding.</p>
<p>Strategic Direction No 5: Engage service providers (one per states where resources permit) following best procurement practices to help improve on technical assistance at the farmer level, standard quality of enterprise modules, facilitate service market linkage for farmers and help in strengthening rural groups. The ToR should be well defined to address relevant performance indicators of the programme. In addition, update the PoP to enable to farmers realise the full potential of improved varieties.</p>	<p>The programme has employed Service Providers to provide capacity building services to enterprises and groups. However the quality of their delivery is very mixed with a number of service providers working in areas for which they have little expertise.</p> <p>Some farmers have shown a shift to increasing population densities whilst others are still to do this. It is suggested that the SPSO need to be in the field at the time of crop planting.</p>
<p>Strategic Direction No 6 on CDD Approach and Enterprise Delivery mechanisms: (a) Harmonize the CDD approach in all the states to follow the principle and process of CBARDP. (b) Define your enterprise delivery mechanism- use the 2 most viable enterprise delivery models in enterprise establishment in the next 2 years. They are the Group enterprise holding model and Community enterprise lease model. The Community enterprise lease model should be strengthened to encourage individual or group lease and also to ensure strong monitoring mechanism by the community members.</p>	<p>There is certainly a movement to harmonize the programmes approach to supporting enterprises in some locations but there remain community formations which are more difficult to manage and modernise to make them more effective.</p> <p>The programme needs to educate beneficiaries of enterprises on how to provide more services to the wider community.</p>
<p>Strategic Direction No 7: Viability of enterprises should form the basis for programme support in any community, despite the beneficiaries' interest in such enterprises. All enterprises should be of</p>	<p>There was no evidence of how enterprises were actually selected and no financial analysis was carried on those that get support by CBNRMP. The comparative advantage test with respect to the market was not evidently applied.</p>

<p>minimum economic size to bring the poor out of poverty and must be a product of collective decision by the group/s or members of the community. The Agricultural Enterprise Promotion (Crops, Livestock & Fisheries) should be those that have comparative advantage with respect to market access.</p>	<p>The mission visited a number enterprises and collected financial data and it became apparent that some very basic analysis could have been done to show potential. The Agricultural Enterprise Promotion Officer should have done this already.</p>
<p>Strategic Direction No 8:Begin to prepare for the PCR immediately. In this regard, impact and beneficiaries assessments should be conducted by 2014 preparatory for the PCR in 2015/2016. Record keeping at farmer level should be strengthened. M&E system emphasis on data quality generation and put in place necessary arrangement to enable the programme properly account for its performance.</p>	<p>The PC is well aware of the need for preparations for the PCR to commence. But before this the following studies need to be conducted that will help as inputs for that task:</p> <ul style="list-style-type: none"> • Impact Studies • Gender Study • Environmental Impact Assessment • Cataloguing and Assessing all Projects including Enterprises • Transport Study • Market Linkages Study • Partnership Study • Others that can be identified.
<p>Strategic Direction No 9: Focus on market linkage and private sector development for key commodities like rice, cassava, fish and poultry products which have given the programme visibility and where glut may be imminent with the influx of youth in those enterprises. Pilot at least 2 market linkages with farmers in high value commodities during the next cropping season.</p> <p>Partnerships: Take full advantage of the strategic partnership with Songhai to engage more youth and women in gainful jobs and replication of successes and stimulate cold chain businesses for fish production and value addition. Also explore partnership possibilities with LAPO and BoA and synergy with RUFIN programme for sustainable credit access to farmers after completion.</p>	<p>There has been no market linkage work conducted by the programme. For the enterprises supported in almost all cases the “market” comes to them. The few exceptions are where producers go to market and sell in the open areas but this is a far cry from linking producers and buyers together in a formal relationship.</p> <p>It would not be true to say that the programme has a real partnership with Songhai. Songhai is a service provider to whom a payment is made per farmer trained.</p> <p>A number of relationships have evolved but CBNRMP has really participated in exercises that could have been jointly undertaken. CBNRMP has been a recipient of reports and advice but little beyond this.</p>
<p>Strategic Direction No 10: Take the programme to NDDC and begin handover process to NDDC, State/LGD and FGN. The handover process should be characterized with strengthening the partners’ oversight function and their participation in supervision missions, including frequent dialogue for inclusiveness.</p> <p>In collaboration with NDDC, FMF and FMARDP as well as States and LGAs, prepare a two year rolling budget that will detail the prioritized activities to be funded during the remaining two years. Organise</p>	<p>With the release of funds by NDDC there is a renewed enthusiasm by CBNRMP that maybe NDDC could take over programme activities.</p> <p>A new two year rolling AWBP has been prepared although as in every other year is dependent on release of funds which are likely to fall short of requirements.</p>

stakeholders meeting every six months to review implementation of the rolling budget.	
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