

Nigeria

Community-Based Natural Resource Management Programme (CBNRMP)

Supervision report¹

Main report and appendices

¹

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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. Introduction

1. The 17th joint Federal Ministry of Agriculture representing the Government of Nigeria (GoN)/Niger Delta Development Commission (NDDC) and IFAD Supervision mission² was undertaken from 10 May to 28 May 2015. The main objectives of the mission were (i) to assess the overall performance and implementation progress of the programme since inception and specifically the progress on action plans agreed to enable the programme come out of risk status, (ii) to ensure smooth completion and closure of the programme by September 2015 and March 2016 respectively, (iii) to assess the sustainability structures as well as the exit strategies that have been developed, (iv) to assess the readiness of NDDC to continue with the agri-enterprise development initiative of CBNRMP and the level of buy-in by the federal, state, local government in replication or up-scaling the CBNRMP initiatives, and (v) update lessons from the programme for knowledge sharing and input into the new programmes in the region.

2. The ten-year CBNRMP (including 2 years of extension) is being implemented in the nine states of the Niger Delta, namely: Abia, Akwa-Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and Rivers States. The programme was approved for an IFAD loan of USD 15 million on 23 June 2003, became effective on 06 July 2006. The completion date, which was initially scheduled for 30 September 2013 is 30 September 2015 following a 2 years extension.

3. The programme goal is to improve the livelihoods and living conditions of at least 400,000 rural families of the Niger Delta states with strong emphasis on women and youth. The programme is funded by IFAD, the Federal Government of Nigeria (FGN), NDDC, Local Government Councils (LGCs) and Communities on different funding ratios at the federal, state, and community levels. However, following poor performance in disbursement of IFAD loan proceeds, because of non-performing counterpart funding ratio, a new ratio was approved for CDF by IFAD as 40:30:20:10 for IFAD, NDDC, LGA and Community/Beneficiaries. IFAD also agreed to provide 100% funding for livelihood and natural resource management activities under component 2.

4. **The programme focus:** Initial CBNRMP focus was on institutionalizing and internalizing community-driven development (CDD) approach into rural development to empower poor rural communities. Within that, since MTR, the emphasis has been shifted to developing sustainable rural enterprises under the umbrella of apex commodity centred organizations (CADAs) at community level. The programme is being implemented under three components, which consist of: (i) Component 1: Institutional strengthening at community, NGOs/CBOs, local government, state and federal levels; (ii) Component 2: Community Development Fund, to finance (a) sustainable livelihoods activities, (b) sustainable natural resource management and (c) small scale community infrastructure initiatives; and (iii) Component 3: Management and Coordination.

5. The mission held extensive discussions at PSO, SPO, CADA and enterprises level and visited Abia, Akwa Ibom, Cross River, Edo, Edo and Rivers states and made extensive visits to beneficiary communities and enterprises. This aide memoir represents the main findings of the mission and is subject to ratification of FGN and IFAD. The mission would like to thank PSO and SPOs of all visited states for facilitation and logistic arrangements.

B. Overall assessment of implementation

6. CBNMRP is in its final year of implementation with around four months left before completion (September 2015). Programme has maintained a robust disbursement under IFAD loan since the last supervision with an average of US\$ 1 million per month. This has enabled the programme to reach

² The Mission consisted of Rab Nawaz, Institutions and Management Specialist/Team Leader (IFAD Consultant), Jones Lemchi, Economist & Livelihoods Expert (IFAD consultant), Dr. Patrick Nugawela, Agriculture Enterprises Dev. Expert (IFAD Consultant), O. Oyeboji from FMARD, Vera Onyilo, Knowledge Management Expert and Olukayode Ogboye, Financial Expert. IFAD country office team, Ms. Atsuko Toda, CPM, Ben Odoemena and Patricia WillsObong joined the Mission for different durations to provide overall support and guidance.

draw-down of around 92% of the IFAD funds. If this pace is maintained, the programme should reach close to 96% utilization of IFAD funds provided the requisite counterpart funds materialise for co-financed activities.

7. Thus far, the situation under counterpart contribution, for all three governments (Federal, States and LGs) continues to be unsatisfactory. From the start in 2006, against the total appraisal budget of US\$ 84.4 million, the programme has disbursed US\$ 46.129 million or 58% despite a two-year extension. The biggest contributors to this shortfall have been local governments who provided only 16% of their allocated amount. The overall programme progress under the current two years rolling plan is Naira 1.824 billion against the total budget of Naira 3.108 billion or 59%. The overall implementation can be rated as “moderately satisfactory”

8. The programme was declared “at risk” during the year 2014. The project agreed with the last supervision mission on a comprehensive set of corrective actions to enable the programme to get out of “at risk” category and complete all IFAD disbursements before completion date. Programme response to those recommendations has been very positive and has enabled it to increase its IFAD disbursement from 62% to 91%. The main recommendations and progress is as follows:

Recommendations	Response
Submit US\$ 700 000/month to draw-down IFAD remaining funds (US\$5.3 million), till completion	Current draw down is about 91% as against less than 60% when the programme was declared a project at risk. Average draw down since October 2014 is US\$ 1 million per month.
Constitute a 4-person emergency task force to backstop CBNRMP in the implementation of AWPB	A committee consisting of IFAD, NDDC, FMARD and FMF was constituted which has held four meetings. In each of the meeting, far-reaching decisions were reached with the programme.
Mainstream agricultural enterprise groups' activities into Directorate of Agriculture and Fisheries of NDDC	A draft proposal suggesting a post project Technical Support Unit in NDDC has been prepared but yet to be fully discussed and agreed. The management of NDDC has asked for a detailed blue print of the technical unit for consideration by the executive Board
Engage 3 experienced service providers to improve the quality of agri-enterprises, enhance extension delivery and develop market linkages.	No service providers engaged due to funding constraints. Instead existing service providers and partners such as Songhai, ADPs, Fadama, USAID-MARKETS, Dizengoff were utilized. In addition, the IFAD country office has engaged enterprise development expert on two occasions to provide technical support to the programme to strengthen their enterprises
Complete 80% of existing agricultural infrastructure schemes and formally hand them over to communities and state and local governments.	A total of 60% of existing agri-infrastructure schemes have been completed. However, considerable work remains for completion of social infrastructure schemes and their formal handover to LGAs.
Wrap-up all trainings on Commodity Apex Development Associations (CADA) in all programme communities and hand them over to state local governments.	The first phase of CADA trainings has been conducted in all communities through two Association Development Advisers (ADAs). A draft training manual for CADA leaders has been prepared. Handover of CADAs to state/LGAs remains pending, but could be done with support from the IFAD country office
Continue support to enterprise and community groups on community procurement process to enhance transparency and sustainability of CADA and growth of enterprises.	The programme has conducted on-farm step-down trainings aimed at upgrading enterprises. A total of 6,943 entrepreneurs (2,572 males, 2,328 females, 1,295 male youths and 748 female youths) were trained. A community procurement expert was also engaged to provide capacity building support to the community groups on community

	procurement.
Carry out a knowledge management strategy with NDDC, Development partners and private investors:	Knowledge products preparation started in January and is expected to conclude by July 2015 with an agricultural fair and stakeholders workshops.
Document impact, lessons, successes and innovations for knowledge sharing; Geo-indent all successful enterprises and share 300 best performing enterprises with interested development partners, youth and FMARD women unit for replication and up-scaling	SAFE0 and REDFLS officers have been trained on geo-indenting techniques and some enterprises have been geo-indentated. The exercise is still ongoing.
Engage event managers to organize national and regional workshops on best enterprise practices to facilitate buy-in and account for programme	The engagement of event managers is planned for June/July during the enterprise fair and knowledge sharing workshops.

9. **Quality of Outputs:** The Mission observed considerable improvement in the quality aspects of rural enterprises and CADAs since the last Mission. Up to 1000 champion enterprises have been identified and being used as expansion and replication models and their geo-referencing is under processing. The CADA training manual has been prepared and first round CADA training has been completed. Though pace has picked up on completion of processing facilities for enterprises and social infrastructure, considerable work still needs to be done in establishing proper business plans and management structures for the processing facilities and completion and hand over of social infrastructure to concerned governments. PSO and SPO's engagement with LGAs appears to be constrained due to their persistent non-payment of counterpart funds which also has implications for handover activities.

10. **Progress towards Orderly Closure:** CBNMRP has taken a number of steps towards an orderly close and future sustainability as recommended by previous missions. These include several initiatives in completing ongoing social sector interventions, CADA development, agri-enterprise development and agri-processing initiatives. However, many of these works are still on-going and would need extra effort to complete them and hand them over to concerned beneficiary organizations and government entities. Being a late blooming project, due to factors discussed at length in previous missions, the project has not had enough time to consolidate the positive institutional development and investment initiatives over the last two years. Therefore, it is essential that project adopts a strategic approach to rural institutions and enterprises strengthening during the remaining period and establishes linkages of these institutions with relevant other programmes and service providers for sustainability. A follow-up support arrangement within NDDC needs to be formalized quickly between FMARD and NDDC. The Mission's meeting with NDDC Managing Director and his executive board members received positive commitment in this regard. The Board has requested for a detailed blue print of the proposed enterprise support technical unit to be established in NDDC to continue with the enterprise and rural institutions development philosophy of CBNRMP

C. Outputs and outcomes

11. **Component 1: Institutional Strengthening:** Overall progress under Component 1 is assessed as "moderately satisfactory". CBNRMP attached great importance on building the capacity of both the implementing institutions and the benefitting rural communities for long-term sustainability. Within the period under review, the programme undertook a range of trainings aimed at boosting the capacity and skills of the beneficiaries and the application and assimilation of the CDD model towards the realization of programme goals. The trainings centred on improved and productive agricultural technologies and production, enterprise development, employment, post production processing and marketing, natural resource management, policy and programme management. In this regard, a total

of 52,160 (29,813 male and 22,347 female) farmers have been trained so far against appraisal target of 63,049 indicating (82.73%). Training in crop, livestock and fish production, NRM, marketing, business and entrepreneurship, infrastructure management, community management and other income generating activities recorded achievement of 50,088 (28,476 male and 21,612 female) against an appraisal target of 61,035 (82%). In addition, staff of service providers, financial institutions and government officials that benefitted from training is 2072 (1337 male and 735 female) against an appraisal target of 2014 depicting 103% achievement.

12. The outcome and impact of these trainings has been positive as evidence from level of record-keeping at community level, regularity of community and CADA meetings, and democratic election of members for key leadership positions as well as improvements in community procurement. Another indicator is number of farmers adopting programme recommended technologies and practice. So far 13,909 (7,626 male and 6,283 female) farmers have adopted recommended technologies as against an appraisal target of 21,060 (66%). A total of 15,921 (8,851 male and 7,070 female) farmers are reporting agricultural production/yield increase out of a planned target of 21,060 (75.6%).

13. The programme has also witnessed rapid increase in farmers/fishers/community members accessing programme facilitated advisory/extension services. These advisory services include: technical services, extension services, business development services, etc. As at the end of 2014, a total of 348,030 (213,524 male 134, 506 female) were accessing programme facilitated advisory/extension services against appraisal target of 348,030 (91.8%). The programme also recorded an impressive performance on the number of community action plans included in local government plans. At the end of the reporting period, programme supported formulation of 1,332 actions plans which is 112% of appraisal target.

14. **CADAs – Commodity Apex Development Associations:** The Commodity Apex Development Associations, started by CBNRMP in 2014, are central to programme's exist strategy and sustainability of programme interventions in enterprise development. The approach envisages to organize enterprises based on specialized commodities produced in a particular community under a representative umbrella which eventually evolves into sustainable private sector business associations with capacity to help themselves. The present CADAs across the nine States represent active enterprise groups covering more than 20 commodities.³ Fully empowered CADAs are expected to offer forums for partnerships and knowledge sharing with other private, public, and donor entities interested and responsible for development of rural areas.

15. To date, CBNRMP has established 146 CADA groups in 146 communities of 9 States throughout the Niger Delta region with a membership of 2,215 consisting of 60% male and 40% female entrepreneurs. The existing CADAs are demonstrating a significant dynamic momentum. Some of them are quickly progressing towards a sustainable rural entrepreneur's organization in the respective communities. Some of them have already started savings and credit programme to meet financial needs of their members which ought to be encouraged and further developed. The CADAs contacted and interviewed in some states have clear sense of purpose and understanding for their existence and way forward. While many others would still need considerable training and orientation to clearly understand the purpose and processes. Some of them have initiated programs to mobilize own savings to use as a source of funding to provide micro- loans to members and non-members for increased income generation. While a few are clear about the obligation and method for the recovery of 50% of the financial grant provided to each beneficiary by CBNRMP, most are not certain about the terms of this funding and method and timelines for recovery. In none of the CADAs were there any

³ Cassava- production and Processing, ii. Rice Production and processing, iii. Plantain Production, IV. Oil palm Production and processing, v. Cocoa production, VI. Apiaries, vii. Pineapple production, viii. Vegetables- Water leaves Productions, viv. Sugar cane production, x. Potatoes, xi. Ground Nuts production, xii. Papaya Production, xiii. Bush Mangoes, xiv. Artisanal Fisheries, xv. Aquaculture, xvi. Piggeries, xvii. Goatery, xviii. Poultry, xiv. Grass cutters, xx. Snaileries

formal paperwork executed between CADA and beneficiary while providing these funds. CADA membership criteria are not consistently applied. Further, although the organogram regarding CADA relationship with community leadership is clear, there is not much clarity on the ground regarding CADA relationship with community and traditional community leadership. There is an urgent need to develop clarity on this aspect if the target of establishing self-sustaining revolving funds at CADA level is to be achieved. Interestingly, the mission noted that all the CADAs visited were aware of the closure of CBNRMP in March 2016 and are putting necessary plans in place for commodity groups' members to continue in business. Most have started registering themselves as cooperatives, opened bank accounts and created byelaws.

16. The CBNRMP had introduced additional training programme with independent service providers to strengthen all the CADAs. The training program covers good governance, financial management, preparation of strategic development plan (SDP) and activity plan following the recommendation of the 16th supervision mission. This Training as part of capacity building programme is completed in 6 states and is expected to be completed soon in remaining 3 States. However, this mission noted the need for deepening the content of training, by training at least 3 technical staff of the programme per state as Master Trainers to provide same training to the entire CADA members in each state. The table 1 below summarizes the present status of CADAs based on the data provided by the CBNRMP.

Table 1: CADAs created and consolidated as at 2015

STATE	TOTAL NO. OF GROUPS – CADAs	MEMBERSHIPS		
		TOTAL	MALE	FEMALE
ABIA	25	386	242	144
AKWA-IBOM	7	112	66	46
BAYELSA	9	139	67	72
CROSS-RIVER	27	408	231	177
DELTA	10	191	119	72
EDO	26	384	238	146
IMO	9	142	89	53
ONDO	24	277	166	111
RIVERS	9	176	103	73
GRAND TOTAL	146	2215	1321	894
<i>Ref. CBNRMP Document for SM –Page 45</i>				

17. Going by current level of institutional strength and maturity of majority of CADAs, they would need more time (at least two years) of institutional support and handholding before they become strong self-sustaining grassroots enterprise development institutions. Towards that end, CBNRMP should focus on a strategic capacity building programme for CADAs till programme closing. This should focus on proper guidelines and templates for financial and management aspects of CADA including recovery of previous funds (50%), savings and credit programme, linkage with other support and finance institutions and proper training for CADAs in these aspects. And, during this period, actively pursue the possibility of post-project continuity of some support mechanism under NDDC.

18. The ongoing training programme should therefore be revised, refocused and extended during the next 4 months focused on addressing the gaps identified above and also helping CADAs prepare their own SDP to address their own sustainability issues. Closer involvement of CBNRMP State level staff is vital for this purpose. The CADAs should also be assisted pro-actively in the next few months to develop partnerships with LGAs, public, private and donor entities. Finally, initiatives should be taken to coordinate and organize CADAs coalitions at LGA and State level in order to integrate these in to broader vision of sustainable development and growth. CADA manual need to be reviewed also to align and update it in line with above recommendations.

19. Combined impact so far of programme activities under component 1 is that agriculture is now increasingly viewed by beneficiaries as a business and the youth has started viewing agriculture as a good option for entrepreneurship. This has also resulted in establishment of “Youth in Agriculture foundation” across the nine participating states. This body is a network of youths acting as a platform for policy dialogue, networking, knowledge sharing and access to services. Through partnership with Songhai Farms, agribusiness and value chain concept has evolved among the participating communities in the Niger Delta region.

Agreed action	Responsibility	Agreed date
Revise the ongoing capacity building of CADAs under a strategic plan addressing gaps pointed out by mission and implement during the remaining life of programme.	PSO	30 June 2015
Train 3 SPO office officers in each state as Master Trainers for in-situ extensive training of all CADA members	PSO/SPO/Service Provider	30 June 2015
Revise current CADA manual to include guidelines and templates for financial aspects, loan recovery, savings and credit, registration as cooperatives, accessing external sources of financing etc.	PSO	30 June 2015
Proactively engage LGAs for developing CADA linkages with them and promoting ownership of CADAs in local government system	PSO/SPOs	On-going

20. **Component 2: Community Development Fund:** Overall progress under Component 2 during the review period is assessed as “Satisfactory”. The Programme has established and supported a total of 8,617 rural small and medium individual enterprises and 662 group enterprises. These enterprises comprise crops (288 groups and 3,831 individual), livestock (136 groups and 1,373 individual), fisheries (103 groups and 1,222 individual), NTFP (35 groups and 304 individual), processing (61 groups and 688 individual) and Non-farm/vocational trade sub sector (39 groups and 902 individual). On-farm sub-sector has the highest number of groups (562 groups and 6,730 individual enterprises) while off-farm sector has 61 groups and 688 individual enterprises and Non-farm sector has 39 groups and 902 individual enterprises.

21. The programme formed and strengthened other categories of community groups and associations as well for rural infrastructures, NRM, savings and credit and marketing. A total of 1,827 such groups have been formed with 1,189 (65%) of them functional and operational. The programme also assisted community in preparation of 1,332 community development plans and facilitated their inclusion in LGAs’ development plans.

22. In Social Infrastructure, CBNRMP has undertaken 24 school Buildings in 6 States; 5 health centres in Ondo and Delta; 18 Culverts/bridges in 5 States; 45 km roads in 4 States; 8 town/community halls in 5 states, 2 Jetties in Bayelsa and Ondo and 5km drainage channel in Ondo State. In Agro Infrastructure, the programme has invested in 100 boreholes/hand-pumps in 9 States, 15 markets in 4 States, 198 fish ponds, 9 farm service centres in Ondo State and 3 Day care centres in Ondo State. A total of 41 agro-processing facilities were also constructed / rehabilitated in 7 States. The processing facilities include 28 cassava mills, 16 oil palm mills, 5 rice mills, 2 corn mills, and 1 on-farm storage facility in Edo state.

23. The Programme still has portfolio of a considerable number of incomplete schemes as well as completed schemes that are yet to be made functional. The incomplete and ongoing projects include, 9 schools, 3 health centers, 2 culverts/small bridges, 1 km earth road, 1 town/community hall, 2 jetties, 17 water boreholes/hand pumps, 5 markets, 9 fish ponds, 7 farm service centres, 8 cassava mills, 1 oil palm mill and 1 rice mill. Another category of projects are those that are completed but not functional due to variety of reasons. These include 2 health centres, 1 community hall, 2 jetties, 14 boreholes, 2 market stalls, 34 fish ponds, 1 farm service centre, 8 cassava mills, 1 oil palm mill and 1 rice mill. The reason for non-operation of these projects is LGAs failure to take them over and technical short-comings and maintenance related issues. CBNRMP made provision in 2015 AWPB for the completion and functionality of these projects. However, the progress so far is not satisfactory and

more needs to be done if these projects are to completed/made functional before programme closing date.

24. A total of 24 schools were completed and functional in 6 States while in 9 schools, work is currently on-going which are at varying levels of completion in 4 States. The programme has provided a number of school desk/benches to schools and also distributed educational materials such as exercise books, pens, pencils text-books, chalk, register etc. In addition, over 25 functional literacy classes were established in 25 communities across the States.

25. Bore-holes run on generators appear to be a favoured choice in CBNRMP supported investments in all situations. This should be an option only where the water need is heavier and it is linked to some income generation processing facility. In rest of places e.g. poultry clusters, hand-pumps should be the preferred option in view of their low investment cost, ease of maintenance and no running costs.

26. **Agro-enterprise Development:** the Programme has so far promoted 8,617 individual enterprises and 662 group enterprises to date or a total of 9,279 enterprises of all categories. This performance represents 67% of the targeted number of 12,873 enterprises during the life of the project. An analysis was carried out in 2014 to assess these enterprises as Strong, Moderate and weak based on net-income being generated by each of them. The enterprises earning a net income of more than 500,000 Naira per annum were considered as strong, where while those with net income of 100,000 to 499,000 Naira per annum were considered as moderately sustainable with potential for improvement with follow-up assistance. Those earning an income less than 100,000 Naira were considered still weak needed more technical and financial assistance and training to improve their performances and sustainability. This data are summarized in the Table 2 below.

Table 2: Classification of enterprises supported

Classification of enterprises supported in terms of present status of net income	Group supported by CBNRMP	Enterprises supported by CBNRMP	% Cumulative achievement
Strong- net income of >500,000N/annum		1,644	20
Moderate- net income: 100000 to 499,000 N Annum		2,656	30
Weak net income <100,000 N /Annum		4,317	50
Total (9 States)		8,617	100

27. In Mission's view, the current classification is not appropriately named and conveyed somewhat erroneous impression about the actual status of enterprise, especially those that are called 'weak'. Many of these so-called weak enterprises were visited by the mission and they appeared to be quite promising. Mission's recommendation is that this classification should be renamed as "Mature", "developing" and 'emerging'. What is also important is that programme should have distinctive strategic capacity development plans for each of these for the remaining programme life and beyond.

28. CBNRMP responded positively to the recommendations of the last mission regarding enterprise development as considerable improvement in the enterprises was observed during the field visits. The most apparent, profitable sub sector in agro enterprises is Cassava production accounting for 35% of the units supported followed by Fisheries 12%, Poultry 10.5%, and Yams with 9.1%. The largest number of agro enterprises supported by the programme is operating in Cross River State, which represents 23% of the total enterprises, followed by Abia State with 18%, Edo State 15.6%, Ondo State with 12%, Imo with 9%, and Delta with 6% of enterprises. The performance also reflect on the on the level of government commitment and quality of staff in the state.

29. The supervision mission in October 2014 recommended the project to focus assistance on well performing enterprises mainly to strengthen them with further technical assistance and use them as champions for other categories of entrepreneurs for sustainability. Following the recommendation, the project selected 1,000 agro enterprises judged as most promising ones and provided them with training on production, business and management skills since October 2014. The enterprise sites

were used as training and knowledge sharing locations for other categories of entrepreneurs to learn from one another. As a result, 6,943 men and women from 1,000 enterprises benefited from the training. They included 30% male and female youths.

30. In the course of implementation and technical assistance provided to the enterprises, CBNRMP has identified and benchmarked 10 enterprises as successful business models in each State. The features of the enterprise that qualified them as a successful business model were their high level of profit, level of youth involvement, learning and knowledge sharing activities within the enterprises, membership of commodity groups, relationship with peer groups, level of jobs created, record keeping, level of value addition by the entrepreneurs, access to external funds, potential for expansion and replication by interested youth. The mission during visits to States identified several other new performing business models that could be added to the list of best reference enterprises. The Yiza Tropical Blossom honey production enterprise by young agriculture graduates in Abia State, Palm oil products in Nuag Nkana Community in Akawa Ibon State are new examples among other successful enterprises to be added.

31. The Mission also observed that groups where enterprise is owned and operated individually by each member appear to be more effective than groups where enterprise is jointly owned and operated. It was also observed that replication of successful models has started taking place, especially in fisheries, poultry, pig production and plantain production whereby non-group members have approached and learned from enterprises and started their own. Job creation impact on youth is also becoming evident especially at poultry farms, processing units, palm oil processing, and vegetable production and fisheries units. Creation of jobs for educated agriculture graduates in Bee keeping enterprise in Abia State is very significant example of an innovative initiative by youths. Replication of fish clusters by Bayelsa and Delta government in various locations is a mark of impact and sustainability of CBNRMP initiative.

32. It was also observed that many group based processing facilities have yet to develop a proper business plan or management structure (a cassava processing unit was leased out by the group at Naira 8,000/month which has no reference to its capacity or income generation potential). Use of Business development Services to promote growth of enterprises are still limited to what is offered by the CBNRMP and formal linkages between enterprises promoted and markets, financial access and other supporting organizations are still limited for many of the enterprises.

33. Some enterprises visited suggests that these were established with individuals who exactly are not IFAD target group but can be justified only as first stage creation of champions who would then help youth and women through step-down training and guidance to start their own enterprises or develop and expand the enterprises operating with difficulty or with low incomes generated. They are better regarded as service providers and incubator centres for new entrepreneurs. For this to happen, the programme needs a clear strategy as well identification of sources of finance for these step-down beneficiaries.

Agreed action	Responsibility	Agreed date
Help existing groups and rural institutions in building linkages with LGAs and other support organizations with an eye on their future sustainability	PSO and SPOs	On-going
Reclassify enterprises as "mature", "developing" and "emerging"	PSO, M&E, SPOs	Immediate
Prepare a plan for the early completion and functionality of on-going/incomplete/non-functional infrastructure including funding sources and share with IFAD Country office and FMARD	PSO	15 June 2015
Maintain strategic focus on successful enterprises to make use of these as training centres to train less performing enterprises and step-down training	PSO and SPOs /Enterprise Development Officers	On-going
Carry out quick surveys by the State staff to assess the prospects for improvement of weak enterprises along with identified interventions	PSO, SPOs and Enterprise Development Officers	15 July 2015

Encourage enterprises to join with CADAs to work jointly and lobby to improve the business environment for small enterprises to compete in the market place.	PSO & SPOs	On-going
Develop clear roadmap for the step-down training and replication from successful enterprises including access to funding sources for the beneficiaries including CADA revolving funds	PSO	30 June 2015

34. **Component 3: Management and Coordination:** Overall performance of component 3 for the review period is assessed as “satisfactory”. PSO, supported by SPOs have shown considerable and consistent improvement in performing management and coordination functions despite the continuing uncertainty and under-performance in terms of availability of counterpart funding from various partnering levels of government. The management functions like preparation and submission of AWP/Bs, WAs, monitoring and evaluation, procurements and recruitments were mostly done on time. However, PSO and SPOs data management is laborious, disorganized and inefficient. The progress report provided to the mission was not very well structured and the relevant information had to be gleaned from tons of data with difficulty. This needs to be quickly addressed as Programme Completion Review is around the corner and the current data management would be a major hindrance in presentation of a clear and coherent PCR.

D. Implementation progress

35. **Programme Management:** Programme management has seen consistently positive trajectory since the last supervision mission and response to recommendations regarding improved financial delivery and interventions quality has been quite positive and vigorous. The timeliness of progress and programme reporting was adhered. The hardware delivery under both components at community and CADA level has been efficient. However, the attention to software part of delivery has further room for improvement particularly the recommendations of last mission on institutional development of CADAs, establishment of proper systems and procedures for financial disbursements and recoveries at CADA level, promotion of linkages between CADAs and other support organizations and qualitative improvement of agriculture enterprises including processing facilities. Most processing facilities (rice milling, oil-palm processing, cassava processing etc.) don’t have robust business plans and management systems thus far. With only four months left for programme completion, the PSO will have to be very strategic in terms of focus on key elements of institutional strengthening at CADA level and agri- enterprises under CADA umbrella.

36. Despite considerable improvements over the last two years, the attainment of targets against logframe indicators and post-MTR targets remains between 54% to 80% on most key aspects. With four months left, it is highly unlikely that all the log-frame targets will be fully met. A large part of these shortfalls is linked to continuing unavailability of counterpart funding from most State and Local Governments and delays in disbursement of NDDC and FGN counterpart funds.

37. The releases from financiers, in particular Local Governments, either never materialized or were delayed and inadequate throughout the programme life. Worst year was 2012 when only 9% of the budgeted amount was received and best is the current (the last year) when 58% has been received.

38. The non-responsiveness of States and LGAs on counterpart funds is now resulting in another unintended consequence and that is their reluctance to engage with the PSO in taking over the completed social infrastructure schemes for which they are supposed to provide the staff and operational expenses. Based in this overall scenario, the efficiency of financial management is assessed as “unsatisfactory”.

39. In hindsight, the idea of covering nine states under one programme, covering large geographical area, with few LGAs in each state and over optimistic estimation of counterpart contributions from States and LGAs, has not proven to be a sound approach. Such spread and design

also exacts high transaction costs in terms of management, coordination, financial/flow of fund arrangements and monitoring. This is a great lesson for IFAD in future programme design in Nigeria.

40. **NDDC Engagement:** Among all the national partners, NDDC has been the most efficient in its financial support to the programme and even committed additional funding of US\$ 4 million for the two year extended period, a large part of which will help in consolidating programme activities. NDDC has also responded positively to the suggestion of creation of a post-programme AEDSA within its Directorate of Agriculture & Fisheries to provide extended support to CADAs and agri-enterprises for their assured sustainability. This needs to be quickly formalized for a smooth transition from PSO to AEDSA with enough time for proper handover of all the knowledge product

41. **Annual Work plan & Budget:** CBNRMP is implementing a two-year rolling plan for 2014-15. Current component/sub-component wise financial progress against the plan is as follows (In Naira billion):

Component	Budget	Actual	%
Institutional Strengthening	1.413	0.558	39%
Community Development Fund	1.695	1.266	75%
TOTAL	3.108	1.824	59%

42. While progress under CDF has been quite good, the same pace has not been maintained in institutional strengthening and that shows in the weaknesses identified by the mission in the working of CADAs and micro-enterprises. So it is necessary for the programme to pay more attention to this aspect during the remaining life. Based on the current progress, the AWP/B delivery is assessed as “moderately satisfactory”.

43. **Monitoring and Evaluation:** A Performance Monitoring Plan guides the programme’s monitoring and evaluation activities. The plan covers all KPIs of programme log-frame and generates an impressive array of data. Mission found excellent regularity and breadth of data generation covering almost all facets of log frame. However, the formats in use for reporting programme physical and financial progress against appraisal targets need restructuring and improvement. It is suggested that PSO should adopt the format circulated by ICO in 2013. The analysis of data and its conversion into usable tools for management decision-making also needs attention. Instead of preparing folders of number of files for supervision missions, the PSO should prepare one comprehensive working paper containing all information relevant to Mission TOR (maximum of 20 pages) including a summary showing current year component-wise budget and progress against each component/activity. In view of the soon to be completed PCR, it is utmost necessary that this wealth of information is quickly converted into convenient and useable reporting formats that would enable the PCR to have full pictures of outputs, outcomes, results and impacts.

44. In the remaining programme period, the M&E system needs to systematically capture successes of the enterprises promoted and a schedule with SPOs should be established to continue to follow- up and consolidate identified best performing enterprises. The programme need to document success stories of best business models identified (10 enterprises per State – as per list in technical paper in Supervision Report) as reference enterprises. This list should be updated as there are new best performing enterprises with clear details of location and contacts. The programme should engage a professional consultant for this purpose in the immediate future.

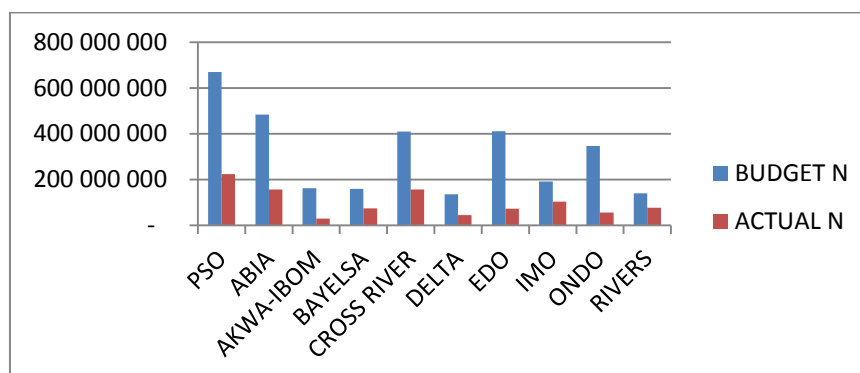
45. **Programme Completion Report:** In line with last mission recommendations, PSO has initiated preparatory steps for Programme Completion Report (PCR) and plan to start the actual work in July. PSO should complete all thematic studies before that and also start the process of consolidating all programme progress and results, including number of beneficiaries who were helped get out of poverty (target 400,000) to assist the PCR process.

Agreed action	Responsibility	Agreed date
Follow up with NDDC for the remaining financial commitment and see if that can be utilized for the proposed AEDSU in NDDC	PSO	31 July 2015
Revised M&E formats for the financial and physical progress to make them user friendly and effective tool for management decision-making	PSO	Immediate
Systematically capture successes of enterprises promoted (10 per State) and document their success stories	PSO/SPOs	Immediate
Continue with PCR preparation with clear timelines and reformat and restructure the M&E and progress reporting data in a manner that it fully captures programme progress and impacts and facilitates ease of use.	M&E PSO	Draft by end of July
		Finalisation by end of October

E. Fiduciary aspects

46. **Financial management.** There is tremendous improvement in Financial Management system in the Project from the PSO to all the nine SPSOs after the last supervision mission. Almost all the issues raised in the last supervision mission report have been resolved. These include the update of the computerized accounting system which has resulted in the production of acceptable financial statements from the FC and all the State Accountants. Monthly submission of withdrawal applications with attendant upshot in the rate of drawdown as noted below, training on CDF Manual that was carried out in November 2014, review of recovery plan which was partially implemented, preparation of monthly Special Account reconciliation achieved along with the software upgrade, certification of fiduciary management of funds carried out by the internal auditors and the one not implemented is the training of internal auditors. The financial statements also still have a challenge of preparation of budget versus actual report and the notes to the accounts which has to be properly harmonized. Training of accountants and internal auditors in managing project closure activities are equally yet to be accomplished. The last week of June has been proposed by the FC for the training. The report of budget versus actual and notes to the accounts are still being perfected. Special Accounts reconciliation statements and bank reconciliation statements were prepared up to date of reporting and good records of fixed assets are equally maintained. The status of the implementation of the AWPB for the period to closing in September as at the time of the mission is such that only N995,030,341 of a total budget of N3,108,589,954 representing 32% has been achieved by the entire project. This is due largely to the unavailability of counterpart funds from across all the strata of Governments at the PSO and the States.

Figure 1: Budget versus Actual Expenditure



47. **Internal Controls:** The level of internal control in the programme is average from the PSO to the SPSOs as there is segregation of duties and assets are well safe guarded. For the first time in a long period now, internal audit reports were received from ALL the internal auditors in the project which showed that some reasonable level of controls exist around disbursements to communities during the period.

48. **Disbursement.** The level of disbursement rose from SDR 5,441,637.39 (47.94%) in November 2014 to SDR 8,425,279.99 (74.23) at the end of February 2015, a period of about four (4) months and that is commendable. The disbursement amount as at 27th May 2015 was SDR 10,344,945.80 (91.14%) and still counting with about four (4) months to closing. This was largely due to increased percentages of disbursement categories of the Community Development Funds (CDF). The review of disbursement at the PSO and the various SPSOs showed that amounts reallocated have been overdrawn in some states (see table below) which means that subsequent withdrawal applications sent will be used for documentation of initial amount advanced into the Designated Account. There may thus be need to further reallocated the balance undisbursed among the states and the PSO.

Table 3: Status of Disbursement as at 27 May, 2015

Location	Allocated	Disbursed	Balance
PSO	1,135,000.00	1,278,746.55	(143,746.55)
Abia	1,620,000.00	1,183,835.58	436,164.42
Akwa Ibom	743,000.00	769,071.66	(26,071.66)
Bayelsa	743,000.00	860,057.58	(117,057.58)
Cross River	1,620,000.00	1,463,128.92	156,871.08
Delta	743,000.00	1,048,077.56	(305,077.56)
Edo	1,620,000.00	926,901.68	693,098.32
Imo	743,000.00	660,220.73	82,779.27
Ondo	1,620,000.00	1,164,621.11	455,378.89
Rivers	763,000.00	990,284.43	(227,284.43)
Grand Total	11,350,000.00	10,344,945.80	1,005,054.20

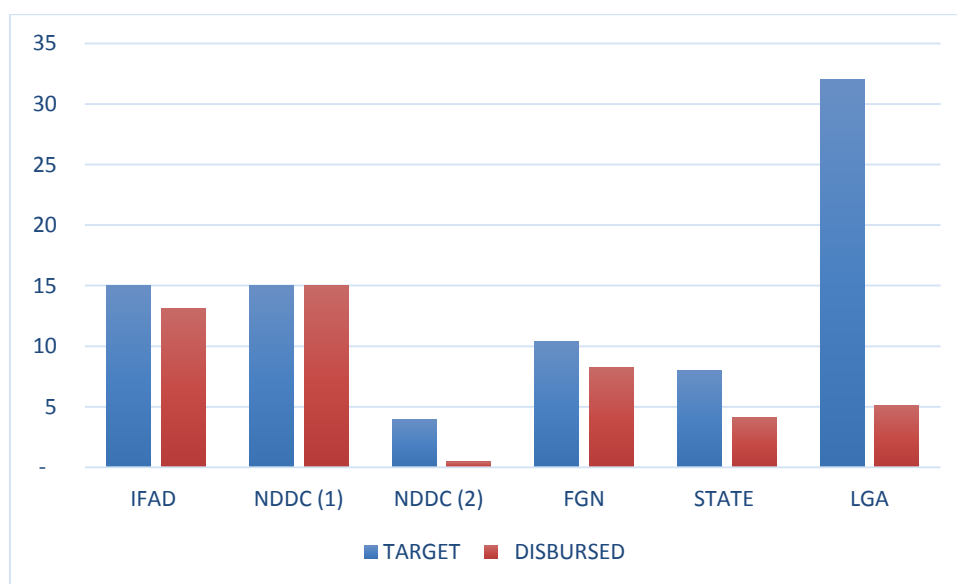
49. **Commitment of Local and State Governments:** The programme was highly constrained due to poor funding from state and local Government partners which has remained 16% of the original commitment. For instance during the 2014 review period, out of the Nine participating states only three states (Abia, Cross Rivers and Rivers) paid arrears of counterpart funds. PSO did not receive any counterpart fund payment from FGN. Also out of the 51 LGCs only 9 LGAs in Abia State paid counterpart funds within the period. The last (4th tranche) and part of third tranche of NDDC Grant payment was also made during the year after a considerable delay. Unavailability and delayed availability of counterpart funds and co-financier funds has been the main reason slow completion of infrastructure schemes and also affected the drawdown of IFAD funds. The status of original commitment and actual disbursement from start till now is presented in table 3:

Table 4: Financier-wise Commitment and Disbursement (US\$)

FINANCIERS	TARGET	DISBURSED	BALANCE	% DISBURSED
IFAD	15,000,000.00	13,110,000.00	1890000	91.14
NDDC (8 YR FUNDING)	15,000,000.00	15,000,000.00	0	100.00
NDDC (2 YR EXT ALLOCATION)	4,000,000.00	455,407.19	3,544,592.81	11.39
FGN	10,400,000.00	8,288,800.00	2,111,200.00	79.70
STATE	8,000,000.00	4,136,000.00	3,864,000.00	55.17
LGA	32,000,000.00	5,139,200.00	26,860,800.00	16.06
AVERAGE % DISBURSEMENT				58.29
AVERAGE % PHYSICAL ACHIEVEMENT				77.59

TOTAL	84,400,000	46,129,407.19	38,270,592.81	58.29
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Figure 2: Financier wise Commitment and Disbursement



NDDC(1):8 Year funding, NDDC(2): 2 Year extension allocation

50. The releases from financiers, in particular Local Governments, either never materialized or were delayed and inadequate throughout the programme life. Worst year was 2012 when only 9% of the budgeted amount was received and best is the current (the last year) when 58% has been received. The non-responsiveness of States and LGAs on counterpart funds is now resulting in another unintended consequence and that is their reluctance to engage with the PSO in taking over the completed social infrastructure schemes for which they are supposed to provide the staff and operational expenses. Based in this overall scenario, the efficiency of financial management is assessed as “unsatisfactory”.

51. In hindsight, the idea of covering nine states under one programme, covering large geographical area, with few LGAs in each state and over optimistic estimation of counterpart contributions from States and LGAs, has not proven to be a sound approach. Such spread and design also exacts high transaction costs in terms of management, coordination, financial/flow of fund arrangements and monitoring. This is a great lesson for IFAD in future programme design in Nigeria.

52. **Status of Initial Advance to Designated Account:** With only four months to completion, only \$822,377.44 out of the total sum of \$2,810,000 (29.27) has been documented as at the time of the mission leaving \$1,987,622.55 (70.73%) undocumented. The table below taken together with the status of disbursement in the above table raised concern especially among states including the PSO with red flag. The mission recommends that all pending withdrawal applications must be submitted before the Programme Completion date of 30 September 2015, as failure to comply would mean that only limited expenditures would be considered eligible for reimbursement during the winding up period of (01 October 2015 to 31 March 2016).

Location	Amount Advanced	Documented as 27/5/15	Balance as at 27/5/15
PSO	110,000.01	0.00	110,000.01
Abia	300,000.00	51438.56	248,561.44
Akwa Ibom	300,000.00	154,332.66	145,667.34
Bayelsa	300,000.00	90,680.43	209,319.57

Cross River	300,000.00	156,000.00	144,000.00
Delta	300,000.00	145,955.62	154,044.38
Edo	300,000.00	69,158.23	230,841.77
Imo	300,000.00	68,584.01	231,415.99
Ondo	300,000.00	0.00	300,000.00
Rivers	300,000.00	86,227.93	213,772.07
Total	2,810,000.00	822,377.44	1,987,622.55

53. **Transactions (including SOE) Reviews.** A review of the WA/SOEs was carried out as part of this to ascertain eligibility of expenditures, adequate documentation and use of correct rates for the categories of expenditures claimed in the withdrawal applications sent to IFAD. The level of documentation of eligible expenditures was observed to be satisfactory. No ineligible expenditures were discovered and all issues relating to missing documents and inadequate supporting documentation were resolved before the conclusion of this report. As the bulk of disbursement by the Project was made to Community Projects through transfers to CADAs by SPSOs and finally to Enterprise Groups and Individual farmers, Internal Auditors were encouraged to visit the farmers and the report of the visits showed on the average good fiduciary management of funds, adequate documentation, no elite capture reported.

54. **Counterpart funds and NDDC grant.** Past trends of non-payment of counterpart funds by Federal, States and Local Governments continued during the period under review. The schedule of counterpart funds expected by the PSO from the Federal Government and the SPSOs from States and Local Governments showed a total of N 993,090,124 up to closing in September out of which nothing has been received as at the time of this review with just 4 months left. There is equally no contribution from the Niger Delta Development Commission (NDDC) for the period under review.

55. **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, States and LGA levels. The Borrower at the FGN level has not made proceeds available during the year. Funds at the State and LGA level are also not being made available. The NDDC has equally not made available any financial contribution to the project after the last one that was paid in November 2014.

56. **Procurement.** The mission rated procurement as moderately satisfactory based on the remarkable improvement in procurement activities in CBNRMP. Specifically, the mission was very impressed with community procurement. Within the CADA, Procurement Committees and other sub-committees that aid efficient and effective procurement have also been constituted. This has facilitated the participation of the communities/enterprises groups/beneficiaries in procurement. The mission observed that in carrying out procurements at the communities, CBNRMP used service providers and Direct Community Procurement. The use of service provider was part of the last mission's recommendation and it has proven to be effective considering the level of achievement and the quality of output from the procurements carried out especially in infrastructure. The mission was impressed with the method employed in engaging the service providers for community procurement. CADA was actively involved in the engagement process with closer supervision from the SPSOs. The mission was not impressed with documentation of community procurements. Documentation is important in procurement because of the required paper trail. Therefore, there is a need to improve documentation and inculcate proper record keeping culture at the community level.

57. Holistically, the programme has performed well with regards to procurement between the last mission and this mission. As the programme is approaching formal completion, part of the exit strategy should be to ensure that CADA can independently carry out procurements without the support of the SPSO. Therefore, there is the need to begin a gradual training programme targeted towards sustainable procurement for CADA and enterprise groups to ensure that at the end of the programme, these groups can seamlessly carry out procurement and imbibe proper procurement culture. Also, there is the need for the programme to improve on record keeping of procurement

activities at the communities. This is important for documentary process trail. As the programme is gradually coming to a formal closure, there is need for each state to prepare a comprehensive record of procurement carried out in all the communities and their values. This would serve as reference material for the programme, the communities and future intervention.

58. **Audit. Internal** – A review of the reports from field visits to the CADAs and Enterprise Groups by Internal Auditors in all the states showed different levels of fiduciary management of funds received on community projects. There are on the average, good financial management around funds transferred to community projects, no case of elite capture and no issue of undisbursed funds reported for the period under review. In addition, the expected quarterly internal audit reports were submitted by all the internal auditors. Coverage of relevant issues like fixed assets management, recording and reporting of financial transactions, documentation of eligible expenditures and management of Special Accounts improved over the last period and resolution of internal audit recommendations by the project management is satisfactory.

59. **Audit. External** –The consolidated external audit report is in progress. All the states have submitted their audit reports and the management letters to the PSO auditor for consolidation. The PSO assured the final consolidated audit report will be submitted to IFAD by mid-June 2015.

Agreed action	Responsibility	Agreed date
Procurement		
Carry out CADA sustainability procurement training	SPSOs/Procurement Officers	June to September 2015
Preparation of a comprehensive database of all procurements interventions in all the communities since the inception of the programme.	SPSOs/Procurement Officers.	September-December 2015
Financial Management		
Have a meeting with the project at federal and state level to: i) clarify the status of funds (how much funds are available by state and by category), ii) agree on future plans how these funds will be used by state and by category within the state and iii) agree on the changes required (if any) in the sub-agreements between the federal level and the participating states.	FMF/IFAD	May 31, 2015
Prepare and include as part of the financial statements for the first semester 2015, the budget versus actual report and improve on the notes to the accounts	FC/SPAs	June 30, 2015
Review the 2014/2015 AWPB to reflect the fund availability of various co financiers up to closing	M&E / FC / SPOs	Immediately
Continue with regular visitation to the field by internal auditors and submitting monthly field reports 15 days after end of months of financial management of CDF funds to IFAD till project closing	SPOs/ SPAs/SPIAs	Subsequently
Continue with the preparation of monthly Designated Account Reconciliation and forwarding same to Country Office 15 days after the end of the month till closure	FC/SPAs	Subsequently
Plan the final audit exercise properly for so that there are enough funds available to pay for the final audit and that it is submitted to IFAD by the project closing date (30.3.2016). The final audit should cover all material expenditures under the project.	FC/SPAs	Subsequently

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F. Sustainability

60. **Institutional Sustainability:** CBNRMP was implemented in two distinct phases. Phase 1 followed classic community driven development approach with emphasis on promoting community-based organization and responding to their social and infrastructure needs. Phase 2, after the MTR, shifted the focus to income generation through promotion of group and individual agriculture enterprises focused on income generation and job creation followed by promotion of CADA as apex organization of these enterprises. These agriculture enterprises and CADAs look promising but are still nascent organizations and would need support, capacity building and guidance to become self-sustaining organizations. Given the current programme closing date, not much time is available for that purpose. The only option is to create a successor set-up for the programme to continue the required support. The under-discussion successor arrangement in the form of Agriculture Enterprise Development Support Unit in NDDC is a viable solution for this purpose.

61. **Economic and Financial Sustainability:** The agriculture enterprises sponsored by programme fall in three categories – strong (20%), moderate (30%) and Weak (50%). While the strong ones have great possibility of sustaining and expanded their businesses, the moderate and weak ones would require further targeted and sustained technical support to become economically and financially viable. However, the strong enterprises present a good learning platform for other agencies in the Nigeria.

62. **Technical Sustainability:** Programme has invested in a number of social, economic and processing infrastructures. The facilities like health and education still have considerable number of schemes incomplete and many of the completed one are yet to be formally handed-over to the concerned local governments. Their early completion and formal handover is critical for their sustainability. While each of the processing, storage or marketing facility built by the programme has a beneficiary group responsible for the management and operation, many of these groups still don't have a clear management structure for such facilities or a proper business plan covering targets, operational expenditures, management responsibilities and revenue stream management. This needs to be addressed early to ensure the long-term sustainability. The technologies introduced for various agri-enterprises appear to be technically suitable and availability of the inputs and services do not appear to be an issue which promises their long-term sustainability.

G. Other

63. **Knowledge Management.** From the point of view of the five knowledge management process, namely knowledge generation, knowledge capture, knowledge storage, knowledge sharing and knowledge application, CBNRMP started focusing on KM only recently in 2014. From the programme development objectives, CBNRMP has established footprints of successes, represented by different approaches, innovations and best practices that are facilitating paid jobs in ownership of enterprises, social cohesion, productivity and income increases, food security and improved standard of living of the participating rural farmers. Some of the knowledge created by the programme appears in the form of new innovations in service delivery, strategic approaches in youth and women involvement, different enterprise ownership models that resolve issues of ownership and sustainability, products creation, training methodologies and exit strategies.

64. The programme established various network of cooperation (like NAN and donor review forum) and created various institutions (like in CADA and in-house technical review meetings) to share knowledge. One of the objectives of CADA is to develop a rural platform for knowledge sharing. At

those levels, the mission noted some appreciable level of knowledge sharing going on among the stakeholders but also noted the need for further improvement. The programme is actively linked to the partnership between the IFAD central communication unit and NAN, as well as storing and updating field data in the IFAD Country Office hosted dash-board system. Through its collaboration with NAN, the activities and successes of the programme have been variously published and aired nationally and globally. The programme has also championed one documentary and appeared strategically in the NDDC documentaries. However, no slot has been secured in any media for occasional documentary to sustain the tempo and create additional buy-in. The mission also noted the participation of the programme in some national review workshops by all donor supported agricultural development programmes in Nigeria. Commendably, in those for a, CBNMRP is recognized as a champion in enterprises and agribusiness development.

65. However, while the knowledge on some key areas like PMP tools, best agronomic practices handbook, business skill development handbooks, innovations and success stories have been prepared and to some extent shared by different states and PSO, there is still a lot left to be generated. It has not conducted a knowledge audit to know where the knowledge actually resides, in what form does it exist, who will need it or in what form will the person or organization need the knowledge as well as institutions to handover CBNMRP knowledge legacy essentially for sustainability. In addition, there is yet no well-designed and structured End of Programme Documentation and Dissemination (EoPD) plan in place to facilitate knowledge generation and sharing events, less than 6 months to completion. At this stage of implementation (nearing closure), strategies for engagement with gender and youth, enterprise development, knowledge sharing, cluster formation, enterprise sustainability, etc., need to be clear and shared. However, the mission observed that various thematic studies on gender and youth, poverty impact, institutions development and capacity building are ongoing to fill this gap. This notwithstanding, the programme management should be clear with the EoPD, which must contain, the products (or process) to be generated, the methodologies for sharing them. The form of the knowledge products and methodologies must consider the type and nature of stakeholders to receive the knowledge, the role of the parties in the knowledge sharing process, the medium (hardcopy, softcopy, electronic, etc.) of sharing the knowledge, time and location for the knowledge sharing. At this point, the programme should begin to plan for two category of knowledge sharing events, one at the state level for each state and one at the federal level for a wider outreach.

Agreed action	Responsibility	Agreed date
Conduct a rapid knowledge audit to know where the knowledge actually resides, in what form does it exist, who created it, who will need it or where is needed and in what form will the person or organization need the knowledge.	KM officer	Immediately
The ongoing thematic studies on gender and youth, poverty impact, institutions development and capacity building should be finalized as soon as possible and properly packaged for sharing.	M&E	Immediately
The programme management should be clear with the knowledge sharing strategy, which must contain, the products (or process) to be shared, the form of sharing them, the methodologies for sharing them, among others.	KM officer	Immediately
There is need to organize a minimum of 2 big category of knowledge sharing events, one at the state level for each state and another at the federal level by PSO for a wider outreach.	KM officer	By end of 2015

66. **Targeting:** CBNMRP has adopted geographic, community centred and self-targeting strategies during the Phase 1 with primary focus on remote and poorer communities. The social infrastructure decisions were centred on pro-poor targeting. In phase 2, the targeting is two tiered with the first tier targeting finding better capacity and resourced champions to establish successful enterprises and then using these champions as a training and dissemination platform to step-down to the poor, youth and women. The strategy is still in its early phase but the indicators and outcomes in terms of outreach to poor and job creation are very encouraging. "Targeting efficiency of programme is rated as satisfactory"

67. **Poverty Focus and Impact:** The programme has, to a very significant extent, remained poor in focus in its implementation by targeting and reaching the poorest members of the rural communities with activities that have enabled good proportion of the beneficiaries to come out of poverty. Going by its emphasis on agri-business, the manner of service delivery, the linkages that enhanced access services, the net annual income reported by the programme across the various enterprises it promoted, the derived daily net income per capita averaged US\$9.02, ranging from 7.05 among plantain enterprise beneficiaries to 12.69 among aquaculture enterprise beneficiaries, the focus on poverty is not in doubt. This is reinforced by the empirical primary data obtained from 19 agro-enterprises visited during the mission with an average net daily income per capita of US\$10.55. The average daily net income per capita is far in excess of current World Bank US\$2.00 benchmark for extreme poverty. The programme beneficiaries accessed a total credit of fifty-four million three hundred and thirty thousand seven hundred and ninety naira only (N 54,330,790.00) against an LOP target of one hundred and sixty million naira representing 34% overall achievement. A total of N57,990,000 were mobilized as savings by group enterprises during the reporting period. There was also convincing financial linkages. However, some of the enterprises are operating at levels not viable enough to pull the beneficiaries from extreme poverty. It is therefore important that viability of enterprises is given greater attention during remaining life of project.

68. **Gender and Youth:** As per programme design, rural women and youth are the key focus of CBNRMP. Across the key programme components, substantial efforts were made to encourage gender balance and active women and/youth participation and involvement. Programme data shows that women constituted 40.5% of all beneficiaries, covering capacity building, training in enterprise management and community action plan (CAP) as well as CADA membership (Table 4). The programme interventions appear to be still skewed in favour of the men, though given the strong patriarchal structure of programme area, the gap is not substantially wide and a little more focused effort can further reduce it. Programme should however be commended for systematically capturing gender and youth segregated data under all components and activities.

69. The results from the programme progress report on women participation were validated by data obtained and situation observed by the mission. Results from eleven enterprise groups and two CADAs membership show that women constitute 40.17% of total members, which closely tallies with that reported in programme progress report. However, various reports and empirical documents have confirmed that women constitute more than 60% of rural agro-enterprise workforce in Sub-Saharan Africa. It is thus necessary that programme utilizes the remaining life to step up the level of women beneficiaries and engagement in the programme intervention activities and targeting.

Table 6: Gender distribution of programme beneficiaries

	Total	Male	% Male	Female	% Female
All Trainings	52,160	29,813	57.16	22,347	42.84
70. Trainings on enterprises and CAP	50,088	28,476	56.85	21,612	43.15
Staff of institutions trained	2,072	1,337	64.53	735	35.47
CADA membership	2,215	1,321	59.64	894	40.36
Mean (%)			59.54		40.46

Source: PSO Programme progress report, May 2015

71. Besides targeting women, youth were also the primary focus of the programme design to address youth employment challenges in the region and accompanying restiveness. In the early part of the programme, interventions were concentrated on skill acquisitions and youth training. Good numbers of youths were trained in various productive skills and enterprises, mostly non-farm, including tailoring, hair dressing/barbing, computer repairs and applications, electronics repairs and services, tyre repairs, etc. While some of the youths trained were equipped with starter packs to commence their respective trades, a substantial number were not empowered. With the refocusing of the programme on agro-enterprises, there has been significant effort to engage youth. Various agro-enterprise interventions showed some level of youth representativeness in beneficiary composition.

However the pattern was not consistent across all communities. An example is the seed yam storage intervention in Ilushi community of Edo state where none of the beneficiaries was a youth. Greater efforts should be directed within the remaining programme life to focus primary on youths and women. Overall rating for youth and gender focus is “moderately satisfactory”.

72. Results and Impacts: Programme is assessed as “Satisfactory” in terms of results and impacts on the basis of resources provided. The cumulative project results and impacts against Appraisal/LOP targets can be summarised as following:

73. With regards to tangible results, the total volume of income earned by beneficiaries from total volume of output of production from all enterprises (Crops; Livestock; NTFP; Fisheries, processing) including processed and unprocessed product amounted to ₦3,893,897,750. This is against an LOP target of N 6,613,615,500 indicating 58.88% achievement.

74. The value of unprocessed product amounted to N2,930,126,450 (57%) against an LOP target of N5,133,853,100 while processed product recorded a total income of N902,979,300 (59.67%) against LOP target of N1,513,162,400. Within the crop sub-sector a total income of N 3,199,378,850 were realized. Total income realized from livestock product is N 409,715,100 against an LOP of N 1,769,695,000. Income from non-timber forest products (NTFP) amounted to N23,360,800 with snailery recording over N19,204,000 while the balance N4,156,800 is shared between cane rat and honey production. Aquaculture/artisanal fisheries recorded the total sum of N 261,443,000 as volume of income for the period.

75. The 2014 impact study puts the beneficiaries’ average household incomes per season from all sources at ₦265,524 per season compared to ₦170,642 observed for the non-beneficiaries and ₦166,033 recorded at baseline. The study showed that this income represented about ₦725.460 per day and was more than double the \$2 (₦320) per day poverty line. Assessment of income status of the household heads in the programme communities also showed that 88 percent of the programme beneficiaries affirmed an improvement in their income status compared to 65 percent under the non-beneficiaries. About 40 % of the respondents attributed the change in income to the programme compared to 1.8% under non-programme beneficiary respondent used as control. The programme also had significant impact on employment, which increased by at least 63,858 (20,462 Male youth, 14,903 Female youth, 14,244 Men, 14,249 Women) from all enterprises supported by programme.

76. With regards to intangible results and indeed a convincing impact, CBNRMP has introduced the culture of agribusiness in the Niger Delta region. It has changed the mind-set of rural farmers from the traditional subsistence agriculture to agri-business. Secondly, the use of short gestation enterprises have become a quick-win and low hanging fruits for youth, a situation that has invigorated increasing youth participation in agriculture. Finally the CADA initiative of CBNRMP has introduced a framework for community procurement, project identification and implementation, as well as an instrument of governance and transparency among rural people. With political will, it is also an instrument of decentralization resources by the public sector and participation in governance by the rural people. **Partnerships.** CBNRMP has promoted number of partnerships that will help project performance, disseminate knowledge and up-scale results. The partnerships were either to improve access to inputs and credit or improve the capacity/skill of beneficiaries in best production and processing practices. Others were on enterprise development, markets access, youth employment, policy dialogue and knowledge sharing.

77. Partnerships on technical assistance: In 2011, CBNRMP entered into strategic partnership with Songhai regional centre, PH, principally to use the platform to train youth and women in agribusinesses and smallholder commodity value chain. The partners (CBNRMP and Songhai) agreed on areas of interest and respective obligations were defined and entered in a well-crafted indicator based MoU that guided their engagement. This enabled CBNRMP to have focused monitoring for further planning and decision-making. The mission noted that most successful entrepreneurs attributed their performance on the training in Songhai Regional Centre, PH. Apart from doubling of incomes in many cases; all these farmers are keeping record of their activities. Up to 175

farmers were trained on various business and enterprise skills. Additional 1,200 youth and secondary beneficiaries have been trained by the first set of trainees. CBNRMP also engaged with USAID-funded Children of Hope (COH) project from 2011 to 2013 to improve the skill of youth and women in honey production, where COH has demonstrated great competence in Nigeria. The partnership economically empowered over 200 women and youth and about 40 secondary beneficiaries in sustainable honey production in Cross River and Ondo State. CBNRMP has also entered into a new partnership with CORY (Creating opportunity for rural youth) in agribusiness investment for benefiting rural youth. In the partnership, CORY will train 60 beneficiaries of CBNRMP in different enterprise modules including preparation of business and linkage to market to strengthen and consolidate their business.

78. Partnerships for market and credit access: In 2014, the programme, engaged with USAID/MARKETS project to enhance productivity, processing and marketing of selected commodities in the Niger Delta areas. The partnership leveraged human resources/expertise from USAID/MARKETS to improve on enterprise planning and sequencing for better market. With regards to credit, CBNRMP has a relationship with LAPO. The linkage created by CBNMRP between farmers and LAPO has helped some farmer groups to leverage credit from the MFBs to the tune of N18.4 million as at 2014 cropping season. Expectedly, a greater number of CBNMRP farmers who got micro-credit from LAPO is from RUFIN benefiting communities.

79. Partnerships for input access: To access high yielding inputs and increase productivity, CBNRMP is partnering with National Root Crops Research Institute (NCRI) Umudike to facilitate the supply of improved cassava varieties (TMS 419, TMS 98/0505, TMS 98/0581, TMS 98 0510 and TMS 98/2205) to farmers. The partnership enabled the farmers to record up to 40tons/ha from TMS 419 against 15tons/ha from TMS 35702, which represents about 160% productivity increase. There were also partnerships with other research institutes like cocoa research institute of Nigeria (CRIN), forest research institute of Nigeria (FRIN) and national institute for oil palm research (NIFRO,) to facilitate farmers' access to reliable planting materials. CBNRMP has partnered with the WB-funded Fadama project in common facility usage by jointly using their demonstration sites/farmer field schools for technology transfer.

80. Partnerships for policy dialogue and knowledge sharing: Presently the programme is engaging with Smallholder Foundation (SHF), a youth-based NGO in Imo State, to enhance youth involvement in agriculture and develop the skill of the youth in knowledge sharing and policy debate. A new youth forum, called CBNRMP/Niger Delta Youth Forum has emerged from this collaboration. The CBNRMP/Niger Delta Youth Forum is a platform for linking youth to other Development Programmes in and outside the Niger Delta.

Agreed Actions	Responsibility	Agreed Date
All partnerships should be concretized with a MoU to give responsibility to the programme.	PSO	Immediately
As the programme is nearing completion, the partnerships should be reviewed to allow commodity groups through their apex organisation (CADA) take fully responsibility of liaising with all the partners, and where economic opportunities exist, allow them to development independent partnerships.	SPOs	By Dec 2015

81. Exit Strategy. PSO has developed an Exit Strategy with a clear set of actions. The key pillars of strategy include: further strengthening market linkages, extension service delivery and entrepreneurship for CADAs and agri-enterprises during remaining period; signing of MOUs and establishing linkages with USAID Markets-II and other similar programmes; handing over Youth in Agriculture Foundation to NDDC; handover enterprise groups to Directorate of Agriculture and Fisheries of NDDC; establish a successor support Unit in NDDC to enable transition into Rural Agri-Business Enhancement Programme (RAISE); linking CADAs and enterprises to micro and agri-finance institutions, and; knowledge products handover to Government, NDDC and other partners.

82. While the exit strategy in itself is quite appropriate and viable, the PSO will have to be very strategic and time-efficient in completing all these activities in the short-time left. The current exit strategy does not provide clear solution for the incomplete and non-functional infrastructure schemes especially in view of continuing funding uncertainties from LGAs and States. It also needs to pay more attention to linking CADAs with RUFIN and other micro-finance sources to enable step-down beneficiaries to find financial support. The strategy also needs to incorporate measures identified in this report for the further capacity building of CADAs in financial recovery and revolving aspects.

83. **NDDC** is the most promising pillar and option for sustained support to programme sponsored entities and should be central to programme's exit strategy. NDDC has effectively funded the programme and actively participated in supervision, review meetings and technical workshops. However, while there is no doubt that the capacity of the staff of the directorate has been improved, there is risk of winding the programme into the directorate of agriculture and fisheries as this action may result in the programme being subsumed into traditional civil service process. In order to avert this risk, the mission after critical analysis met with the management of NDDC chaired by the Managing Director and agreed that NDDC should create an Agricultural Enterprise Development Support Unit (AEDSU). The PSO should be integrated into the directorate of Agriculture and Fisheries as AEDSU. The main function of AEDSU would be to promote the up-scaling and replication of successful agricultural enterprises within and outside the current participating communities in the Niger Delta states; provide technical backstopping and M&E support including financial and knowledge management to consolidate on the programme achievement; and strengthening the existing CADAs and formation of new ones. The NDDC should provide a bridging fund necessary for this transition. Documentation of Assets and liabilities by PSO which should be certified by FMARD and NDDC for handing over.

84. A technical committee of 3 - 4 Man team comprising NDDC, FMARD, FMF and IFAD should be set up to come up with the modalities for integrating the activities of PSO into NDDC. The committee work should be guided by terms of reference to be provided by IFAD. The committee should conclude its assignment by 30th July, 2015 and submit to NDDC Board for approval.

Agreed action	Responsibility	Agreed date
Constitute a 3-4 member committee (NDDC, FMARD, FMF, IFA) with TOR, with FMARD as convener, to develop framework for integration of PSO into NDDC and submit for NDDC Board approval	IFADCO, FMARD, FMF, PSO	30 July 2015

H. Conclusion

85. Despite the persistent counterpart fund availability issues and a major mid-way transition in focus and strategy, CBNRMP has done some very impressive work over the last two years in promotion of rural enterprises and engagement of poor, youth and women. The 2014 impact assessment study has clearly demonstrated these positive impacts. But the flip-side of these positive results in the later part of the programme also mean that programme does not have sufficient time to consolidate the gains especially when it comes to agri-enterprise development and establishment of CADAs as self-sustaining institutions. This leaves the programme with only three options. First, focus the remaining time for very targeted and strategic support to these rural enterprises and institutions to ensure that some of the gaps identified in this AM are effectively addressed before programme closure. Second, further strengthen the work in promotion of linkages between these institutions and local government and other government and donor projects and programmes to provide them with a continuing stream of support from multiple sources. Third, tap NDDC resources in view of their expressed interest and past support for this programme to establish a successor entity that can provide further extended support to agri-enterprise development and CADA growth process.

86. PSO will also need to develop a clear timeline and strategy for other important pending issues like completion and handover of the on-going and incomplete infrastructure schemes, orderly

closure/handover of programme facilities, assets and knowledge products and timely initiation of programme completion report process.

Appendix 1: Summary of project status and ratings

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

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	28 May 2015						
Supervising Inst.	IFAD/IFAD						
No. of Supervisions	13	No. of Implementation Support/Follow-up missions	5				
Last Supervision	7-Nov-2014	Last Implementation Support/Follow-up mission	18-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	92.35
First disbursement	26-May-2006			DSF grant		
MTR	27-May-2010	Last amendment	03-Oct-2014	IFAD grant		
Original completion	30-Sep-2013	Last audit	June 2014	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	4	3	1. Quality of project management	3	4
2. Acceptable disbursement rate	2	4	2. Performance of M&E	3	3
3. Counterpart funds	2	2	3. Coherence between AWPB & implementation	3	3
4. Compliance with financing covenants	3	4	4. Gender focus	3	4
5. Compliance with procurement	4	4	5. Poverty focus	5	4
6. Quality and timeliness of audits	4	4	6. Effectiveness of targeting approach	4	5
			7. Innovation and learning	3	4
			8. Climate and environment focus	3	3
B.3 Outputs and outcomes	Last	Current	B.4 Sustainability	Last	Current
1. Institutional Strengthening	3	4	1. Institution building (organizations, etc.)	3	4
2. Community Development fund	3	4	2. Empowerment	3	4
			3. Quality of beneficiary participation	3	4
			4. Responsiveness of service providers	3	4

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

B.5 Justification of ratings

From the start in 2006, against the total appraisal budget of US\$ 84.4 million, the programme has disbursed US\$ 46.129 million or 58% despite a two-year extension. The biggest contributors to this shortfall have been local governments who provided only 16% of their allocated amount. The programme was declared "at risk" during 2014. The project agreed with last supervision mission on a comprehensive set of corrective actions to enable the programme to get out of "at risk" category and complete all IFAD disbursements before completion date. Programme response to those recommendations has been very positive and has enabled it to increase its IFAD disbursement from 62% to 91%. With regards to M&E, PSO and SPOs data management is laborious, disorganized and inefficient. The progress report provided to the mission was not very well structured and the relevant information had to be gleaned from tons of data with difficulty. The status of the implementation of the AWPB 2014 made was only 59%, due largely to the unavailability of counterpart funds from across all the strata of Governments and the States.

Overall Assessment and Risk Profile

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

Rationale for implementation progress rating

CBNMRP is in its last year of implementation with around four months to go for completion (Sep 2015). Programme has maintained a robust disbursement under IFAD loan since the last supervision with average of US\$ 1 million per month. If this pace is maintained, the programme should reach close to 96% utilization of IFAD funds provided the requisite counterpart funds materialise for co-financed activities. Programme management has seen consistently positive trajectory since the last supervision mission and response to recommendations regarding improved financial delivery and interventions' quality has been positive and vigorous. The timeliness of progress and programme reporting was adhered. In line with last mission recommendations, PSO has initiated preparatory steps for Programme Completion Report (PCR) and plan to start the actual work in July. The programme has, to a significant extent, remained pro-poor in focus in its implementation by targeting and reaching the economically active poor and transitory members of the rural communities with activities that have enabled good proportion of the beneficiaries to come out of poverty. Across the key programme components, substantial efforts were made to encourage gender balance and active women and/youth participation and involvement, women constituted 40.5% of all beneficiaries, covering capacity building, training in enterprise management and community action plan (CAP) as well as CADA membership. There are innovations in service delivery, strategic approaches in youth and women involvement, different enterprise ownership models that resolve issues of ownership and sustainability, products creation, training methodologies. Financial management information system (computerized accounting system) for the recording and reporting financial transactions resulted in the production of satisfactory financial statements in format and content up to the last reporting period. Disbursement rose from SDR5.4 million (47.94%) in November 2014 to SDR10.3 million (91.14%) in May 2015 made possible due to increased percentages of disbursement categories of Community Development Funds (CDF). The consolidated external audit is in progress. (One remaining state is yet to submit audit report for consolidation and the external auditor has assured that the consolidated audit report with the management letter will be available by mid June 2015.)

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, the outcome and impact of trainings has been positive as evidence from level of record-keeping at community level, regularity of community and CADA meetings, and democratic election of members for key leadership positions as well as improvements in community procurement. So far 13,909 (7,626 male and 6,283 female) farmers have adopted recommended technologies as against an appraisal target of 21,060 (66%). A total of 15,921 (8,851 male and 7,070 female) farmers are reporting agricultural production/yield increase out of a planned target of 21,060 (75.6%). As at the end of 2014, a total of 348,030 (213,524 male 134, 506 female) were accessing programme facilitated advisory/extension services against appraisal target of 348,030 (91.8%). At the end of the reporting period, CBNRMP had supported formulation of 1,332 actions plans which is 112% of appraisal target. To date, CBNRMP has established 146 CADA groups in 146 communities of 9 States throughout the Niger Delta region with a membership of 2,215 consisting of 60% male and 40% female entrepreneurs. The present CADAs across the nine States represent active enterprise groups covering more than 20 commodities.⁴ Under Component 2, CBNRMP has established and supported a total of 8,617 rural small and medium individual enterprises and 662 group enterprises. Despite considerable improvements over the last two years, the attainment of targets against logframe

⁴ Cassava- production and Processing, ii. Rice Production and processing, iii. Plantain Production, IV. Oil palm Production and processing, v. Cocoa production, VI. Apiaries, vii. Pineapple production, viii. Vegetables- Water leaves Productions, viv. Sugar cane production, x. Potatoes, xi. Ground Nuts production, xii. Papaya Production, xiii. Bush Mangoes, xiv. Artisanal Fisheries, xv. Aquaculture, xvi. Piggeries, xvii. Goatery, xviii. Poultry, xiv. Grass cutters, xx. Snaileries

indicators and post-MTR targets remains between 54% to 80% on most key aspects. The Mission in October 2014 recommended CBNRMP to focus assistance on well performing enterprises mainly to strengthen them with further technical assistance and use them as champions for other categories of entrepreneurs for sustainability. CBNRMP selected 1,000 agro enterprises judged as most promising ones and provided them with training on production, business and management skills. The enterprise sites were used as training and knowledge sharing locations for other categories of entrepreneurs to learn from one another. As a result, 6,943 men and women from 1,000 enterprises benefited from the training (30% male and female youths) With four months left, not all the log-frame targets will be fully met but with the consolidation of activities, the programme will leave its achievements in community association and enterprises behind. The PSO has developed an Exit Strategy with a clear set of actions further strengthening market linkages, extension service delivery and entrepreneurship for CADAs and agri-enterprises during remaining period; signing of MOUs and establishing linkages with USAID Markets-II and other similar programmes; handing over Youth in Agriculture Foundation to NDDC; handover enterprise groups to Directorate of Agriculture and Fisheries of NDDC; establish a successor support Unit in NDDC to enable transition into Rural Agri-Business Enhancement Programme (RAISE); linking CADAs and enterprises to micro and agri-finance institutions, and; knowledge products handover to Government, NDDC and other partners.

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

Fiduciary aspects	With only four months to completion, the PSO and states have outstanding advances to be recovered. It is recommended that all States with overdrawn balances to submit WAs on the basis of their positive balance categories to partially justify the initial advance by June 2015. Failure to comply would mean that only limited expenditures would be considered eligible for reimbursement during the winding up period i.e. from 01 October 2015 to 31 March 2016.
Project implementation progress	CBNRMP has considerable number of incomplete schemes as well as completed schemes that are yet to be made functional. (9 schools, 3 health centers, 2 culverts/small bridges, 1 km earth road, 1 town/community hall, 2 jetties, 17 water boreholes/handpumps, 5 markets, 9 fish ponds, 7 farm service centres, 8 cassava mills, 1 oil palm mill and 1 rice mill) Another category of projects are those that are completed but not functional due to variety of reasons. (2 health centres, 1 community hall, 2 jetties, 14 boreholes, 2 market stalls, 34 fish ponds, 1 farm service centre, 8 cassava mills, 1 oil palm mill and 1 rice mill). The reasons for non-operation of these projects is LGAs failure to take them over and technical short-comings and maintenance related issues. CBNRMP made provision in 2015 AWPB for the completion and functionality of these projects. However, the progress so far is not satisfactory and more needs to be done if these projects are to completed/made functional before programme closing date.
Outputs and outcomes	Most processing facilities (rice milling, oil-palm processing, cassava processing etc.) don't have robust business plans and management systems thus far. With only four months left for programme completion, the PSO will have to be very strategic in terms of focus on key elements of institutional strengthening at CADA level and agri- enterprises under CADA umbrella. Linkages and support through LGAs and local communities need to continue in order to facilitate the growth of CADAs. Unfortunately, involvement of LGAs and NDDC in providing support and making available public goods and services to the CADAs launched by CBNRMP is limited.
Sustainability	CBNRMP was implemented in two distinct phases. Phase 1 followed classic community driven development approach with emphasis on promoting community-based organization and responding to their social and infrastructure needs. Phase 2, after the MTR, shifted the focus to income generation through promotion of group and individual agriculture enterprises focused on income generation and job creation followed by promotion of CADA as apex organization of these enterprises. These agriculture enterprises and CADAs look promising but are still nascent organizations and would need support, capacity building and guidance to become self-sustaining organizations. Given the current programme closing date, not much time is available for that purpose. The only option is to create a successor set-up for the programme to continue the required support. The under-discussion successor arrangement in the form of Agriculture Enterprise Development Support Unit (AEDSU) in NDDC is a viable solution for this purpose.

Proposed Follow-up

Issue / Problem	Recommended Action	Timing	Status
PSO will have to be very strategic and time-efficient in completing all these activities in the short-time left. The current exit strategy does not provide clear solution for the incomplete and non-functional infrastructure schemes especially in view of continuing funding uncertainties from LGAs and States.	The exit strategy needs to pay more attention to linking micro-finance sources to enable enterprises to find financial support. The strategy also needs to incorporate measures identified in this report for the further capacity building of CADAs in financial recovery and revolving aspects. There are a number of activities that could be sustained through NDDC. Constitute a 3-4 member committee (NDDC, FMARD, FMF, IFAD) with TOR, with FMARD as convener, to develop framework for integration of PSO into NDDC and submit for NDDC Board approval	30 July 2015	Ongoing

Being a late blooming project, due to factors discussed at length in previous missions, the project has not had enough time to consolidate the positive institutional development and investment initiatives over the last two years. CADA development, agri-enterprise development and agri-processing initiatives are still on-going and would need extra effort to complete them and handover them to concerned beneficiary organizations and government entities.	CBNRMP is to adopt a strategic approach to rural institutions and enterprises strengthening during the remaining period and establishes linkages of these institutions with relevant other programmes and service providers for sustainability. The programme is to revise the ongoing capacity building of CADAs under a strategic plan addressing gaps pointed out by mission and implement during the remaining life of programme, Master Trainers for in-situ extensive training of all CADA members.	30 June 2015	Ongoing
In line with last mission recommendations, PSO has initiated preparatory steps for Programme Completion Report (PCR) and plan to start the actual work in July. PSO should complete all thematic studies before that and also start the process of consolidating all programme progress and results, including number of beneficiaries who were helped get out of poverty (target 400,000) to assist the PCR process.	Continue with PCR preparation with clear timelines and reformat and restructure the M&E and progress reporting data in a manner that it fully captures programme progress and impacts and facilitates ease of use	Continuous	Ongoing

Additional observations

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

RESULTS HIERARCHY	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	RISK/ASSUMPTIONS
<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> (I) Rural communities and service providers' capacity for community development strengthened. 	<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
PROGRESS:			
<ul style="list-style-type: none"> 67% of the targeted community groups were strengthened and applying the CDD approach. (ii) Community development fund established and effectively disbursed. 	<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. 97,584 jobs created of which 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

PROGRESS:			
<ul style="list-style-type: none"> • 27% 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. • 68,858 (65% of target) on/off-farm and Non-farm jobs created for women and youth of which for Male Youth 20,462 and Female youth 44,000 			
Component 1. INSTITUTIONAL STRENGTHENING			
<ul style="list-style-type: none"> • Outcome 1.1.0 (KPI 1 & 8): Poor rural Communities, institutions and farmers commodity groups are identifying their needs, prioritizing and participating in sustainable rural development and networked. 	<ul style="list-style-type: none"> • 100% of target Community Action plans developed in line with CDD approach. 	<ul style="list-style-type: none"> • Community action plans document. 	<ul style="list-style-type: none"> • Local planning authorities are committed to the programme • Strong commodity groups exist
PROGRESS:			
<ul style="list-style-type: none"> • 1350 (100%) Community Action plans developed in line with CDD approach. 	<ul style="list-style-type: none"> • 2000 operational commodity groups and community organizations applying the CDD approach • 2000 farmer groups/enterprises identified and trained in farming techniques, enterprise development and group dynamics including the CDD approach • 40% of the 2000 farmer groups/enterprises linked to input, output and credit markets. 	<ul style="list-style-type: none"> • Programme reports impact studies • Supervision mission report • Ministry of Agriculture Certificate of registration for farmer groups/cooperatives 	<ul style="list-style-type: none"> • There is favourable policy that encourages registration of farmer groups
<ul style="list-style-type: none"> • 1438(71.9%) operational commodity groups and community organizations applying the CDD approach. 			

<ul style="list-style-type: none"> • 1650(82.5%) farmer groups identified and trained in farming techniques, enterprise development and group dynamics including the CDD approach 	<ul style="list-style-type: none"> • 40% of 2000 farmer groups/enterprises consolidated and networked for knowledge sharing and sustainability. 		
<ul style="list-style-type: none"> • 32% of the 2000 farmer groups are linked to input, output and credit markets. 			
<ul style="list-style-type: none"> • 15% of farmer's group/enterprises consolidated and networked. 			
<ul style="list-style-type: none"> • Output 1.1.1: Community Action plans developed 	<ul style="list-style-type: none"> • 1350 Community Action plans developed in line with CDD approach. 		
PROGRESS:			
-1350 (100%) Community Action plans developed in line with CDD approach.		<ul style="list-style-type: none"> • Records of meeting attendance • Community action plans document. • Programme reports 	<ul style="list-style-type: none"> • Local planning authorities are committed to the programme • Strong commodity groups exist
Output 1.1.2: Farmers group/enterprises consolidated and networked.	<ul style="list-style-type: none"> • 2000 farmer groups/enterprises consolidated and networked for knowledge sharing and sustainability 	<ul style="list-style-type: none"> • State and LG Budgets. • State, LGCs and Community AWPBs • Record of meeting attendance • Programme reports and supervision missions 	<ul style="list-style-type: none"> • State Government releases fund to the local government authorities for community development.
PROGRESS:			
-300 farmers group/enterprises of consolidated and networked.			

Output 1.1.3 Small holders farmers groups strengthened and linked to input, output and credit markets.	<ul style="list-style-type: none"> 2000 farmer groups identified and trained in farming techniques, enterprise development and group dynamics including the CDD approach 	<ul style="list-style-type: none"> Supervision mission report 	<ul style="list-style-type: none"> Existence of viable input, output and credit market.
PROGRESS:			
-1650 farmer groups identified and trained in farming techniques, enterprise development and group dynamics including the CDD approach	<ul style="list-style-type: none"> 2000 farmer groups are linked to input, output and credit markets. 	<ul style="list-style-type: none"> Programme progress report Ministry of Agriculture 	<ul style="list-style-type: none"> Strong commodity groups exist
-640 farmer groups are linked to input, output and credit markets.		<ul style="list-style-type: none"> Certificate of registration for farmer groups/ cooperatives 	
Outcome 2.1.0: 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)	<ul style="list-style-type: none"> 70% of target beneficiary Government 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.
PROGRESS:			
-74.52% of target beneficiaries in commodity groups, community rural institutions effectively trained on relevant topics.			

-70.36% of target beneficiary Government officials, staff of service providers, financial institutions and programme effectively trained on relevant topics			
Output 2.1.1 Capacity of members in community groups/rural institutions, service organizations and Government officials strengthened.	<ul style="list-style-type: none"> 64,014 Commodity group and rural institution members trained on crop, livestock, fisheries, processing/marketing and community management. 	<ul style="list-style-type: none"> Programme progress reports 	<ul style="list-style-type: none"> Local council and Communities are willing to effectively participate in the programme
PROGRESS:			
<ul style="list-style-type: none"> -46,213 Commodity group and rural institution members trained on crop, livestock, fisheries, processing/marketing and community management. -1084 Government officials trained -450 staff of service providers trained. -180 staff of financials institutions trained. 	<ul style="list-style-type: none"> 1384 Government officials trained 661 staff of service providers trained. 391 staff of financials institutions trained. 	<ul style="list-style-type: none"> Supervision missions reports Training records 	<ul style="list-style-type: none"> 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.
Outcome: 3.1.0 (KPI 13): Service providers delivering services to farmers groups effectively		<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,
PROGRESS:			

76.75% of the target service providers delivered durable, high quality and effective services to farmers, enterprises and poor rural men and women	· 70% of the target service providers delivered durable, high quality and effective services to farmers, enterprises and poor rural men and women.		
Output: 3.1.1 Increase in capacity of service providers to deliver effective and efficient services to client	· 86 service providers engaged and strengthened to deliver efficient and effective services to farmers groups, enterprises and community members (client).	· Supervision mission report · Programme progress report	· Competent and Registered service providers exist within or around the locality,
PROGRESS:			
66 service providers engaged and strengthened to deliver efficient and effective services to farmers groups, enterprises and community members (client).			
Outcome 4.2.0 (KPI 2 - 6): increased output from crop, livestock, Aquaculture and artisanal production.			
PROGRESS:	· 50% increase in productivity of selected crop, livestock, Aquaculture/Artisanal Fisheries and Processed product. (KPI 2)	· Farmers record	· Farmers have access to agro-inputs

<ul style="list-style-type: none"> Over 85% increase in productivity of Cassava, 74% for rice and vegetable; 50% for plantain and yam; for livestock production - 100% for goat; 87.5% for poultry; 50% for piggery; and for NTFP over 83% for honey; 73% for snail; and 87.5% for Aquaculture production. And 200% for artisanal fisheries. 	<ul style="list-style-type: none"> 30% of beneficiary farmers are adopting recommended technologies including use of high yielding planting materials/seeds, fertilizers, herbicides, etc. (KPI 4) 	<ul style="list-style-type: none"> Baseline & Impact survey. 	<ul style="list-style-type: none"> Farmers have the requisite knowledge and capacity to adopt best practices
<ul style="list-style-type: none"> 17.20% of benefiting farmers are adopting recommended technologies including high yielding planting materials/seeds, fertilizers, herbicides, etc. 	<ul style="list-style-type: none"> 70% of target area under recommended/ improved technologies including use of high yielding planting materials/seeds, fertilizers, herbicides, etc. (KPI 4) 	<ul style="list-style-type: none"> Programme progress report 	<ul style="list-style-type: none"> Extension is strong to support farming activities
<ul style="list-style-type: none"> 59.4% of target area under recommended/ improved technologies 	<ul style="list-style-type: none"> 70% of target Volume (tons) of output from farm enterprise (KPI 3) 	<ul style="list-style-type: none"> Record of artisanal fisheries group 	<ul style="list-style-type: none"> Service providers have the capacity to provide technical assistance to farmers
<ul style="list-style-type: none"> 59.7% of target Volume (tons) of output from rice, cassava, vegetable and yam production; 40% in poultry, pig farming and goat also 44.8% in aquaculture. 	<ul style="list-style-type: none"> 70% of target Volume (tons) of output from unprocessed farm products (KPI 5) 		<ul style="list-style-type: none"> There is market for farmers produce

<ul style="list-style-type: none"> 78% of target volume of output for unprocessed crop produce (rice paddy, cassava tuber, vegetable and yam production); 95% for livestock piggery, goat and poultry broiler and 70.56% for aquaculture fisheries. 	<ul style="list-style-type: none"> 70% of target Volume (tons) of output from processed farm products. (KPI 6) 		<ul style="list-style-type: none"> Land is available to smallholders for farming
<ul style="list-style-type: none"> 52.89% of target volume of output for processed crop produce (rice and garri,); and 38.5% for processed smoked fish. 	<ul style="list-style-type: none"> 5% expansion in cultivated land 		<ul style="list-style-type: none"> Fishing gear and related equipment are made available to fisher folks.
Output 4.2.1: Increase in capacity of farmers to use best practices and increase yield and production output.			
PROGRESS:			
2471 Ha of farmland under recommended/improved technologies	<ul style="list-style-type: none"> 4149 Ha of farmland under recommended/improved technologies. 	<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
	<ul style="list-style-type: none"> 5% of additional land put into use by farmers 		
Output 5.2.2: Increase in stocking of livestock and NTFP enterprises		<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 There is market for farmers produce

PROGRESS:			
· Smallholder poultry enterprise supported with 34,875 poultry broilers.	· Smallholder poultry enterprise supported with 79,000 poultry broilers.		
· Smallholder poultry enterprise supported with 19,400 poultry layers.	· Smallholder poultry enterprise supported with 50,500 poultry layers.		
· Smallholder Goat enterprises supported with 204 goats.	· Smallholder Goat enterprise supported with 490 goats.		
· Smallholder piggery enterprise supported with 275 pigs.	· Smallholder piggery enterprise supported with 680 pigs.		
· Smallholder Grasscutter enterprise supported with 60 Grasscutter.	Smallholder Grasscutter enterprise supported with 650 Grasscutter.		
· Smallholder snail farming enterprise supported with 1850 snails.	· Smallholder snail farming enterprise supported with 5000 snails.		
· Smallholder Beekeeping enterprise processed 455 Bee Hives.	· Smallholder Beekeeping enterprise supported with 1000 Bee Hives.		
Output 4.2.2: Increase in number of fingerlings and other input support to aquaculture and artisanal enterprises			
PROGRESS:			
- 29 smallholder aqua culture enterprises established by fisher groups.	· Smallholder aqua culture enterprises supported with 1,209,200 fingerlings and other inputs.		

Output 5.2.3 Fishermen groups supported with various fishing input.			
PROGRESS:			
45 fishermen groups supported with various fishing input.	· 70 fishermen groups supported with various fishing input.		
Outcome 5.2.0 (KPI 10): Jobs created by small and medium enterprise (Agriculture and Non Agric. Enterprises)			
PROGRESS:			
-43,513 (43.5%) on farm, off-farm and Nonfarm jobs were created by programme intervention	· 100,000 (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
Output 5.2.1 Women and youth are trained in income generating, life skill and vocational activities.			
PROGRESS:			
-2,994 (60%) women and youth were trained in income generating, life skill and vocational activities.	· 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. 	Experienced Business and vocational skill trainers are available
Outcome 6.2.0 (KPI 11): Percentage increase in net income of beneficiaries from Agri and Non Agri Enterprises			

PROGRESS:			
· Over 59.9% increase recorded in farmer's average net income for crop, livestock, fish products and other Nonfarm product.	· 40% increase in net income of beneficiaries from Agric. and non Agric. enterprises	· Progress report · Farmers record · Supervision Mission report	· 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
Outcome: 7.2.0 (KPI 7 & 10)): Amount of income generated by beneficiaries from processed (value of value added) and unprocessed products.	· 60% of target income generated from processed products (i.e. value of value-added products).	· Progress report	· Processing equipment are available
PROGRESS:			
· Over 48.6% of target volume of income generated from un processed products.	· 60% of target net income generated from unprocessed products.	· Processors record · Marketers record · Supervision Mission report · Progress report	· 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 · Processing equipment are available
· Over 43.7% of target volume of income generated from processed products (i.e. value of value-added products).			
Output 8.2.1 Agro processing enterprises established and supported by programme increased		· Processors record · Marketers record	· Fabricators and mechanics are available to maintain processing facilities
PROGRESS:			
-37 functional Agro processing enterprises established and supported by programme	· 90 market facility established and operational · 90 Agro processing enterprises	· Supervision Mission report	· Availability and easy access to modern and improved processing techniques and technologies.

	established by programme and functional. · 120 Km roads rehabilitated.		
-17 market facilities established and operational.			
-39 Km feeder roads rehabilitated.			
Outcome 8.2.0 (KPI 11 - 12): Increase in access of small and medium enterprises to financial services.	· 50% of target volume of credit accessed by smallholder farmer groups linked to financial institutions. (KPI 11)		Availability of microfinance institutions in the programme locations/sites
PROGRESS:			
· 29% of target volume of credit provided to rural enterprises	· 50% of target volume of savings by beneficiaries in rural enterprises (KPI 12)		· 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.
· N27.00 Million (24.62%) of targeted volume of savings mobilized by farmer groups and rural enterprises			· Government policy encourages rural lending
Output 8.2.1 Enterprises accessing financial services increased			
PROGRESS:			
· - N45.734, 790 Million (29%) of targeted volume of credit accessed by farmer groups and rural enterprises	· Access to N160 Million volume of credit by farmer groups and rural enterprises facilitated by programme.		

<ul style="list-style-type: none"> · N27, 000,000 Million (24.62%) volume of savings mobilized by beneficiaries. 	<ul style="list-style-type: none"> · N195 Million volume of savings mobilized by beneficiaries. 		
<p>Outcome 9.2.0: Functioning social infrastructure established and supported by programme including market stalls, school buildings, health centres, water boreholes facilities, etc.</p>	<ul style="list-style-type: none"> · 90 programme supported market stalls functional 	<ul style="list-style-type: none"> · Progress report 	<ul style="list-style-type: none"> · Community commitment are secured
PROGRESS:			
<ul style="list-style-type: none"> · 17 market stalls established and functional · 18 functional school buildings achieved · 5 functional health centres achieved · 97 functional water borehole facilities achieved · 39 km of rural earth roads rehabilitated and in use · 16 culvert/small bridges constructed and functional · 5 km drainage channels constructed and functional · 2 landing jetties constructed and functional. · 37 Agro processing facilities constructed/rehabilitated · 1 toilet facility 	<ul style="list-style-type: none"> · 48 programme supported school buildings functional · 25 programme supported health centres functional · 120 programme supported water borehole facilities functional · 120 km programme supported rehabilitated roads functional · 52 programme supported culvert/small bridges functional · 5 km programme supported drainage channels functional · 10 programme supported jetties functional. · 90 Agro processing facilities constructed/rehabilitate · 1 toilet facility 	<ul style="list-style-type: none"> · Community management group records 	<ul style="list-style-type: none"> · State and local government authorities are willing to support infrastructural rehabilitation · Programme budget is sufficient to meet government and community standard.
C.OMPONENT 3 – PROGRAMME MANAGEMENT (KPI 15)			
<p>Outcome 10.3.0 (KPI 15): Efficiency of financial</p>	<ul style="list-style-type: none"> · Partner funding Performance (%) i.e. (B/A*100) 	<ul style="list-style-type: none"> · Appraisal document · Programme loan 	<ul style="list-style-type: none"> · Counterpart funds provided on time by partners. · Federal, State and local

management		Agreement	Government releases fund for community development
PROGRESS:			
- Partner funding Performance = 94.83%	• Programme fund utilization Performance (%) i.e. (C/B*100)	• Financial Management Report • MTR Report • Supervision mission reports	• Quality withdrawal applications prepared timely on a regular basis.
- Programme fund utilization Performance = 99.56%	APPRAISAL TARGET (A)	Programme progress report • Appraisal document • Programme loan Agreement	• 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 10.3.1 Amount Planned: This is total amount of funds planned for the Programme at MTR.	• FGN = N1, 530,000,000.00 • IFAD = N2, 175,000,000.00 • NDDC = N2, 175,000,000.00 • STATE = N3, 040,090,000.00 • LGC = N4, 005,000,000.00 • TOTAL = N12, 925,090,000.00	• Financial Management Report • MTR Report • Supervision mission reports • Programme progress report	
Output 10.3.2 Amount Obligated/ Released This is the total actual amount of the funds released to the Programme as at Nov 2012.	PROGRESS (B) • FGN = N1, 300,770,227.00 (85%) • IFAD = N1, 077,629,669.42 (49.5%) • NDDC = N1, 293,195,954.23 (59.5%) • STATE = N947, 084,137.00 (31.2%) • LGC = N573, 853,039.00 (14.3%) • TOTAL = N 5,192,533,026.65	• Appraisal document	• Counterpart funds provided on time by partners.
		• Programme loan Agreement	• Federal, State and local Government releases fund for community development
		• Financial Management Report	• Quality withdrawal applications prepared timely on a regular basis.
		• MTR Report	
		• Supervision mission reports	
		• Programme progress report	

	(40.2%)		
Output 10.3.3 Amount Spent to Date (As at Nov 012)	PROGRESS (C) · FGN = N1, 298,164,623.49 · IFAD = N 944,359,753.57 · NDDC = N1, 195,843,967.59 · STATE = N921, 346,150.40 · LGC = N447, 729,470.00 · TOTAL = N 4,798,443,965.05	· Appraisal document · Programme loan Agreement · Financial Management Report · MTR Report · Supervision mission reports · Programme progress report	· 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
Outcome 11.3.0 (KPI 15): Effectiveness of Management (Supervision, Monitoring and Evaluation)	· Key Document Management (%)	· Appraisal document · Programme progress report · MTR Report · Supervision mission reports	· 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.
	· Programme Coordination (%)		
PROGRESS:			
· Key Document Management = 86.6%			
· Adequacy of staff requirements = 70%			
· Holding of statutory meetings = 51.8%			
Output 11.3.1 Submission of mandatory reports as at when due		· Appraisal document · Programme progress report · MTR Report · Supervision mission reports	· 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.

PROGRESS:			
· 10 (125%) Annual Work plan and Budget (AWPB)	<ul style="list-style-type: none"> · 8 Annual Work plan 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 		
· 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			
Output 11.3.2 Adequacy of staff requirements		<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.
PROGRESS:			
Total Staff Employed to date: 182 Staff members	<ul style="list-style-type: none"> · Total Staff Required by Project - 280 Staff members 		

Output 11.3.3 Holding of statutory meetings.		<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.
PROGRESS:			
· FADPEC Annual meetings: 10 (125%) meeting	· FADPEC Annual meetings: 8 meeting		
· ARDEC Annual meetings: 18 (25%) meetings	· ARDEC Annual meetings: 72 meetings		
· LGDC Bi-Annual Meetings: 107 (14%) meetings	· LGDC Bi-Annual Meetings: 750 meetings		
· Programme Quarterly Review Meetings: 170 (59%) Meetings	· Programme Quarterly Review Meetings: 288 Meetings		
· Programme Monthly Management meeting: 876 (91.2%) Meetings	· Programme Monthly Management meeting: 960 Meetings		
Outcome 12.3.0 (KPI 15): Outreach (No of people receiving project services, segregated by individuals, groups and households)	· Programme Total Outreach	<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.
PROGRESS:			
· 97.52% of people targeted	· 2,800,000 people receiving		

receiving programme services. · 96.8% of target households receiving programme services · 76% of target Community groups receiving programme services · 64% of Communities targeted receiving programme services	programme services. · 400,000 rural households receiving programme services · 3160 Community groups receiving programme services · 243 Communities receiving programme services		
Output 12.3.1 No of people receiving project services	· 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.
PROGRESS:			
2,730,449 (97.52%) people receiving programme services. (Primary Direct beneficiaries)			
Output 12.3.2 No of households receiving project 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.
PROGRESS:			
387,191 (96.8%) rural households receiving programme services			
Output 12.3.3 No of groups receiving project services			· 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.
PROGRESS:			
2401 (76%) Community groups receiving programme services	· 3160 Community groups receiving programme services	· Appraisal document · Programme progress report · MTR Report · Supervision mission reports · Impact / Completion report	
Output 13.3.4 No of communities receiving project services			
PROGRESS:			
153 (64%) Communities receiving programme services	· 243 Communities receiving programme services		· 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	Train CADA leaders at each State level to develop their own Strategic Development Plans (SDP)	Dec 2014 – Feb 2015	SPSO with ADA	Engaged two Association Development Advisers (ADAs) The training of 918 CADA leaders in 153 CADAs across the 9 states of Niger Delta and preparation of their SDPs are in progress by the ADAs. CADAs in 8 states have been strengthened by the ADAs. Ondo state will be conducted immediately after the Mission.																
	Prioritize all incomplete rural infrastructural projects embarked upon by the programme and complete with IFAD and NDDC funds A (i)	Nov. 2014 - March 2015	SPSOs (CIE)	A total of 75.uncompleted rural infrastructural projects have been prioritized and undergoing completion using IFAD and NDDC funds. Considerable work remains on many schemes <ul style="list-style-type: none">➤ All the 9-states have classified all agricultural projects under livelihood improvement activities.➤ Market surveys for costs of items have been conducted by the SPSOs while average unit costs for livelihood activities can be identified in the cost benefit analysis contained in the programme's POPs.➤ Execution of projects revolves around the average costs but not without differences in some states with peculiarities especially in infrastructural developments/labour costs eg. in bore-holing. The average cost of water borehole in Rivers State is N150,000 while for states like Edo could be above N1million.• The 300 successful model enterprises that are mentors were upgraded through module-based trainings, technical support and linkages to input/output markets A step-down training to upgrade other enterprises using both service providers and the mentors has been concluded as follows:- <table><tr><th>State</th><th>Target</th><th>No Trained</th><th>Men</th><th>Women</th><th>Male Youths</th><th>Female Youths</th><th>% Achievement</th></tr><tr><td>Total</td><td>1000</td><td>6935</td><td>2556</td><td>2319</td><td>1309</td><td>751</td><td>69350</td></tr></table>	State	Target	No Trained	Men	Women	Male Youths	Female Youths	% Achievement	Total	1000	6935	2556	2319	1309	751	69350
	State	Target	No Trained		Men	Women	Male Youths	Female Youths	% Achievement											
	Total	1000	6935		2556	2319	1309	751	69350											
	Classify all agriculture projects under livelihoods improvement activities to achieve completeness, enhance service delivery	Nov 2014	SPSO/SAFE0/ REDFLO																	
	(ii) – review and check feasibility and unit costs before carrying out	Immediately																		
Upgrade the 300 successful model enterprises as mentors/champions at each State level and consolidate the 1000 enterprises (Refer to the Bench Marking Mission Report June 2014) using service providers	Nov 2014 - March 2015	PSO/SPSO																		
Make clear monthly implementation/financial targets, set out quarterly roadmap with responsibilities	From November 2014 and on a monthly basis	PC/M&E	• A quarterly road map on implementation/financial targets has been produced. • Five monthly technical meetings with SPOs have been held to assess field implementations, proffer solutions to technical issues and assess level of coherence between physical and financial aspects in project																	
Hold end-of-month follow up meeting at the state level of implementation/financial plans followed		SPO/M&E																		

by first week of every month meetings

Follow with emergency task force (NDDC, FMF, DRD of FMARD, IFAD, and PSO) to backstop CBNRMP management and monitor implementation:

- Bi-weekly feedback to FMARD/IFAD HQ to review progress
- Transparent and judicious use of resources in project activities
- Mainstreaming of agri-enterprises and CADA activities into the activities and Exit Strategy
- Creation of Technical Support Unit in the Directorate of Agriculture and Fisheries of NDDC for sustainability.

From November 2014 and on a monthly basis

FMARD/ICO

implementation.

- The emergency task force team comprising NDDC, FMF, FMARD and IFAD has effectively backstopped CBNRMP within the period in review with remarkable achievements. There has been regular feedback to FMARD and IFAD HQ
- Resource utilization has been weighed monthly with physical achievements and this has been assessed to be judicious enough.
- All agri-enterprises and CADA activities are being mainstreamed into the activities of exit strategy:-
 - A total of 6,935 agri-enterprises have been documented on state basis and undergoing upgrading through training on best practices
 - 300 upgraded mentors are serving as incubation centres for women and youths.
 - 1,810,000 CADA members have been strengthened through training.
 - A total of 918 CADA leaders have received additional training on association management, good governance and advocacy, membership services, financial management, income generation and sustainability for the long term and running an association as a business
 - Youth in Agriculture foundation (YiAF) has been inaugurated in the states by CBNRMP, State Ministry of Agriculture and state field officers of NDDC with BOT members of YiAF and SPSOs driving the process. These youths are engaged in different agri-enterprises supported by the programme.
 - The Summary of Youth in Agriculture

S/N	State	Total Number of Youths	SEX		Total number of Enterprise
			Male Youth	Female Youth	
Total	9	936	651	285	936

- A formal letter on the creation of the Technical Support Unit (TSU) in the Agriculture and fisheries directorate of NDDC was submitted to the MD/CEO NDDC. A draft document with inputs from the FMARD is available for consideration.

1. Continue training programme Immediately STA

With reference to item 4 above, trainings had been concluded using the

	curriculum for agri-enterprises to cover at least 50% to 60% of all supported enterprises, explore ways to make the training more relevant.				programme's training module and covered over 100% of all supported enterprises. Service providers with the support of the mentors were used to conduct all the trainings.
Target making all agrienterprises profitable					
2.	Recruit a specialist/Service Provider on institutional development at PSO level to coordinate and implement the strengthening process of CADAs (TOR and Recruitment). Association Development Adviser (ADA)	Nov 2014	STA REDFLO/SAFE0		The Programme engaged two Association Development advisers as to complete the strengthening process within the time frame. CADAs in all the states except Ondo state have been further strengthened by the ADAs using a training manual specifically prepared for the leadership of CADA.
3.	Carry out training of CADAs in Ondo State	Nov 2014	SPSO – Ondo with PSO		The orientation training of CADAs in Ondo state has been conducted
4.	Continue to strengthen CADAs in all states to implement revolving funds	Dec 2014	SPSO – Ondo with PSO		As in item 9, the CADAs have continued to be strengthened. CADAs in Imo, Ondo, Bayelsa, Rivers, Cross-River, Abia have put up strategies to operationalize revolving funds.
5.	Train leaders of CADAs and apex organizations on association management, good governance and advocacy, membership services, financial management, income generation and sustainability for the long term and running an association as a business	Dec 14 to Jan 2015	SPSOs /ADA		The training of 918 CADA leaders in 153 CADAs by the ADAs across the 9 states of Niger Delta and preparation of their SDPs are in progress from information extracted through a checklist. CADA training in 8 states have been concluded by the ADAs. Ondo state will be conducted immediately after the Mission.
6.	Train sector specific apex organizations such as Fish Farmers Multipurpose Cooperative Society in Delta, and other similar Associations to Prepare SDP. This training needs to be conducted by qualified service providers. Preparation/ finalization SDP	Feb 2015	SPSOs /ADA		The ADAs handled this training using the prepared training manual. Specifically, representatives from the 6-fish clusters in Delta state participated in the training and their SDP is being prepared.

	for each CADA.				
7.	Follow up of implementation of SDP by each CADA and other apex associations at each state level	Jan – March 2015 Nov 2014	SPSOs/ADA		The SDPs are still undergoing preparation.
8.	Assign and make accountable each technical staff member of the SPSO to follow up least one or two CADAs	Nov 2014	All staff of SPSOs		Each CADA has been assigned a technical staff member to follow up implementation of activities and ensure best practices.
9.	Establish a model by-law appropriate for CADAs and procedures to register and formalize the institution	Jan 2015-05-28	PSO –with ADA and SPSOs with CADA	<ul style="list-style-type: none"> ➤ A guideline on preparation of Model Bye-laws has been prepared by the Programme for the CADAs. The ADAs are facilitating the final production of the bye-laws. ➤ Their registration process at Local government level has commenced. 	
	CADAs adopt by-laws, formalize/register the Associations	Feb 2015			
10.	Hold quarterly meetings of the IFAD supported programmes to discuss implementation challenges and bi-annual meetings of all donor programmes in the agricultural sector.	January 2015 Bi-annual donor coordination meeting – November 2014	FMARD/ICO		One meeting of the IFAD was held in Abuja discuss the level of implementation, challenges and the way forward. The challenges of drawdown for RUFIN, VCDP inability to drawdown as a result of non-inclusion in the borrowing plan. The CBNRMP fast rate of drawdown was applauded and was encouraged to ensure the sustainability of the benchmarked enterprises at exit. The bi-annual meeting of all donor assisted programme was held in Abuja on the 16 April, 2015 to discuss implementation issues. Identifying areas of complementarities, duplication and synergy and providing a forum for learning and sharing.
11.	Hold monthly JIPIC meetings with the participation of NDDC, FMARD and CBNRMP staff for feedback on lessons learnt from CBNRMP	On a monthly basis from Nov 2014 onwards	PC/NDDC		Two Monthly meetings were conducted with NDDC, FMARD, and CBNRMP participation. The meeting allocated the NDDC grant of N300million that was released for the implementation of budgeted activities.
12.	Negotiate the Technical Support Unit with NDDC to mainstream CBNRMP activities (including staff issues)	Commence immediately with a month-by-month plan	PC/NDDC		The negotiation of TSU with NDDC on mainstreaming CBNRMP activities have commenced. The modalities will be worked out with NDDC, FMARD and programme.

13. Continue to allocate for each of the programme staff at the PSO and SPSO level, as follows:	for closure. Nov 2014	PC	Under the lead of the STA, 1.Work on agri-enterprises and related step-down trainings have been conducted-reference item 4 above. 2.Gender Officers from PSO and SPSOs working with the ADAs have continued work on strengthening and consolidation of CADAs 3. The Infrastructural Engineers have concentrated work on the unfinished infrastructure schemes. The status is stated on item 2 above. 4. Programme Knowledge Management Officer has been identified as the Head of the knowledge Management Component with counterparts from the different states
		SPSO	
- Under the lead of the STA the Agri enterprise Team, with the REDFLS and SAFEO to continue work on agri-enterprises and related step down trainings.			
- Capacity Building and Gender Officers to continue work on the strengthening and consolidation of CADAs.			
- For the Infrastructure Engineers, to complete the unfinished infrastructure schemes, to focus on procurement at the community level.			
- Identify Knowledge Management Officer as Component Head to take lead on follow up of Knowledge Management plan			
14. Undertake technical consultations with SPOs and when needed SPSO members to follow through the implementation of supervision agreed action plans and share knowledge on how to address challenges in on technical issues and implementation	Commence on a monthly basis until completion of CBNRMP	STA	A monthly technical consultations with SPOs commenced in November 2014. This has been very helpful as it has addressed agreed action plans, shared knowledge and addressed technical challenges. It has instilled competitiveness amongst the states.
15. Complete Impact Study as a reference input for the PCR	Complete within 2 weeks of end of the 16 th SM	PSO M&E to lead	1.Impact studies have been completed 2.Four thematic studies have been conducted with data from the field undergoing analysis
16. Undertake a number of			

	thematic studies including ones for gender, agrienterprises, youth development and the CADA interventions	Commence from end of November 2014			
	17. Geo-indent 300 'performing' enterprises and extend to cover at least 50% to 60% of all supported enterprises	Immediate	M&E and SAFE0		The Knowledge Management team have started geo-indenting the performing enterprises – work in progress
	18. Carry out knowledge management steps	Mid-November 2014	Knowledge Management Head		1. State knowledge management officers appointed and trained 2. Collection and collation of project data and success stories and other programme documents are being carried out by both the PKMO and state KMOs. Uploading to the programme's website is on-going
	<ul style="list-style-type: none"> Finalise CBNRMP's Knowledge Management strategy Create a bibliography of all programme documents to be uploaded to the website (NDDC to take over the website for CBNRMP) Facilitate inter-state farmers' exchange visits to drive learning and replication Support CADA to set up a knowledge platform for sharing of experiences and hold farmers agric- fairs/field days at the state level Identify, document and develop different knowledge products for different targeted stakeholders 	By end of December 2014 From November 2014 on a monthly basis till project completion	SPSO M&E Unit		3. Intra and interstate field visits by both staff and farmers for specific enterprise study e.g fishery, snailry, beekeeping has been undertaken 4. CADA as a platform for knowledge sharing has been set up. They hold interactive meetings, report back to members information gathered from trainings, visit farms, participate in field days 5. The knowledge management team is already developing knowledge management products such as Programme reports, Manuals, CDs, DVDs, photographs, Fliers, posters, Dash board and website entries.
	19. Facilitate an NDDC "All Projects Fair" for sharing of lessons and identification of areas where complementarities between CBNRMP and NDDC's agric programmes exist.	January 2015	PSO/NDCC		A committee comprising staff of CBNRMP and NDDC for organizing the fair had put up draft proposal for the fair but the fair could not hold due to NDDC's annual event of farmers training that took place the whole of first quarter of the year coupled with the election challenges within the period. We plan to conduct a mini-enterprise fair by the youths during their official hand over to NDDC
Fiduciary Aspects	20. Complete and update the computerized accounting system and report to the CPM	November 30, 2014	NPC/FC/SPAS		The computerized accounting system has been updated with consolidated financial statements submitted to ICO.

21. Re-prepare the AWPB for 2014 and the rolling budget for 2015 to make it more realistic	with proof of completion		PC/SPOs/FC/M&EO	The review of 2014 AWPB has been completed. The 2015 AWPB was submitted to ICO whose inputs have been addressed.
	By November 15, 2014			
22. Submit monthly withdrawal applications as agreed in line with schedule drawn up during the mission	From November 2014 till completion on a monthly basis		FC/SPAs	<p>The recommendation of monthly submission of withdrawal applications are being complied with. This has improved draw-down resulting mainly to the amendment of FA to limit the hindrances of counterpart funds, improved management, and focused spending on activities that impact on draw-down and project results. Of present, the status of draw down is about 91.14% as against less than 60% when the programme was declared a project at risk. The draw-down exceeded planned target of US\$700, which we considered impressive. For instance in:-</p> <p>October 2014 the drawdown was US\$1004,519.80; November 2014 it was US\$ 1,277,046.63. December 2014, the draw-down was US\$745,556.69 January 2015 it was US\$846,262.29. February, 2015 drawdown stood at US\$ 1,619,031.96 March, to April 2015 drawdown stood at US\$ 355,799.73 with an outstanding unpaid WAs in the sum of US\$. 773,433.94. This is estimated to 96%.</p> <p>The programme has also placed priority on CDF activities (NRM and Agricultural livelihoods) to impact directly on income and poverty reduction beneficiaries</p> <ul style="list-style-type: none"> ➤ The state accountants have trained CADA officers on financial literacy following the CDF manual. ➤ They have also been trained on procurement process. ➤ The ADAs have also re-trained them on financial literacy
23. Carry out comprehensive trainings at the State level of the operation of the CDF Manual by the end users and also update with the new funding ratio.	November 2014 and January 2015		SPOs	
24. Review the recovery plan to provide adequate information on action to be taken by IFAD on subsequent withdrawal applications to be submitted by the Programme	By November 15, 2014		PC/SPOs/FC/SPAs	The recovery plan has been reviewed with provision of adequate information and re-sent to IFAD in view actions to be taken on subsequent withdrawal applications.
25. Commence the preparation of monthly reconciliation of Special Account statements rather than only when	s From November 2014 till		FC/SPA	Reconciliation of special account statements on monthly basis is being conducted and submitted.

	withdrawal applications are prepared	completion on a monthly basis			
	26. Ensure NDDC funds disbursed to States are expended on CDF activities	Immediately	PC/SPOs		Disbursements of NDDC funds to states have been concluded and are being expended on CDF activities.
	27. Devote more resources towards empowering internal auditors' coverage of community disbursements	From now till completion	PC/SPOs/SPIAs		SPOs have continued to give support to IA to actualize coverage of community disbursements. The Programme IA is already conducting spot-checks to ensure compliance.
	28. Continue training to the Procurement Committees established within CADA structures in each community to be actively engaged in procurement activities	From November 2014 on a monthly basis	SPSOs		<ul style="list-style-type: none"> ➤ The procurement committees of CADA have been given formal training using the programme's procurement manual. ➤ SPSO procurement teams are following up on this at community level and ➤ The various procurement committees are actively engaged in the procurement activities following the procurement process.
	29. Adhere to the approval threshold provided in the programme procurement manual. (CBNRM Proc. manual)	Immediately	SPSOs		<ul style="list-style-type: none"> ➤ States have continued to send to PSO for approval the list of activities and amount planned to be executed that are above the threshold of N1,000,000.00 for approval.
	30. Inputs of technical staff in procurement should be clear, definitive and explicit, with appropriate recommendations on costs.	Immediately	SPSOs		<ul style="list-style-type: none"> ➤ The different desk officers/technical staffs at SPSOs are now making explicit comments on project requests from CADA as directed by SPOs. ➤ The comments cover technical inputs, advice/recommendations on specific requests by enterprise groups including costs of items as demanded by SPO.
Sustainability/ Other	Carry out systematically preparation for the PCR: <ul style="list-style-type: none"> • Complete TORs encompassing timelines and all the steps until the final submission of the PCR and receive clearance by ICO, NDDC and FMARD • Identify and recruit completion mission teams (include NDDC, FMF, and FMARD) 	March 2015 May 2015 June – July	PSO M&E Unit in collaboration with State M&Es, under the guidance of PC		The TOR of the PCR has been finalized with inputs from partners and is being resubmitted for a non objection from IFAD.

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| • Undertake the PCR mission | 2015 |
| • Organize PCR state and national workshops to validate the report and agree on lessons learned, future operations, sustainability, replicability issues as well as post-programme responsibilities | August 2015 |
| Submit to FMARD, NDDC and IFAD | Sept. 2015 |
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Appendix 4: Physical progress measured against AWP&B, including RIMS indicators

COMPONENT 1

TABLE 1 STATUS OF PERFORMING ENTERPRISE CLASSIFICATION BY STATES (KPI 1 & 8)

STATES						
Enterprise Classification	LOP TARGET	CUMM ACHVMT	% CUMM. ACHIEV	2014 TARGET	2014 ACHVMT	% 2014 ACHIEV
ABIA						
Strong	203	134	66	53	31	58.5
Moderate	402	270	67.2	78	50	64.1
Weak	600	470	78.3	124	85	68.5
Total	1205	874	72.8	255	166	64.7
AKWA IBOM						
Strong	234	146	62%	64	33	52%
Moderate	420	282	67%	111	66	60%
Weak	676	443	66%	145	97	67%
Total	1330	871	65%	320	197	62%
BAYELSA						
Strong	413	217	52	27	17	63
Moderate	538	281	52	35	22	64
Weak	974	512	53	57	35	61
Total	1925	1010	52	119	74	62
CROSS RIVER						
Strong	307	216	70	209	184	88
Moderate	593	420	71	347	302	87
Weak	808	591	73	450	410	91
Total	1,708	1,227	72	1,006	896	89

Component 1
TABLE 1 (CONTD) STATUS OF PERFORMING ENTERPRISE CLASSIFICATION BY STATES (KPI 1 & 8)

STATES						
Enterprise Classification	LOP TARGET	CUMM ACHIV MT	ACHIV MT	2014 TARGET	2014 ACHIV MT	% 2014 ACHIV MT
DELTA						
Strong	288	204	70.83	80	67	83.75
Moderate	441	285	64.63	197	105	53.30
Weak	591	381	64.47	288	183	63.54
Total	1,320	870	65.91	565	355	62.83
EDO						
Strong	331	232	70.6	100	55	55.7
Moderate	490	352	72.1	143	90	63.3
Weak	728	577	79.5	218	419	68.5
Total	1,549	1,161	74.9	461	294	63.7
IMO						
Strong	173	108	62	74	21	28
Moderate	370	189	51	161	51	32
Weak	535	363	68	225	101	45
Total	1078	660	61	460	173	38
ONDO						
Strong	298	210	70.5	67	32	47.8
Moderate	388	284	73.2	88	46	52.3
Weak	657	488	74.3	123	72	58.5
Total	1343	982	73.1	278	150	54

Component 1

TABLE 1 (CONTD) STATUS OF PERFORMING ENTERPRISE CLASSIFICATION BY STATES (KPI 1 & 8)

STATES						
Enterprise Classification	LOP TARGET	CUMM ACHIVMT	% CUMM ACHIVMT	2014 TARGET	2014 ACHIVMT	% 2014 ACHIVMT
RIVERS						
Strong	250	177	70	37	9	24
Moderate	419	293	69	69	19	27
Weak	746	492	65	110	39	35.4
Total	1415	962	68	216	67	31

9 STATES CONSOLIDATED SUMMARY						
Enterprise Classification	LOP TARGET	CUMM ACHIVMT	% CUMM ACHIVMT	2014 TARGET	2014 ACHIVMT	% 2014 ACHIVMT
Total Strong	2,497	1,644	65.8	711	449	63.2
Total Moderate	4,061	2,656	65.4	1,229	751	61.1
Total Weak	6,315	4,317	68.4	1,740	1,441	82.8
TOTAL (for 9 States)	12,873	8,617	66.9	3,680	2,641	71.8

Component 1

Table 2 SUMMARY ON ENTERPRISE GROUP FORMATION AND JOB CREATION (KPI -9)

LOP Target (Job Creation)		Cumm. Achiev (Job creation)					
	TOTAL	MY	FY	M	F	TOTAL	% Cum. Ach.
ABIA	7801	1648	1402	1076	951	5077	65
AKWA	11,213	1,354	442	3,787	1,473	7,056	62
BYS	13116	1799	1895	1287	1328	6309	48
CROSS RIVER	9130	1381	1071	1370	1229	5051	55
DELTA	19,259	5,343	4,097	1,442	1,600	12,482	65
EDO	20,915	4,921	2,688	3,142	5,145	15,896	76
IMO	6480	1495	930	764	883	4072	63
ONDO	7002	2014	1687	926	1119	5746	82
RIVERS	3088	507	665	480	517	2169	70
GRAND TOTAL	97,584	20,418	14,843	14,220	14,245	63,858	65

Component 1: TABLE 3 CATEGORIES OF CBNRMP GROUPS AND MEMBERSHIP STRENGTH (KPI-1 & 8)

	INDICATOR	Unit	GROUP MEMBERSHIP			AWPB 2014	Actual 2014	%AWPB 2014	Appraisal Target	Actual Cumulative as at 2014	% Appraisal	No. Registered	
			T	M	F							Target	Actual
1	No of group managing infrastructures	No.	0	0	0	153	112	73.20	459	603	131.37	255	132
2	People in groups managing infrastructure	No.	13,44	8,386	5,062	2,295	1,648	71.20	10,935	13,448	122.98	-	-
3	Group involved in NRM formed and/or strengthened	No.	0	0	0	60	32	53.33	453	203	44.81	-	-
4	People in NRM group	No.	5,252	3,147	2,105	1,000	620	62	8,748	5,252	60.04	-	-
5	Savings and Credit groups formed and/or strengthened	No.	0	0	0	20	12	60	486	535	110.08	-	-
6	People in savings and credit group formed and/or strengthened	No.	5,342	3,016	2,326	200	120	60	4,860	5,342	109.92	-	-
7	Marketing groups formed and/or strength	No.	0	0	0	50	20	40	486	435	89.51		
8	People in marketing groups formed and/or strengthened	No.	4,350	1,908	2,342	500	200	40	4,860	4,350	89.51	-	-
9	No of groups operational/functional	No.	0	0	0	0	0	0	0	0	0	-	-
	groups managing infrastructure	No.	0	0	0	0	0	0	459	284	63	-	-
b	NRM groups	No.	0	0	0	0	0	0	383	203	53	-	-
c	Savings and Credit groups	No.	0	0	0	0	0	0	414	267	65	-	-
d	Marketing Groups	No.	0	0	0	0	0	0	414	261	63	-	-

Component 1: TABLE 4 SUMMARY ON CAPACITY BUILDING AND TRAINING FOR CBNRMP (DIRECT BENEFICIARIES) (KPI -1 & 8)

SN	TYPE OF TRAINING	APPRAISAL TARGET BENEFICIARIES			APPRAISAL CUMMULATIVE ACHIEVEMENT			% APPRAISAL ACHIEVEMENT	2014 TARGET BENEFICIARIES			2014 ACHIEVEMENT (JAN - DEC)			% 2014 ACHIEVEMENT
		TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE		TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	
1	PEOPLE TRAINED IN CROP PRODUCTION PRACTICES & TECHNOLOGIES	5400	3132	2268	8632	4982	3650	159.85	1759	1027	732	950	582	368	54.01
2	PEOPLE TRAINED IN LIVESTOCK PRODUCTION PRACTICES & TECHNOLOGIES	5400	3132	2268	6132	3570	2562	113.56	1150	720	430	514	300	214	44.70
3	PEOPLE TRAINED IN FISH PRODUCTION PRACTICES & TECHNOLOGIES	5400	3132	2268	5890	3458	2432	109.07	1172	673	499	581	372	209	49.57
4	PEOPLE TRAINED IN NRM	8748	5074	3674	4631	2778	1853	52.94	1327	804	523	403	243	160	30.37
5	PEOPLE TRAINED IN POST PRODUCTION PRACTICES & MARKETING	4860	2187	2673	2125	942	1183	43.72	1273	403	870	545	239	306	42.81
6	PEOPLE TRAINED IN INCOME GENERATING ACTIVITIES	3645	2187	1458	4086	2036	2050	112.10	841	490	351	286	161	125	34.01
7	PEOPLE TRAINED IN BUSINESS AND ENTREPRENEURSHIP	3645	2005	1640	2951	1655	1296	80.96	960	579	381	495	294	201	51.56
8	PEOPLE TRAINED IN INFRASTRUCTURE MANAGEMENT	10935	6561	4374	6724	4112	2612	61.49	1540	1027	513	1084	606	478	70.39
9	PEOPLE TRAINED IN COMMUNITY MANAGEMENT TOPICS	13002	6501	6501	8917	4943	3974	68.58	1885	1099	786	1644	995	649	87.21
	SUB TOTAL COMMUNITY TRAINING BENEFICIARIES	61035	33911	27124	50088	28476	21612	82.06	11907	6822	5085	6502	3792	2710	54.61

TABLE 4 (CONTD) SUMMARY ON CAPACITY BUILDING AND TRAINING DATA FOR CBNRMP (DIRECT BENEFICIARIES) (KPI -1 & 8)

		APPRAISAL TARGET BENEFICIARIES			APPRAISAL CUMMULATIVE ACHIEVEMENT				2014 TARGET BENEFICIARIES			2014 ACHIEVEMENT (JAN - DEC)			
10	STAFF OF SERVICE PROVIDERS TRAINED	450			510			113.33	102			63			51.96
11	STAFF OF FINANCIAL INSTITUTIONS TRAINED	180	108	72	276	168	108	153.33	122	75	47	91	50	41	74.59
12	GOVERNMENT OFFICIALS TRAINED	1384	830	554	1286	881	405	92.92	429	287	142	139	94	45	32.40
	SUB TOTAL SERVICE PROVIDERS, FIN. INST./GOVT. OFFICIALS STAFF TRAINED	2014	1192	822	2072	1337	735	102.88	653	422	231	283	177	106	43.34
	OVERALL TOTAL (TRAINING BENEFICIARIES)	63,049	35,103	27,946	52,160	29,813	22,347	82.73	12,560	7,244	5,316	6,785	3,969	2,816	54.02

TABLE 5 SUMMARY OUTCOME OF CAPACITY BUILDING AND TRAINING FOR CBNRMP (KPI -1 & 8)

	9 STATES CONSOLIDATED		BENEFICIARIES								
s/n o.	INDICATOR	Unit	T	M	F	AWPB 2014	Actual 2014	%AWPB 2014	Appraisal Target	Actual Cumulative as at 2014	% Appraisal
1	No of farmers/fishers adopting recommended technologies	No.	13,909	7,626	6,283	3,900	2,256	57.8	21,060	13,909	66.04
2	No. of farmers reporting production/yield increase	No.	15,921	8,851	7,070	3,900	2,175	55.8	21,060	15,921	75.60
3	No. of pro-poor legislation and regulation enforced at local and state level	No.	0	0	0	2	1	50.0	7	5	71.43
4	No. of community action plans included in local government plan	No.	0	0	0	0	0	0	1,180	1,332	112.88
5	No. of community projects implemented	No.	0	0	0	0	0	0	0	0	0
6	No. of people accessing project development funds	No.	25,322	13,999	11,323	6,000	4,594	76.6	34,160	25,322	74.13
7	People accessing facilitated advisory/extension services	No.	348,030	213,524	134,506	70,000	29,930	42.8	379,080	348,030	91.81

Component 2 TABLE 6 CONSOLIDATED CROP PRODUCTION PERFORMANCE ACROSS COMMODITIES

PRODUCTION UNIT											AVERAGE PRODUCTIVITY			
CROP	UNIT OF MEASURE	LOP TARGET	CUMM. ACHV	% CUMM ACH.	2014 TARGET	2014 ACHIEV	% 2014 ACH	2015 TARGET	2015 ACHIEV	% 2015 ACH	BASELINE	CURRENT	% INCREASE	NO. OF CUMM. LOCATION
CASSAVA	Ha	1690	1348	79.76	710	377.1	53.11	566	396.5	70.05	13.5	25	94.6	72.0
RICE	Ha	550	567	103.1	370	212	57.3	140	156	111.4	2.3	3.9	74	14.0
PLANTAIN	Ha	300	158	52.67	150	30	20	60	25	41.67	5.3	8.1	54.1	30.0
VEGETABLE	Ha	234	224.1	95.77	105	27.5	26.19	89	65	73.03	0.9	1.7	95.7	23.0
YAM	Ha	290	307	105.9	156	92	58.97	134	51	38.06	13.3	20.3	52.5	8.0
PINEAPPLE	Ha	88	156	177.3	70	7	10	18	7	38.89	14.7	22.7	54.5	10.0
PAWPAW	Ha	10	98	980	60	9	15	10	30	300	15.0	25.0	66.7	7.0
OIL PALM	Ha	845	406	48.05	424	180	42.45	348	80	22.99	5.8	9.5	65.2	28.0
COCOA	Ha	315	161.5	51.27	143.5	56	39.02	72	36.5	50.69	0.5	0.7	40.0	8.0
Sugar Cane		20	10	50	10	5	50	10	5	50	-	-	-	2.0
CROP TOTAL		4342	3436	79.12	2199	995.6	45.29	1447	852	58.88	70.1	115.9	65.4	202.0

Component 2 TABLE 6A CONSOLIDATED LIVESTOCK PRODUCTION PERFORMANCE ACROSS COMMODITIES

LIVESTOCK	No. of Livestock units									No. of Livestock Stocked											AVERAGE PRODUCTIVITY			
	LOP TARGET	CUMM. ACHV	% CUMM ACH.	2014 TARGET	2014 ACHIEV	% 2014 ACH	2015 TARGET	2015 ACHIEV	% 2015 ACH	UNIT OF MEASURE	LOP TARGET	CUMM. ACHV	% CUMM ACH.	2014 TARGET	2014 ACHIEV	% 2014 ACH	2015 TARGET	2015 ACHIEV	% 2015 ACH	No. OF BENEFICIARIES	BASELINE	CURRENT	% INCREASE	NO. OF CUMM. LOCATION
LIVESTOCK																								
PIGGERY	311	171	55	132	103	78	31	18	58	No	1,410	880	62	641	527	82	162	101	62	435	6	9	50	26
GOATERY	119	35	29	21	5	24	15	7	47	No	1,322	550	42	190	84	44	177	116	66	75	1	2	100	17
POULTRY (BROILERS)	258	122	47	110	57	52	104	64	62	Birds	83,250	59,410	71	20,250	16,000	79	37,750	31,050	82	383	0.8	1.5	88	34
POULTRY (LAYERS)	113	26	23	43	16	37	18	4	22	Birds	63,500	27,150	43	29,500	15,550	53	23,500	10,500	45	109	156	213	37	13
TOTAL LIVESTOCK	801	354	44	306	181	59	168	93	55		149,482	87,990	59	50,581	32,161	64	61,589	41,767	68	1,002	163	226	39	90

TABLE 6B CONSOLIDATED NTFP PRODUCTION PERFORMANCE ACROSS COMMODITIES

NTFP	NO. OF NTFP UNIT									NO. OF NTFP STOCKED										AVERAGE PRODUCTIVITY				
	LOP TARGET	CUMM. ACHV	% CUMM ACH.	2014 TARGET	2014 ACHIEV	% 2014 ACH	2015 TARGET	2015 ACHIEV	% 2015 ACH	MEASURE	LOP TARGET	CUMM. ACHV	% CUMM ACH.	2014 TARGET	2014 ACHIEV	% 2014 ACH	2015 TARGET	2015 ACHIEV	% 2015 ACH	No. of Beneficiaries	BASLINE	CURRENT	INCREASE	NO. OF CUMM. LOCATION
SNAILRY	236	99	42	57	42	74	28	8	29	hat chling	21,500	10,560	49	5,020	6,200	124	8,005	19,402	242	80	38	66	73	24
BEE KEEPING	1,775	336	19	252	241	96	231	80	35	litr es	2,800	2,360	84	414	2,160	522	100	-	-	78	6	11	67	13
GRASS CUTTER	274	122	45	55	20	36	168	116	69	No.	2,850	1,730	61	199	600	302	235	30	13	44	6	8	33	8

TABLE 6C CONSOLIDATED FISHERY PRODUCTION PERFORMANCE ACROSS COMMODITIES

FISHERY	NO. OF FISHERY UNIT									NO. OF FISHERY STOCKED										AVERAGE PRODUCTIVITY				
	LOP TARGET	CUMM. ACHV	% CUMM ACH.	2014 TARGET	2014 ACHIEV	% 2014 ACH	2015 TARGET	2015 ACHIEV	% 2015 ACH	UNIT OF MEASURE	LOP TARGET	CUMM. ACHV	% CUMM ACH.	2014 TARGET	2014 ACHIEV	% 2014 ACH	2015 TARGET	2015 ACHIEV	% 2015 ACH	No. of Beneficiaries	BASLINE	CURRENT	% INCREASE	NO. OF CUMM. LOCATION
AQUACULTURE	220,370	216,088	98	100,000	70,086	70	120	89	74	Fingerlings	1,212,000	671,900	55	547,400	148,700	27	330,000	155,700	47	425	0.8	1.6	100	34
ARTISANAL	-	-	-	-	-	-	-	-	-	Fish	-	-	-	-	-	-	-	-	-	-				
Outboard Engine	58	32	55	17	5	29	18	13	72	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fishing boat	129	89	69	48	21	44	19	12	63	-	-	-	-	-	-	-	-	-	-	-	5	10	100	8
Fishing gears	210	133	63	40	21	53	16	12	75	15,000	-	-	-	-	-	-	-	-	-	-	60	170	183	3
SUB TOTAL	397	254	64	105	47	45	53	37	70	15,000	-	-	-	-	-	-	-	-	-	-	65.8	181.6	383	45

TABLE 6D CONSOLIDATED AGRICULTURAL PRODUCTION/PROCESSED PRODUCT OUTPUT (METRIC TONS) BY COMMODITY

ENTERPRISE	UNIT OF MEASURE	LOP TARGET (Total)	LOP TARGET (UNPROCESSED)	LOP TARGET (PROCESSED)	CUMM. ACHIEV. (unprocessed product Output) A	CUMM ACHIEV (Processed/market ed Product Output) (B)	Total Output (A+B)	% ACHIEV	2014 TARGET (Total)	2014 TARGET (UNPROCESSED)	2014 TARGET (PROCESSED)	2014 ACHIEV. (unprocessed product Output) A	2014 ACHIEV (Processed/market ed Product Output) (B)	Total Output (A+B)	% ACHIEV
(CASSAVA)	MT	42490	29417	28372	13918	11197.28	25115.3	59.10868	17333	12210	5012	4560.9	2491.14	7052.04	40.68563
RICE (SWAMP)	MT	940	1558	1381	582	786.52	1368.52	145.5872	900	573	327	404.44	258.51	662.95	73.66111
PLANTAIN	MT	2425	2449	2425	-	0	0	0	1109	1096	33	407	0	407	36.69973
VEG. (FRUITED PUMPKIN)	MT	258	339	322	-	10.2	10.2	3.953488	135	132	3	34.9	5.1	40	29.62963
PINEAPPLE	MT	1290	90	90	1200		1200	93.02326	332	332	0	474	0	474	142.7711
YAM (MINISETT)	MT	3520	5250	3520	-	0	0	0	1860	1860	0	1350	0	1350	72.58065
YAM (WARE)	MT	720	720	0	166	0	166	23.05556	10	10	0	4	0	4	40
OIL PALM	MT	2200	1200	1000	2.055	1276.4	1278.46	58.11159	230	150	80	75	48	123	53.47826
COCOA	MT	100	50	50	88.2	0	88.2	88.2	0	9	0	27	0	27	
PAWPAW	MT	750	750	0	600	0	600	80	500	500	0	250	0	250	50
SUB TOTAL CROPS	MT	54693	41823	37160	16556.26	13270.4	29826.7	54.53468	22409	16872	5455	7587.24	2802.75	10389.99	46.36526
							0								
LIVESTOCK		0	0	0	0	0	0		0	0	0	0	0	0	
POULTRY (BROILER)	MT	47267.5	46593.9	7.6	22356.89	1.71	22358.6	47.30227	30477	4891	7204	13350	3420	16770	55.0251
Poultry (Layers)	egg	585000.3	485000	0	218367	0	218367	37.32767	56633	206593	150000	21330	30000	51330	90.6362
GOATRY	MT	472.4	472.4	0	171.96	0	171.96	36.40135	46.42	8.42	0	4.42	0	4.42	9.521758
PIGGERY	MT	2308.8	2308.8	0	656.08	0	656.08	28.41649	126.36	126.356	0	99.674	0	99.674	78.88347
SUB TOTAL LIVESTOCK	MT	50048.7	49375.1	7.6	23184.93	1.71	23186.6	46.32816	30650	5025.776	7204	13454.1	3420	16874.09	55.05454

TABLE 6E CONSOLIDATED AGRICULTURAL PRODUCTION/PROCESSED PRODUCT OUTPUT (METRIC TONS) BY COMMODITY

ENTERPRISE	UNIT OF MEASURE	LOP TARGET (Total)	LOP TARGET (UNPROCESSED)	LOP TARGET (PROCESSED)	CUMM. ACHIEV. (unprocessed product Output) A	CUMM ACHIEV (Processed/market ed Product Output) (B)	Total Output (A+B)	% ACHIEV	2014 TARGET (Total)	2014 TARGET (UNPROCESSED)	2014 TARGET (PROCESSED)	2014 ACHIEV. (unprocessed product Output) A	2014 ACHIEV (Processed/market ed Product Output) (B)	Total Output (A+B)	% ACHIEV
NTFP		0	0	0	0	0	0		0	0	0	0	0	0	
GRASSCUTTER	Litter	1700	1700	0	600	0	600	35.29412	110	110	0	70	0	70	63.63636
BEE-KEEPING	LTRS	8050	40	8010	0	6284	6284	78.06211	3256	0	3256	0	1740	1740	53.4398
SNAILARY	Hatchling	275500	275500	0	100800	0	100800	36.58802	45496	45496	0	31148	0	31148	68.46316
SUB TOTAL NTFP							0								
							0								
FISHERIES		0	0	0	0	0	0		0	0	0	0	0	0	
AQUACULTURE (FISHERY)	MT	601.172	240.9185	360.2535	131.559	196.74099	328.3	54.60999	300.43	120.4142	180.0162	11.5476	17.1135	28.6611	9.540013
ARTISANAL	MT	451	42.61075	63.0025	238.8292	123	361.829	80.22819	600.01	240.0092	360.0003	11.4032	17.1001	28.50325	4.750466
SUB TOTAL FISHERIES		1052.172	283.5293	423.256	370.3881	319.74099	690.129	65.5909	900.44	360.4234	540.0165	22.9508	34.2136	57.16435	6.348491
GRAND TOTAL	MT	105793.9	91481.63	37590.856	40111.57	13591.851	53703.4	50.76232	53959	22258.199	13199.02	21064.3	6256.96	27321.25	50.63315
	Hatching	275500	275500	0	100800	0	100800	36.58802	45496	45496	0	31148	0	31148	68.46316
	Egg	585000.3	485000	0	218367	0	218367	37.32767	56633	206593	150000	21330	30000	51330	90.6362
	LT	9750	1740	8010	600	6284	6884	70.60513	3366	110	3256	70	1740	1810	53.77302

TABLE 6D CONSOLIDATED AGRICULTURAL PRODUCTION/PROCESSED PRODUCT INCOME (IN NAIRA) BY COMMODITY ACROSS STATES (KPI 7, 10)

(KPI 7 & 10)	LOP TARGET (TOTAL) (₦)	LOP TARGET (Unprocessed)	LOP TARGET (processed)	CUMM. ACHIEV. (Unprocessed Product Income) (A)	% Achiv. Unprocessed	Cumm. Achiev. (Processed/Marketed (Product Income) (B)	% Achiev. Processed	Total Income (A+B)	% ACHIEV	2014 TARGET (TOTAL)	2014 TARGET (Unprocessed)	2014 TARGET (processed)	2014 ACHIEV. (Unprocessed Product Income) (A)	% Achiv. Unprocessed	2014 Achiev. (Processed/Marketed (Product Income) (B)	% Achiev. Processed	Total Income (A+B)	% ACHIEV
CASSAVA	1,310,045,000	408,520,000	901,525,000	522,914,550	128	590,623,700	66	1,113,538,250	85	571,020,000	183,140,000	431,620,000	88,697,500	48	279,522,000	65	368,219,500	64
RICE (SWAMP)	411,180,000	148,460,000	262,720,000	222,715,200	150	135,011,400	51	357,726,600	87	225,290,000	83,090,000	142,200,000	47,383,600	57	79,903,200	56	127,286,800	56
PLANTAIN	420,150,000	420,150,000	-	369,732,000	88	-	-	369,732,000	88	368,140,000	368,140,000	-	73,080,000	20	-	-	73,080,000	20
VEG. (FRUITED PUMPKIN)	58,500,000	56,700,000	-	44,550,000	79	1,080,000	-	45,630,000	78	28,380,000	35,130,000	-	7,710,000	22	-	-	7,710,000	27

TABLE 6E. CONSOLIDATED AGRICULTURAL PRODUCTION/PROCESSED PRODUCT INCOME (IN NAIRA) BY COMMODITY ACROSS STATES (KPI 7, 10)

(KPI 7 & 10)	LOP TARGET (TOTAL)	LOP TARGET (Unprocessed)	LOP TARGET (processed)	CUMM. ACHIEV. (Unprocessed Product Income) (A)	% Achiv. Unprocessed	Cumm. Achiev. (Processed/Marketed (Product Income) (B)	% Achiev. Processed	Total Income (A+B)	% ACHIEV	2014 TARGET (TOTAL)	2014 TARGET (Unprocessed)	2014 TARGET (processed)	2014 ACHIEV. (Unprocessed Product Income) (A)	% Achiv. Unprocessed	2014 Achiev. (Processed/Marketed (Product Income) (B)	% Achiev. Processed	Total Income (A+B)	% ACHIEV
PINEAPPLE	97,500,000	97,500,000	-	78,000,000	80	-	-	78,000,000	80	130,800,000	130,800,000	-	35,100,000	27	-	-	35,100,000	27
YAM MINISSETT	1,032,000,000	1,032,000,000	-	887,520,000	86	-	-	887,520,000	86	704,000,000	704,000,000	-	475,200,000	68	-	-	475,200,000	68
YAM (WARE)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OIL PALM	450,800,000	302,000,000	236,000,000	148,800,000	49	132,880,000	56	342,472,000	76	61,000,000	45,000,000	16,000,000	35,000,000	78	9,600,000	60	44,600,000	73
COCOA	100,000,000	100,000,000	-	4,760,000	5	-	-	4,760,000	5	38,570,000	38,570,000	-	47,880,000	124	-	-	47,880,000	124

TABLE 6F CONSOLIDATED AGRICULTURAL PRODUCTION/PROCESSED PRODUCT INCOME (IN NAIRA) BY COMMODITY ACROSS STATES (KPI 7, 10)

(KPI 7 & 10)	LOP TARGET (TOTAL)	LOP TARGET (Unprocessed)	LOP TARGET (processed)	ACHIEV. (Unprocessed Product	% Achiv. Unprocessed	(Processed/Ma rketed (Product	% Achiev. Processed	Total Income (A+B)	% ACHIEV	2014 TARGET (TOTAL)	2014 TARGET (Unprocessed)	2014 TARGET (processed)	2014 ACHIEV. (Unprocessed Product Income) (A)	% Achiv. Unprocessed	(Processed/Ma rketed (Product	% Achiev. Processed	Total Income (A+B)	% ACHIEV
SUB-TOTAL CROPS	3,880,175,000	2,565,330,000	1,400,245,000	2,278,991,750	89	859,595,100	61	3,199,378,850	82	2,127,200,000	1,587,870,000	589,820,000	810,051,100	51	369,025,200	63	1,179,076,300	55
PIGGERY	1,205,000,000	1,205,000,000	-	212,500,000	18	-	-	212,500,000	18	55,320,000	55,320,000	-	30,900,000	56	-	-	30,900,000	56
GOATERY	223,320,000	223,320,000	-	33,633,000	15	-	-	33,633,000	15	21,030,000	510,000	-	465,000	91	-	-	465,000	2
Poultry (Broilers)	106,500,000	102,900,000	3,600,000	54,365,000	53	1,710,000	48	56,075,000	53	56,024,000	56,024,000	-	43,298,000	77	-	-	43,298,000	77
Poultry (Layers)	234,875,000	227,875,000	-	98,174,700	43	9,332,400	-	107,507,100	46	71,664,300	71,664,300	-	40,207,950	56	-	-	40,207,950	56

Table 6G CONSOLIDATED AGRICULTURAL PRODUCTION/PROCESSED PRODUCT INCOME (IN NAIRA) BY COMMODITY ACROSS STATES (KPI 7, 10)

(KPI 7 & 10)	LOP TARGET (TOTAL)	LOP TARGET (Unprocessed)	LOP TARGET (processed)	CUMM. ACHIEV. (Unprocessed Product Income) (A)	% Achiv. Unprocessed	Cumm. Achiev. (Processed/Market ed (Product Income) (B)	% Achiev. Processed	Total Income (A+B)	% ACHIEV	2014 TARGET (TOTAL)	2014 TARGET (Unprocessed)	2014 TARGET (processed)	2014 ACHIEV. (Unprocessed Product Income) (A)	% Achiv. Unprocessed	2014 Achiev. (Processed/Market ed (Product Income) (B)	% Achiev. Processed	Total Income (A+B)	% ACHIEV
SUB TOTAL LIVESTOCK	1,769,695,000	1,759,095,000	3,600,000	398,672,700	23	11,042,400	307	409,715,100	23	204,038,300	183,518,300	-	114,870,950	63	-	-	114,870,950	56
Grasscutter	4,800,000	4,800,000	-	1,920,000	40	-	-	1,920,000	40	250,000	250,000	-	250,000	100	-	-	250,000	100
BEE KEEPING	2,400,000	-	2,400,000	-	-	2,236,800	93	2,236,800	93	3,072,000	-	3,072,000	-	-	1,920,000	63	1,920,000	63
SNAILRY	31,885,000	20,960,000	10,925,000	11,134,000	53	8,070,000	74	19,204,000	60	14,165,920	8,645,920	5,520,000	6,002,960	69	2,920,000	53	8,922,960	63
Sub Total NTFP	39,085,000	25,760,000	13,325,000	13,054,000	51	10,306,800	77	23,360,800	60	17,487,920	8,895,920	8,592,000	6,252,960	70	4,840,000	56	11,092,960	63

Table 6H CONSOLIDATED AGRICULTURAL PRODUCTION/PROCESSED PRODUCT INCOME (IN NAIRA) BY COMMODITY ACROSS STATES (KPI 7, 10)

(KPI 7 & 10)	LOP TARGET (TOTAL)	LOP TARGET (Unprocessed)	LOP TARGET (processed)	CUMM. ACHIEV. (Unprocessed Product Income) (A)	% Achiv. Unprocessed	Cumm. Achiev. (Processed/Marketed (Product Income) (B)	% Achiev. Processed	Total Income (A+B)	% ACHIEV	2014 TARGET (TOTAL)	2014 TARGET (Unprocessed)	2014 TARGET (processed)	2014 ACHIEV. (Unprocessed Product Income) (A)	% Achiv. Unprocessed	2014 Achiev. (Processed/Marketed (Product Income) (B)	% Achiev. Processed	Total Income (A+B)	% ACHIEV
FISHERIES																		
Artisanal	121,862,500	108,912,500	12,950,000	52,559,600	48	13,164,000	102	65,723,600	54	24,360,000	23,030,000	1,330,000	6,290,000	27	630,000	47	6,920,000	28
Aquaculture	802,798,000	674,755,600	83,042,400	186,848,400	28	8,871,000	11	195,719,400	24	300,725,600	288,727,600	11,998,000	134,328,680	47	10,830,000	90	145,158,680	48
Sub Total FISHERY	924,660,500	783,668,100	95,992,400	239,408,000	31	22,035,000	23	261,443,000	28	325,085,600	311,757,600	13,328,000	140,618,680	45	11,460,000	86	152,078,680	47
GRAND TOTAL	6,613,615,500	5,133,853,100	1,513,162,400	2,930,126,450	57	902,979,300	60	3,893,897,750	59	2,673,811,820	2,092,041,820	611,740,000	1,071,793,690	51	385,325,200	63	1,457,118,890	54

Component 2 Table 7 Status of Completion and Functionality of the Various Subprojects (Economic and Social)

S/N	Sub-Projects	Appraisal Target (2006-2014)	CUMM ACHIEV	% CUMM ACHIEV	2014 Target	2014 ACHIEV			% 2014 ACHIEV (Completed and functional)	LOCATION AND NUMBER OF INFRASTRUCTURE			No. of Beneficiaries	Remarks
						Completed (functional)	Completed (Not functional)	uncompleted		Completed (functional)	Completed (Not functional)	Uncompleted		
A	SOCIAL INFRASTRUCTURE													
1	Schools constructed/rehabilitated	46	24	52	30	24	-	9	80	24	-	11	108,717	
2	Health Centers constructed/Rehabilitated	12	7	58	10	5	2	3	50	6	2	7	10,028	
3	Culverts/Bridges constructed/rehabilitated	61	18	30	14	18	-	2	129	15	-	1	71,597	
4	Roads constructed/rehabilitated	120	45	38	44	45	-	1	102	39	-	-	312,688	
5	Town Halls/ Community centers construction	15	11	73	10	8	1	1	80	10	7	2	158,440	
6	Jetties constructed/rehabilitated	7	2	29	3	2	-	2	67	2	-	1	57,108	
7	Construction of line drainage	-	5	-	2	5	-	-	250	5	-	-	15,605	

S/N	Sub-Projects	Appraisal Target (2006-2014)	CUMM ACHIEV	% CUMM ACHIEV	2014 Target	2014 ACHIEV			% 2014 ACHIEV (Completed and functional)	LOCATION AND NUMBER OF INFRASTRUCTURE			No. of Beneficiaries	Remarks
						Completed (functional)	Completed (Not functional)	uncompleted		Completed (functional)	Completed (Not functional)	Uncompleted		
B	Agro Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	
8	Boreholes/ hand-pumps installed/ Reactivated	100	113	113	80	100	14	17	125	95	14	19	604,659	
9	Market Stalls constructed/ rehabilitated	60	17	28	17	15	2	5	88	15	2	5	183,372	
10	Fish Ponds	130	232	178	137	198	34	9	145	197	45	16	318,473	
11	Farm Service Centers Established	12	10	83	9	9	1	7	100	9	-	1	29,963	

S/N	Sub-Projects	Appraisal Target (2006-2014)	CUMM ACHIEV	% CUMM ACHIEV	2014 Target	2014 ACHIEV			% 2014 ACHIEV (Completed and functional)	LOCATION AND NUMBER OF INFRASTRUCTURE			No. of Beneficiaries	Remarks
						Completed (functional)	Completed (Not functional)	uncompleted		Completed (functional)	Completed (Not functional)	Uncompleted		
C	Agro processing facilities constructed/rehabilitated													
12	Cassava Processing Mill	73	36	49	25	28	8	1	112	29	7	4	333,154	
13	Oil Palm Processing Mill	28	16	57	19	16	1	5	84	15	5	6	217,837	
14	Rice Processing Mill	14	6	43	5	5	1	2	100	5	1	-	141,409	
15	Corn Processing Mill	4	2	50	4	2	-	-	50	2	-	1	5,421	
16	Smoking kiln	48	25	52	34	13	-	1	38	26	-	-	24,133	
17	Honey Bee Processing Mill	1	-	-	1	-	-	1	-	-	-	1	-	
18	STORAGE FACILITY	-	-	-	-	-	-	-	-	-	-	-	-	
19	On-Farm Storage Facility	2	1	50	1	1	-	-	100	1	-	-	4,281	
20	Off-Farm Storage Facility	-	-	-	-	-	-	-	-	-	-	-	-	
	GRAND TOTAL	1,086	570	52	445	494	64	66	111	495	83	75	2,596,885	

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

Table 5A: Financial performance by financier (28 May, 2015)

Financier	Appraisal (USD '000)	Disbursement s (USD '000)	Per cent disbursed
IFAD Loan	15,000	12,261	81.74
NDDC Grant	15,000	12,623	84.16
Fed. Government	6,562	6,636	101.13
State Governments	9,000	6,110	67.89
Local Govt. Councils	18,000	3,617	20.09
Beneficiaries	4,000	n/a	
Others	0.00	473	
Total			

Table 5B: Financial performance by financier by component

Performance By Component (in USD)

			%
	Appraisal/Reallocation	Actual	UTILISATION
	USD	USD	
Institutional Strengthening	9,537,885.47	6,395,885.87	67.06
Community Development Fund	5,462,114.53	5,864,617.96	107.37
Total	15,000,000.00	12,260,503.83	81.74

Note:

Increase in utilisation percentage was due to increase in financial performance by financiers during the period under review

Table 5C: IFAD loan disbursements (SDR, as of 7th October, 2014) (Figures in SDRs)

	Cumulative disbursements of IFAD funds to date, by categories					
	Description	% IFAD	Total-allocated	Total-disbursed	Undisbursed balance	Disbursed %
	Authorised Allocation		1,350,000.00	9,277,015.61	2,072,984.39	81.74
	Consultancies, Studies, Auditing, Training		1,469,000.00	1,712,973.68	-243,973.68	-116.61
	Equipment		634,000.00	450,110.09	183,889.91	71.00
	Salaries, Allowances, Operation And Maintenance		2,030,000.00	2,274,429.82	-244,429.82	-112.04
	CDF - Village Infrastructure		1,839,000.00	859,243.98	979,756.02	46.72
	CDF - Livelihood Development		3,908,000.00	2,732,995.87	1,175,004.13	69.93
	CDF - Natural Resource Management		1,470,000.00	1,247,262.17	222,737.83	84.85
	Total		11,350,000.00	9,277,015.61	2,072,984.39	81.74

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 finds 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 finds 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 finds 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 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.	2007 onwards	Fully complied	Programme had been submitting unaudited financial statements for half and year 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 instalment 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	Fully 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	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 Agriculture and Rural Development Consultative Group – Responsibilities	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 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	2012 onwards	Partially complied	The ARDCG is not functional and there is no platform as such for this type of lesson sharing, instead it is done through the Ag Development Partner Working Group.

	facilitate its replication 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 Applicable.	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	Fully complied	The advisory board of the NDDC is 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

1. 10 year long implementation of CBNRMP has resulted in number of important lessons in terms of design, approach and implementation. Programme is now due for completion in four months and these lessons So of the key lessons are:
 - a. **Geographical Coverage:** Coverage of large number of states, spread over a large area under the programme, is difficult. Targeting a few LGA's in each state further dilutes programme impact and effectiveness. Due to large distances, fewer LGAs per State and full-fledged State level Programme Offices for few LGAs entails large transaction costs and makes coordination and monitoring a challenging prospect. Better option if concentrate on fewer states but with much more expanded coverage in terms of LGAs and communities.
 - b. **Rural enterprises and institutions:** Beneficiary centred rural enterprises and support organizations like CADAs need structured and long-term support and capacity building to attain a sustainable status. A clear steps-based interaction strategy guides such process. Introduction of such institutions at fag-end of the programme should be backed up by development of a clear post-programme support mechanism within the government system as well as early development of linkages with other sources of support (projects, micro-finance institutions, local governments etc.)
 - c. **Paper-based transactions and procurements at community level:** If community-based institutions are made responsible for any financial transactions and procurements (e.g. disbursement and recovery of 50% from supported enterprises), then this should follow prior development of proper recording systems including record ledgers and standard forms for the receipts and disbursements including form for loan containing terms and conditions and guarantees.
 2. **Programme Ownership at State and LGA level:** If State and Local Governments are made responsible for large amounts of counterpart fund provisions, then their full involvement and ownership of programme design and activities must be ensured during the design process and they should also be signatories to the financing agreement. Persistent absence/shortage of counterpart financing from State and Local Government suggests that they did not have any ownership of the programme and what it was doing.
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Innovation: Describe any interesting innovation noted during supervision

CBNRMP has introduced a number of innovations, in the context of Nigeria in general and Niger Delta in particular. Some of the salient ones can be summarized as following:

1. **Bee-Keeping with modern techniques:** Programme has supported establishment of a bee-keeping group consisting of graduates and introduced modern honey extraction equipment and packing and labelling which has enabled the group to develop very quickly and make its presence in the market. The enterprise has trained 40 additional youths who have also started bee-keeping.
 2. **Use of Swamps as low cost-high return Fish Production Centres:** Programme has organized fish production enterprises that use mud ponds made in existing swamps for rearing of cat-fish. These ponds get water recharge from the ground and have no dependence on external water supply and hence no extra cost of fuels and attendant conveyance structures.
 3. **Fish Clusters with Solar Powered Hatchery:** Given the uncertain electricity supply in rural areas, the programme has introduced use of solar power for fish hatchery in one of the supported fish clusters which has greatly helped the farmers in getting reliable and consistent supply of fingerlings for their ponds and also greatly reduced the cost of production as they don't need to run generators for this purpose.
 4. **Linking Trained Rural Youth with Private Investors:** Financing for rural enterprises is always a challenge due to limited outreach of existing financing institutions and reluctance to lend to rural youth with no collateral. The programme linked up a youth trained in fishery production (Juliet) to a local private investor (Ben) and they are together now operating around 100 fish ponds with their own solar operated hatchery from where they are also supplying fingerlings to their neighbouring Fish Cooperative.
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Appendix 8: Mission Schedule and List of Persons Met

Date	Location	Activity
10 May 2015	Port Harcourt	Arrival of Mission Team in PH , Rivers State
11 to 12 May 2015	Port Harcourt	<p>Mission Start Up: Team received briefing and relevant documents</p> <p>Experience Sharing - Presentation by All States</p> <ul style="list-style-type: none"> a) Main activities since last mission with key performance on key indicators b) Level of supervision and guidance from PSO c) Key challenges and remedies <p>Presentation by PSO:</p> <ul style="list-style-type: none"> a) Overall Implementation progress (by PC) b) Update on action plan against project at risks based on last mission recommendations c) Performance on AWPB d) Lessons, key challenges and suggested remedies arising from implementation (by CTA): e) Exit plan with NDDC and FMARD (by PC) f) Key areas of focus during the remaining part of the programme (by PC and FMARD) <p>Innovative products and processes – by CTA and key Components Heads</p> <p>Knowledge management and communication (KMO and Vera)</p>
13 – 14 May 2015	Rivers State	Field visit by Supervision Teams
15 – 17 May 2015	Edo State	Supervision Teams (visit projects in Delta State on transit)
18 May	Port Harcourt	Mid Mission Stock-Taking and meeting with NDDC
19 – 22 May 2015	Abia and Akwa Ibom States	Team 1 (Dr. Patrick and Ben)
19 – 22 May 2015	Cross River State	Team 2 (Rab Nawaz and Jones Lemchi)
23 – 25 May 2015	Cross River/PH	Report Writing
26 May 2015	PH	Pre-Wrap
27 May 2015	PH	Mission Wrap Up: Formal Wrap up with the participation of States and the FMF and FMARD
28 May 2015		Departure

LIST OF PERSONS MET

Port Harcourt

PSO & NDDC

Irene Jumbo-Ibeakuzie	Programme Coordinator, CMNRMP
Ernest Nwogu	STA, PSO
Ian Gbinigie	PM&E., PSO
Iniabasi	Gender
Jerus Uvieghara	Knowledge Management Officer, PSO
Mathew Erhima	Programme Financial Controller
David Mereyekuku	REDFLS
Dr. G.C. Amadi	Director, NDDC
Haruna Mazada	Programme Manager, NDDC
Felicia Sunday	Accountant

Rivers State

12 & 13-05-2015

Fred Nwagwu	REDFLS officer
Clifford Ogbanza	M&E
Anthony Esonor	CBMTO
Abinye K. Allison	IA
Horrfall J.D	SAFE0

Ozuaha Community

Mr. Orlu Damian	Principal CBNMRP funded School
Mr. Charles Ekwubiri	Chairman CADA
Mr. Richard Amadi	Chief of Community
Mr. Prince Obiwali	Plantain Cluster

Obima Community

Mr. Kingdom Worlu	Head Cassava Processing Mill group
Mr. Godson Ckucks	Cassava Cluster member
Mr. Emmaneul	Cassava Cluster member
Mr. Flord Klegbob	Fish Cluster Member

Apani Community

Mr. Klokpe	Cassava Cluster member
Mrs. Fransisca Oyenri	Cassava Cluster Member

Edo State

14-05-2015

Aikhnomobhugbe P. U	State Programme Officer
Ogieva G. I	M&E
Agbaiza O. Dube	CIE
Evbiman	SAFE0
Osula Minister	REDFLS

Emuhun Fish Cluster

Mrs. Patience Iwuanyanwu	Fish Cluster Member
Mr. Henry Inneh	Fish Cluster member
Mr. Collins Igbinovia	Fish Cluster member
Mr. Charles Osabuahien	Fish Cluster member
Mr. Kold Edakpayi	Fish Cluster – Step down replicator
Mr. Testamen Igbinovia	Secretary Emuhun Community

Iliushi Community

Monday Nana	Chairman CADA
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Mr. Patrick Obaze	Member Yam Cluster
Mr. Sadah Awawa	Trader yam Seed
Mr. Omar Lucky	Paw Paw Producer
Mrs. Helen Amaje	Rice Cluster Member

Imo State

17-05-2015

Oguta Egbaruama Community

Laz Ananuba	Chairman CADA
Mgborugwu Emmanuel	Member CADA
Uchena Unagi	Poultry Cluster Member
Val Ejiesiame	Poultry Cluster Member
Oneyeka Florence	Poultry Cluster Member

Delta State

16 & 17-05-2015

Aloba U. M	SPO
M. P. Osharode	M&E
Adeniyi B. A	SAFE0
Nowokoto Franca	REDFLS

Warri

Mr. Benjaflow	Benjaflow Fish Farm
Alhaaj Abdul Rehman Yousef	Chairman, Liberty Fish Farm Cluster
Ms. Juliet Adijwu	Fish Farmer, Liberty Fish Farm
Eromosele Odion	Fish Farmer, Liberty Fish Farm

Otor-Udu Community

Victoria Ezakpovwo Koglone	Vegetable Production Cluster
Igben Victoria	Vegetable Production Cluster

Ogheneruria Community

Adaka Jonatahn	CADA Chairman
Oopriha Samuel	CADA Member

Cross River State

19/22-05-2015

PSO Office Review

Innocent M. Oybon	SPO
Ogbodim O. Ujang	SPA
Odey J. Ikongha	M&E
Francis N. Njar	CIE
Christian F. Ekpore	CBMTO
Ekpeyong E. Esien	SAFE0
Adiah I. Ofem	GCDDO
Helen Effiom	REDFLS

Iyamayong Community

Benjamin Egor	Chairman CADA
Fred Irom	Pig Rearing Cluster
Ebak Egbara	Goat rearing Cluster
Irom Alis	Goat Rearing Cluster
Alex Orim	Chairman, Poultry Cluster
Sixtus Okpa	Secretary, Poultry Cluster

Assiga Community

John Usang

Idebe Offiong Umah Community

Mercy Etim

Bassey Nawanda

Okon Joseph Etim

Poultry Production

Vegetable Production Cluster

Vegetable Production Cluster

Chairman, CADA

Abia & Ikwa Ibom States

19-22 May 2015

Okpata-Samuel Lovetho

Uchechi Nwokowa

Ukotta Ana C.

Okorie Ndubuisi

SPO, Abia

SAFE0

Asst. SAFE0

REDFLS

Essien B. Uwe-Bassey

Aloysius D. Edet

Ani Philip Peter

Solomon S. Itam

SPO, Akwa Ibom

MIS/MEO

REDFLSO

SAFE0

