

Nigeria

Community-Based Natural Resource Management Programme (CBNRMP)

Supervision report¹

Main report and appendices

¹

Mission Dates: 19-Oct -2014 to 8-Nov-2014
Document Date: November 2014
Project No. 01260
Report No: 3585-NG

West and Central Africa Division
Programme Management Department

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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 16th Joint Federal Ministry of Agriculture and Rural Development (FMARD) representing the Government of Nigeria (GoN) / IFAD Supervision Mission² for Community Based Natural Resource Management Programme (CBNRMP) took place between 19 October and 08 November 2014. The mission was undertaken to generally assess programme implementation since inception, but specifically also review the progress made by management in implementing the decisions and recommendations of the past two missions. It was assigned to also assess the level of performance of CBNRMP on the past implementation support provided in the areas of strengthening enterprises, strengthening implementation framework of the enterprise development in the communities and level/quality of document of programme guidelines, programme performance, best practices for knowledge sharing and exit at completion.
2. The goal of CBNRMP was to improve the livelihoods and living conditions of at least 400 000 rural families (households) in the nine Niger Delta States³. It has a strong emphasis on women and youth. The Programme became effective on 06 July 2005 and was reviewed, mid-way in May 2010. The Programme was scheduled for completion on 30 September 2013 but had a two-year extension at the request of the Federal Government of Nigeria (FGN), which brought the completion date to 30 September 2015. The total programme cost was planned at USD 84.8 million, of which the IFAD loan was USD 15 million, NDDC grant was USD 15 million, FGN contribution was USD 10.2 million, State contribution was USD 8.2 million, Local Government Authority (LGA) contribution was USD 32 million, and beneficiary contribution was USD 4.4 million.
3. Following the recommendations of the 2010 Mid-Term Review (MTR) and in line with the Action at Completion Points (ACP) of the Country Programme Evaluation (CPE) held in 2008/2009, CBNRMP refocused its interventions on agriculture and agri-enterprises to support greater numbers of youth and women in agriculture and facilitate job creation and income increase.
4. The Programme Support Office (PSO) made a presentation on the overall programme progress during the mission, including the follow-up actions on the recommendations of last two Supervision Missions. The PSO also presented the categorization of 1 000 performing enterprises and general implementation of the two year rolling AWPB. State Programme Support Officers (SPSOs) from the nine participating States also provided inputs. The Mission was divided into three Teams: one formed a technical team led by Paul Schoen (Impact Reporting/Knowledge Management), one by Dr Patrick Nugawela (CADA progress) and one by Dr Jones Lemchi (Enterprise geo-indenting). The wrap-up was held on 06 November 2014 in Owerri, Imo State with participation from the FMARD, NDDC officials and programme staff.
5. A pre-wrap session was held on 05 November 2014 to discuss on the initial finds and provide the programme staff with the opportunity to ask questions for clarifications. The report was agreed upon in an formal wrap-up meeting on 06 November 2014.
6. The Mission wishes to extend its gratitude to FMARD and NDDC for its active leadership and commitment to CBNRMP. It also wishes to thank the FMF for their continuous support to the programme. Finally, the Mission expresses its gratitude to the PSO and SPSOs for their support and commitment to improve the livelihoods of poor rural households throughout the region.

² The team comprised Paul Schoen, M&E expert and lead consultant from IFAD, Jones Lemchi, Economist/Rural Institutions Expert, from IFAD; Patrick Nugawela, Agricultural Enterprise Development Expert; Vera Onyilo, Knowledge Management and Communication Consultant from IFAD; O. Oyeboji from FMARD, Co-Mission Leader; and Ben Odoemena from IFAD Co-Mission Leader; Olukayode Ogboye, Finance, Sola Ogungbe, National Planning Commission Expenditure Management Expert and Tony Onyekweli, Procurement Expert. Atsuko Toda, CPM also provided overall guidance to the mission.

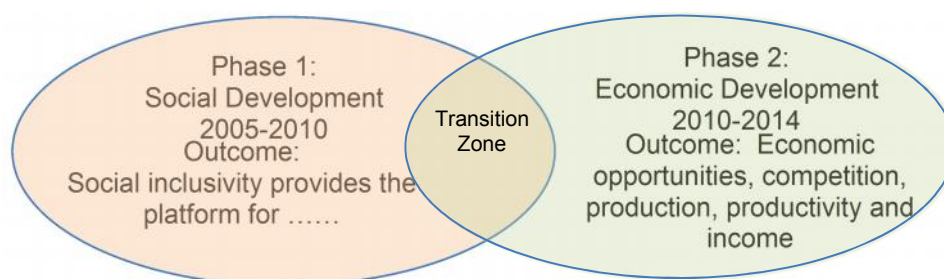
³ The nine States are Delta, Abia, Akwa-Ibom, Bayelsa, Cross River, Edo, Imo, Ondo and Rivers

B. Overall assessment of programme implementation

7. The key agreed actions in the 15th Supervision Mission (SM), which took place in April 2014, critical for the consolidation of programme activities till completion were as follows:
 - **Consolidation of Agri-enterprises and Strengthening Commodity Apex Development Associations (CADA):** The reinforcement/strengthening and consolidation of performing agri-enterprises to form the basis of programme exit.
 - **Clear Action Plan of Priority Actions and Exit Strategy:** A clear action plan of priority deliverables and responsibilities until completion in key areas such as agri-enterprises, CADAs, gender/youth engagement, access to finance, knowledge management, etc. As part of the action plan, an exit strategy for all activities was thought critical.
 - **Execution of a Knowledge Sharing Plan and Preparations for the Programme Completion Report:** A Knowledge Sharing Plan including training guides, check list of best practices for each agri-enterprise and documentation of experiences from across states including geo-indenting of the best enterprises (at least 100 per state) and improvement in the Impact Study.
 - **Limiting Dependency on Availability of Counterpart Funds for Critical Programme Activities:** For critical activities, strengthening and consolidation of agri-enterprises, strengthening of CADAs, and knowledge management, to amend IFAD financing percentages to 100%.
8. **Overall performance summary:** In the period since the last supervision mission, strong efforts have been made since the last mission in the 2 areas of agri-enterprise training and CADA development. CBNRMP created a databank of 1,000 agri-enterprises and categorised them according to subsectors. The programme focused on 300 better performers and gave them agri-enterprise and business training to develop them as champions/mentors. CADA were established while various trainings on governance, responsibilities to members and enterprise support are ongoing to strengthening the apex rural institutions. An Exit Strategy with the NDDC has been developed; however, more work is needed in terms of the knowledge sharing plan and thematic studies that could help NDDC to take over and effectively continue with programme philosophy. The range of activities to be completed in preparation for the Project Completion Report (PCR) including the Impact Study and thematic reviews has been agreed upon during this mission.
9. The Programme must not set up new enterprises in the remaining time but concentrate on closing its support where it can consolidate and where possible upgrade them, like completing any outstanding infrastructure activities to leave a lasting legacy. In addition the Programme should focus on the strengthening institutions such as CADAs and other business support organisations. It cannot be over emphasized enough that for sustainability reasons CBNRMP enterprises should be linked to output market for farmers produce and also sources of finance or consider the creation of rural savings and credit groups to facilitate credit access to enterprises. This is a skilled task and not to be undertaken lightly.
10. Overall performance has met with a number of challenges including lack of counterpart financing, coordination challenges between the Federal and State levels, among others. However, the key outcomes in terms of CBNRMP's development objectives of the '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' is to be achieved and important outputs for scaling up are to be delivered.
11. **Context is important to understand:** During the 16th SM it became more apparent that a contextual understanding of CBNRMP was needed in order to fully appreciate its work and therefore prepare an overall programme assessment of its ability to do what it set out as its goal.
12. In that line, CBNRMP is best seen as a programme in two phases by default rather than design from its origin. Phase one could be considered from its commencement until the MTR. Phase two commenced more or less from the point of the MTR until the present.

13. In the mid-2000 the Delta region was an unstable, socially isolated and real social unrest region. The region was suffering from a lack of investment, poor, or limited physical infrastructure. CBNRMP was (and other development programmes with a similar vision e.g. EC Micro-Project Programme) was designed to with strategy to reverse the rural poverty situation, including bring back into the fold communities that could participate in discussions about how to utilize resources and develop a voice to access public services delivered at the local levels. Working through a Community Driven Development (CDD) approach CBNRMP went ahead to work with communities to instil community cohesiveness, increase participation and encourage collective agreement so as to minimize conflict, maximize community partnership and include the youth in this journey. This period marked heavy involvement of CBNRMP in facilitating the establishment of social infrastructure (rural roads, school blocks/material, health centres, rural markets, jetties, etc.) and providing vocational trainings and empowerment assistance to numerous youth girls and boys in fast selling agricultural and non-agricultural enterprises
14. Around the time of the Mid-Term Review (MTR) in 2010, there came a point when the “social engineering” drive moved across into the realization that the scene was beginning to look ready for discussions and conducive for economic and enterprise activities. This has taken a number of years to achieve, as the transition from a social focus to rural economic development is a challenge indeed. This has been even more so as the vast majority of CBNRMP staff, have been attached to the programme from the very start. Shifting an application of social skills to a focus on delivering technical agribusiness skills has not been easy as little or no staff additional staff were added to reinforce the new vision. Inevitably the same approach to supporting enterprise development through the CADA system has been used until this this time when the formation is being reshaped for economic gain rather than social cohesion. Measuring the performance overall of CBNRMP therefore needs to be seen in the evolutionary light which the following figure hopefully shows with a transition overlap between the two phases.

Figure 1: Moving From Phase 1 to Phase 2



15. Overall, the programme continues to remain committed to promoting youth and women in their participation originally in community institutions and then as entrepreneurs in various crops, livestock and fishery enterprises.
16. CBNRMP fundamentally has involved two core activities. The first is training/capacity building of social and commodity groups and the second has been financial support to facilitate the establishment of enterprises by willing beneficiaries. Community formation was directly delivered by CBNRMP staff in which no training on enterprise development was provided but social organization was encouraged first in the form of CBAT and then later in the form of CADAs. The programme had a paradigm shift in this arrangement during the second phase. During this period, training has throughout been delivered through service providers such as the Songhai Agricultural Centre or through field based classroom teaching for enterprise development. Financial support has been provided as a way to encourage the target group, particularly women and youth, to kick-start or adopt agri-enterprises as an alternative employment and livelihood option. This was justified in a context where few agri-enterprises are able to access financial services or able to borrow at the exorbitant interest rates (roughly 36% per annum) charged by most microfinance institutions.

17. **Measuring performance:** Given that the programme's operating environment in the Niger Delta changed dramatically over the last 10 years, to deliver outcomes effectively, CBNRMP has adapted the focus of its interventions accordingly based on the needs and priorities of the target group. While it is commendable for a programme to be adaptable, context-driven, and flexible about delivering solutions, measuring performance based on a "process of change" is a challenge. A lesson from CBNRMP is as there is a need to adapt interventions to the context, there also needs to be specific adaptations for performance measurements based on the Theory of Change⁴.
18. An example of this need to adapt performance measurements is reflected in the way in which the programme has been measuring its performance simply by counting and aggregating the number of people trained whether from Phase One or Phase Two. Clearly there is a difference between capacity building for community development and that for enterprise establishment and income generation. However the measurement of training mixes community training and enterprise training and brings us back to the issues of programme focus in two different phases.
19. To achieve the development objective of reaching 400 000 households, for training/capacity building, the programme has been using the concept of Training-of-Trainers (ToT) through a step-down process in which primary beneficiaries pass on what they know after they have been "trained" to others in their community or commodity group. It seems that only 45% of the total target group had received direct training. Meanwhile, indirect training (through step-down) is captured through assumptions made about the success of this technique.
20. The SM team collected updated quantitative data on the number of people that the programme trained versus its target set. This shows clearly that there is a difference in the programme's ability to reach the target group depending on the approach. A community development approach is able to reach out to larger numbers of trained persons vis-à-vis an enterprise development approach that is able to reach out to less people as can be seen in Table 1 and Figure 2. One also needs to take into consideration that the levels of programme outreach to the target population correlates with counter-part financial funding released from State Government (as shown in the following section).

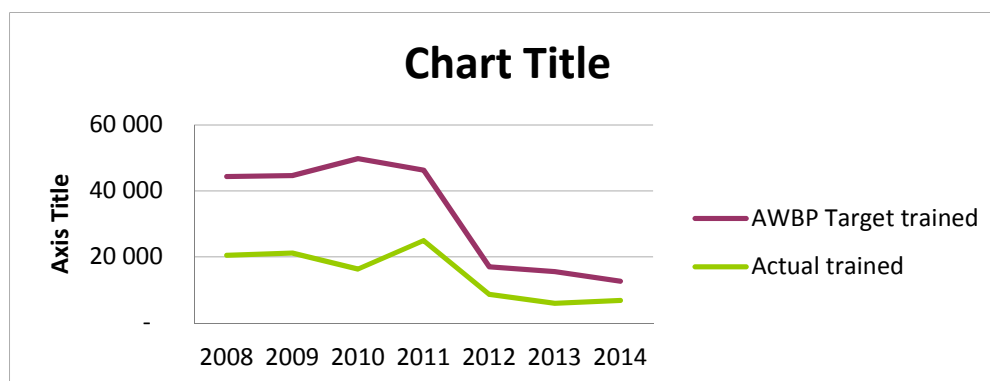
Table 1: Summary of Beneficiaries that received training from CBNRMP 2008-2013

	2008	2009	2010	2011	2012	2013	2014	Target
AWPB Target trained	44,332	44,675	49,835	46,330	16,975	15,572	12,688	230,407
Actual trained	20,470	21,219	16,320	24,970	8,637	5,948	6,795	104,359
% of target reached	46%	47%	33%	54%	51%	38%	54%	45%

Source: Data supplied by CBNRMP in May 2014 and updated October 2014

⁴ The Theory of Change (ToC) is an approach that tries to develop a logical sequence of cause and effect to describe interventions and the way in which outcomes are determined.

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



Source: Graph generated by the Supervision Team using CBNRMP data and updated since May 2014

21. **Cost per beneficiary analysis:** An update of the efficiency analysis of the programme since the last SM in terms of cost per beneficiary was made. This gauges “value for money” in comparison with other community level development initiatives. Using financial release (as a proxy for programme expenditure) compared to the total number of beneficiaries (CBNRMP shows this as more than 2.7 million people), the cost per head was around USD 9.8 for 2013. This has now jumped to a truer cost of USD 12.3 as more money has been released without increasing the number of those trained. This is not unexpected because of the catch-up involved in release of funds and the significantly higher expense activities involved in enterprise support by strengthening and linkage activities without adding new beneficiaries as a result of winding down.
22. This is not a measure of quality of delivery, nor a measure of the chances for sustainable interventions or indeed outcomes. It simply presents a delivery value in terms of the cost of coverage – and is in line with other similar geographically wide development programmes.

Table 2: Cost per Beneficiary of CBNRMP 2013 and 2014 Comparison⁵

	CBNRMP 2013	CBNRMP 2014
Total release	₦ 4.56 billion	₦ 5.63 billion
USD equivalent	26.8 million	34.1 million
Total beneficiaries (as individuals)	2,751,449	2,751,449
Cost per head in USD*	9.8	12.3

*Calculated by 16th SM, October 2014

23. Implementation performance shows that CBNRMP established and supported a total of 4,783 rural small and medium enterprises (SMEs) made up of 382 group enterprises and 4,394 individually owned enterprises. These enterprises operate within the crop, livestock, fisheries, processing and vocational trade sectors with on-farm enterprises maintaining the highest with a total of 3,586 enterprises while off-farm activities recorded 542 and non-farm 655 enterprises⁶.
24. *Financial disbursement:* With respect to programme finances reference is made to the 15th SM in which an analysis of financial disbursement (based on State release of funds as opposed to IFAD monies) versus planned was presented. This has been updated for this mission and shown both in Table 3 and the accompanying Figure 3. As expected this illustrates the continued shortfall between budgeted amount for programme activities and that, which was released. The programme has consistently operated between 91% and 52% **below** budget with the overall “life of programme” (LOP) operating on an average of 59% below budget.

⁵ By comparison the MPP3 of the EU in 2007 in the Niger Delta region was around USD 12.9/target individual.

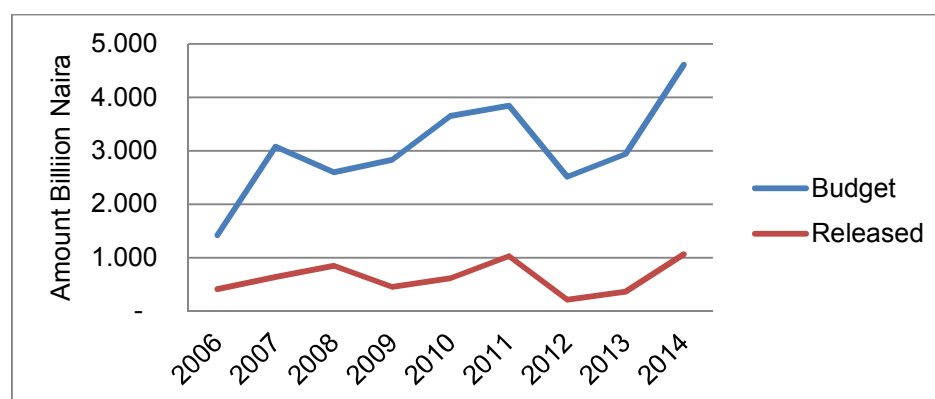
⁶ Consolidated Report of level of performance Report October 2014, CBNRMP (M&E Officer), Executive Summary, page 1

Table 3: Summary of CBNRMP Annual Budget, Releases 2008-2014 (Billion Naira)

	2006	2007	2008	2009	2010	2011	2012	2013	2014 up to Oct	LOP Target
Budget (N)	1.01 1	2.437	1.75 0	2.37 9	3.03 8	2.81 5	2.29 7	2.57 1	3,545	13.8 7
Released (N)	0.40 8	0.639	0.84 7	0.45 3	0.61 5	1.02 6	0.21 4	0.36 5	1.065	5.63 3
% of budget reached	40%	26%	48%	19%	20%	36%	9%	14%	30%	41%
% below budget	60%	74%	52%	81%	80%	74%	91%	86%	70%	59%

Source: Data supplied by CBNRMP in May 2014 and updated October 2014

Figure 3: Summary of CBNRMP Annual Budget, Releases 2008-2013 (Billion Naira)



Source: Graph generated by the Supervision Team.

25. **Income changes, Replication and scale-up.** CBNRMP continues to point to evidence from their M&E databank that their target beneficiaries have seen income increases which was corroborated by the benchmarking of performing enterprises carried out by IFAD engaged consultant in June this year. However, the benchmarking exercise was purposive and the sample used was small. No thematic studies or evidence based research has been undertaken since the last SM although interviews with a number of beneficiaries during this mission suggest that incomes have improved and agri-enterprises are generating returns. Hence, the spread of the performance should be validated by the Impact Study which has an acceptable sample size but yet to be finalized.
26. Inevitably such programmes as CBNRMP are called upon to financially assist all types of interventions and whilst these are given on the basis of merit and an acceptable business proposition, many still claim more support is needed. Often these additional claims are presented without strong argument or a presentation of a business case.
27. **Exit Strategy and Project Completion Report.** The programme will cease in 11 months. Preparation for this is on the agenda and has been discussed with NDDC and the FMARD. As mentioned in the 15th SM delivery models and quality enhancement of the established and performing agri-enterprises will form the basis of consolidating activities for programme exit. This continues to be the case. Overall though the level of programme staff preparedness for the exit of CBNRMP, including consideration of administrative requirements such as understanding the guidelines and requirement for the Project Completion Report (PCR) requires improvement, which agrees with the earlier proposal of 4-man emergency committee to provide guidance to PSO and NDDC on exit.

28. With the completion of CBNRMP programmed for 30 September 2015, the PSO has to take all the required measures to ensure an efficient, well documented and facts-based PCR to be submitted to IFAD on time. A number of critical documents such as the completion of the Impact Study remain unfinished and activities to collate knowledge management products incomplete. The expected outputs from the PCR process include: (i) elaboration of lessons learned, (ii) definition of specific actions to ensure sustainability, (iii) identification of the main success factors and shortcomings that affected programme implementation, (iv) promotion of accountability among all stakeholders.

Agreed action	Responsibility	Agreed date
Train CADA leaders at each State level to develop their own Strategic Development Plans (SDP)	SPSO with ADA	Dec 2014 – Feb 2015
Prioritize all incomplete rural infrastructural projects embarked upon by the programme and complete with IFAD and NDDC funds A (i)	SPSO (CIE)	Nov. 2014 - March 2015
Classify all agriculture projects under livelihoods improvement activities to achieve completeness, enhance service delivery A (ii) – review and check feasibility and unit costs before carrying out	SPSO/SAFE0/ REDFLO	Nov 2014 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	PSO/SPSO	Nov 2014 - March 2015
Make clear monthly implementation/financial targets, set out quarterly roadmap with responsibilities	PC/M&E	From November 2014 and on a monthly basis
Hold end-of-month follow up meeting at the state level of implementation/financial plans followed by first week of every month meetings	SPO/M&E	
Follow with emergency task force (NDDC, FMF, DRD of FMARD, IFAD, and PSO) to backstop CBNRMP management and monitor implementation: <ul style="list-style-type: none"> • 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. 	FMARD/ICO	From November 2014 and on a monthly basis

<p>Carry out systematically preparation for the PCR:</p> <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) • Undertake the PCR mission • 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 • Submit to FMARD, NDDC and IFAD 	<p>PSO M&E Unit in collaboration with State M&Es, under the guidance of PC</p>	<p>March 2015</p> <p>May 2015</p> <p>June – July 2015</p> <p>August 2015</p> <p>Sept. 2015</p>
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C. Outputs and outcomes

Component 1: Institutional strengthening.

Sub component 1.1 Capacity Building/training

29. **Capacity building continues to shift to supporting individuals:** CBNRMP activities have moved to focusing on strengthening individual abilities to manage small agri-business enterprises. Whilst the CADA remains the entry point for training and agricultural development in rural communities, individuals are the prime beneficiaries. A Training-of-Trainers (TOT) strategy and its “step-down” practice to other members of a commodity group (or other members of the community living in the same area) has been designed and is being carried out to transfer knowledge to other members in the group. Training remains gender neutral as evidenced by the data seen from the programme.
30. The updated impact on total households in all States through training and institutional strengthening was not assessed in detail during this mission. However, at the end of the 2013 SM based on the RIMs data, it was estimated that more than 97,000 households, were reached by the programme, since its inception. The extended and continued training carried for CADA establishment, support to other apex organizations and consolidation and upgrading of enterprises and training programmes, the numbers of households benefitting from the programme will remain significantly important in the nine States.
31. The SM remains concerned that as businesses become more interesting for participants, technical activities will need to complement the basic training given. This includes areas such as storage, post-harvest handling, marketing, transport and value added processing. None of these the programme tackles, discusses or follows up on. Many beneficiaries were trained in the basic elements that make up “farming as a business” at a centre such as Songhai. These people try to apply their enhanced skills and awareness within their enterprises and this would suggest promising results.

Sub component 1.2: Institutional strengthening

32. **Capacity building/training of CBNRMP targets at present, primarily on training /organizing rural producer groups/associations and consolidating and upgrading programmes supported performing enterprises.** This approach follows the recommendations of the SM of September 2013, and that of the Bench Marking of enterprises mission in June–July 2014. The programme has been focusing specifically on:
 - Training and strengthening of new rural enterprises organizations (CADA), at community level and within Local Government Authority Level (LGA) in 8 States except in Ondo State;
 - Continuing to support commodity specific clusters (such as Fisheries); and

- Consolidating and upgrading of selected performing enterprise through accelerated training on production skills development and enterprise development including financial literacy training.
33. The CADA approach to organization represents an interest of rural enterprises producing specific market linked commodities in the rural sector. It aims at more precisely promoting and organising sustainable growth of commodity based rural enterprises through creation of a sustainable private sector apex business associations, that could on the one hand become an organized rural voice of rural enterprises and representative economic force, and on the other, a mechanisms through which s to ensure the continuity of support provided by CBNRMP to rural enterprises in the communities different States. It is an economic force in a community, because it is an organised entity that account for value of production in the community, that can lobby with the local authorities to create an enabling environment for their access to public goods – electricity, water, access roads etc. to better operate their enterprises and co, and it can represent the organised private sector partner of the local traditional communities.
 34. To date, CBNRMP has facilitated the establishment of 112 CADAs in 112 communities in 42 LGAs in the eight States throughout the Niger Delta region. These CADAs have a membership of 1,648 active commodity groups at present⁷. Of these 54% are male entrepreneur groups and 46% are women groups. Including Ondo State, it is possible by the end of 2014 there could be around 130 or more CADAs operating. Existing CADAs represent more than 20 commodities and demonstrate a significant dynamic momentum of organising rural entrepreneurs for a common cause of growth. The CADA members contacted and interviewed in Cross River, Bayelsa, Edo, Delta and Imo states confirm that they have understood the purpose for which they are organized for, they have given some thought to formalize their CADA and to the needs of building their technical and financial capacity to become sustainable in the future, post CBNRMP.
 35. The CADA approach is a more professional and focused approach to promote community based responsibility to work towards poverty reduction, sustainable income generation based on growth strategies and strengthening of the private sector based production forces in the rural sector compared with that of the previous mechanism which was known as Community-Based Animators Teams (CBAT). The CBAT was a more general community development support approach used as an entry point to reach communities by CBNRMP at the initial stages. It had a membership of six persons (two men, two women, and two youths) irrespective of their profession. These representations were not necessarily from production and business oriented enterprises or individuals. With the emergence of increasing numbers of rural enterprises in all the nine states with the support of CBNRMP, there has been a need to adapt and shift to more of a focused approach to consolidate results. As a result, the introduction of the CADA approach was based on a need around which the commodity groups within each community would be supported effectively targeting the creation of mechanism for sustainability and exist strategy of the programme. Active commodity groups representing more than 20 commodities represent the CADAs throughout the States.⁸
 36. CBNRMP had introduced a framework to organise CADAs and provided initiation training to form CADAs and to move forward with managing and facilitating technical and financial assistance to members. The strategy of Training-of-Trainers (TOT) who can expect transfer knowledge to other members of the group appears to have taken place gradually in many CADA communities and led mostly by educated youths. Although there is an impressive gender balance of participation in all the CADAs formed, the average number of individuals in member groups of CADAs varies from

⁷ Ref. CBNRMP –M and E data updated

⁸ i. 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 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.Goat, xviii.Poultry, xiv. Grass cutters, xx. Snail farming

community to community but ranges from 10 to 25. On this basis, with an average of 15 per group, there are a total of 1680 beneficiaries are in CADA in eight⁹ States across 112 communities. Each of these members represents a household engaged in a rural income generating enterprise.

37. The second community capacity building type support and training given by CBNRMP is through its support of other, yet different, apex bodies composed of groups or clusters. The Delta State Fish Farmers Multipurpose Cooperative Society is an example of this. These entities are not necessarily CADA members, but are independent apex organizations that can stand-alone post CBNRMP. These organizations can also follow a similar sustainability path and evolve to be an economic force in their locations. The numbers of households linked to these organizations benefited are not systematically detected but the numbers can represent several thousands and many of them are from rural communities.
38. The third approach that CBNRMP followed in 2014 was training for consolidation and upgrading through training in for selected performing enterprises supported in the past. These are identified in all the production sectors promoted among the 1000 enterprises initially selected. This activity was carried out following the recommendation of the Bench Marking of Enterprises Mission in June-July 2014. The programme organized (using service providers) 42 technical skill-training sessions for 331 enterprises in the nine States. In addition, 36 training sessions on enterprise development/financial literacy training were provided for 299 enterprises selected from the same 331. The upgrading through training support to selected enterprises has multiple objectives. These enterprises are strengthened (a) to stand-alone as viable sustainable enterprisers that can be independent and growth oriented. (b) Some of these enterprises are upgraded so that, these can be used as centres of training and apprenticeship sites for young and potential entrepreneurs with formal agreements. Some of these enterprises are already in CADA groups in different States.
39. The overall updated impact on total households in all States through training and institutional strengthening was not assed in detail during this mission. However, at the end of the 2013 SM, it was estimated that more than 97,000 households, were reached by the programme since its inception. Continuing with this number, the extended and continued training carried for CADA establishment, support to other apex organizations and consolidation and upgrading of enterprises and training programmes, the numbers of households that benefited from the programme could remain significantly important in the nine States.

Sub component 1.3: communication/linkages

40. **Information dissemination:** The programme has made progress in dissemination of information on its innovative approaches and successes especially at farmer level where different levels of knowledge sharing platforms (CADA, commodity primary groups and enterprise service centres) have been developed. It has also worked with the central communication platform of IFAD programmes in Nigeria and benefitted from its linkage with the News Agency of Nigeria to disseminate information on programme activities. In addition, there are fact-sheets and a limited number of workshops that have been organized. However, those actions have not been conducted in a coordinated manner for effective learning. There is no clear-cut communication and knowledge management strategy to effectively reach each stakeholder category. There is need to have a strategy that defines the key objectives of the programme's information dissemination and outlines the documentation that will capture the successes and lessons learned. The strategy will also identify the main stakeholder types/categories and strategies to reach each category. It should prioritize communication and knowledge products including dissemination tools and finally define timelines for the planned dissemination and knowledge sharing activities.
41. **Linkages and collaboration:** Linkages and collaboration with institutions and other development partners by CBNRMP have improved. The programme signed MoUs with a number of institutions and development partners. These include USAID funded MARKETS II, FADAMA III, Bank of

⁹Not all nine states had this.

- Agriculture (BOA) and Songhai Rivers Initiative just to mention a few. Collaboration was further deepened with a recent joint training workshop of 300 entrepreneurs on agri-business development/financial literacy using the NAEC model. This took place in all programme States in collaboration with MARKETS II and FADAMA III. Such collaborative training workshops should continue as these provide an opportunity to share knowledge and models of the projects for possible replication.
42. A beneficiary interviewed in Urua Ndung community in Cross River State during the SM confirmed she was a participant in the joint training workshop and she stepped down the training to her group members. There were several of those testimonies. Nevertheless the mission is troubled by the inability of the programme to officially track and report those knowledge windows that have evolved. Farmers trained by Songhai Rivers Initiative through CBNRMP now have access to Songhai for extension advice at no extra cost to them. It would be good to have these partnerships transform into an institutionalized Stakeholders Forum to promote knowledge sharing and drive innovation and replication.
43. **Community engagement and dialogue:** The mission observed the need for effective communication and regular dialogue with communities, farmer apex commodity groups to defuse potential conflict situations arising. For instance, in Iyede Community in Delta State the mission observed that some community members did not have a good understanding of CADA's work in their community. The mission team had a robust dialogue with the community and further explained CADA to them. However, encouragingly, CADA members have clear understanding of the institution and their responsibilities in supporting agribusiness among member commodity groups. CBNRMP should ensure regular information exchange and dialogue with benefitting communities to build trust and avoid unnecessary conflicts between the communities and CADA.
44. **Internal communication:** The volumes of documents submitted to the mission team as well as the presentations were not properly organised in terms of content and structure. In addition, the programme staff demonstrated poor presentation skills, which did not help the mission team to have quickly grasped the real progress made. The programme may consider hiring a consultant to train staff on presentation skills and techniques in order to develop these skills.

Subcomponent 2: Community Development.

Sub component 2.1: Livelihood improvement

45. The basic intention of the livelihood improvement component of the programme is to lift the people out of poverty. Prior to 2010, CBNRMP has approached this objective through strengthening of social structure and improvement community infrastructure, which did not enhance the income level of the rural poor appreciably. Building on the lessons and complaints by same communities on the need to empower them economically, CBNRMP refocused on income generating opportunities through the promotion of viable micro and small scale agro enterprises, cutting across the crop, livestock and fisheries sub-sectors, as well as non-timber forests products to enhance household income. This era engineered the transformation of taking agriculture as a business, which later formed the policy of the federal ministry of agriculture and natural resources. The success of the youth involvement in the programme is linked to this agribusiness development approach.
46. From programme inception to date (October 31 2014), available records show that a total of 4,795 micro and small scale agro enterprises have been promoted and established, comprising 376 group managed agro enterprises and 4,529 individually managed agro enterprises, cutting across the various sub-sectors of agriculture, as well as vocational trade (Table 4). On-farm enterprises recorded the highest, with a total of 3,586 enterprises while off-farm activities and non-farm enterprises were 542 and 655 respectively.
47. Surveyed data from 13 sampled enterprises surveyed across four states during the current SM's field visits showed that income increased and jobs were created. Net income of the beneficiaries

varied, ranging from ₦ 5,000 to ₦ 133,334 with a mean of ₦ 59,449 (Table 5), which is far above the current national minimum wage of ₦ 18,000. This translates to a net daily income of between USD 1 and USD 26.77 with a mean of USD 11.94 (Table 5). Among these 13 enterprises, nine are generating a daily net income of USD 6 and above. However, some are yet to reach this income level. The important point here is that greater effort should be put in place to ensure that the enterprises are managed even more efficiently and more profitably. The variation in income generating capacity of the enterprises likely emanates from differences in enterprise scale, ownership pattern as well as management. There is a great potential to improve income streams if market outlets are guaranteed. For instance, the aquaculture beneficiaries should develop a business plan that ensures regular production and sale of fish and fingerlings through properly planned stocking of ponds (relay stocking) that guarantees at least monthly/weekly harvests and sales. Situations where beneficiaries stock their ponds only twice a year means harvesting and earning income only twice per year and this business approach do not enable them to maximise sales and income from the pond investments.

48. Nevertheless, enterprises have given rise to some stable jobs in communities through direct and indirect employment. Directly, the enterprises have created an average of four stable jobs per individually managed enterprise, engaging youth and women in providing paid services to the enterprises. Cumulatively, this has generated a total of 21,796 jobs, made up of 18,036 jobs from individually managed enterprises and 3,760 jobs from group managed enterprises (a group managed enterprise has an average of 10 members).
49. A greater proportion of these jobs is taken up by male and female youths. Apart from these income and job creating opportunities, the programme has promoted the emergence of business-oriented agriculture among youth and women beneficiaries. Beneficiaries are now, increasingly taking agriculture as a choice occupation, rather than engagement by default. This interest by the youth in agribusiness is rapidly evolving through a natural diffusion process, internal default, and replication.

Table 4: Distribution of agro enterprises promoted by the programme, inception to date

State	Number of enterprises promoted and established		
	Group enterprises	Individually Owned	Total
Abia	37	487	524
Akwa-Ibom	34	266	300
Bayelsa	12	120	132
Cross River	82	818	845
Delta	9	425	434
Edo	80	1,120	1,306
Imo	23	201	224
Ondo	43	729	780
Rivers	56	93	250
Total	376	4259	4795

Source: Consolidated programme report, inception to October 31 2014

Table 5: Net Income potential of some enterprises in few states

Name of Beneficiary	Enterprise Type	Net Income/month (₦)	Net Income/day (\$)	Number of Dependants
Chief Damian	Rice farming	33,340	6.69	16
Bassey Obetem	Poultry (Broiler)	72,920	14.64	12
John Usang	Poultry (Broiler)	66,375	13.33	15
Ime Nfong	Vegetable	Na	Na	5
Ademe Sienami	Aquaculture	133,334	26.77	5
Okpu A. Senemi	Aquaculture	14,420	2.90	Na
Helen Timiya	Aquaculture	103,000	20.68	5
Janet Echene	Cassava production	5,000	1.00	8

Victoria Igben	Vegetable	30,000	6.02	4
Ogrih Onokurefe	Aquaculture	85,000	17.07	3
Adako Jonathan	Aquaculture + Poultry	40,000	8.03	7
Valentine Ejiesiame	Poultry (broiler + layers)	110,000	22.09	5
Lady Felicia	Cassava processing	20,000	4.02	Na
	Average	59,449	11.94	7.73

Note: Na = not available. Source
Supervision Mission calculations October 2014

Sub component 2.2: small-scale rural infrastructure

50. **Small-Scale Infrastructure:** Support to economic and social rural infrastructure by CBNRMP has been cardinal to the achievement of the overall programme goal and targets. The infrastructure support in the programme was divided into two phases. The first phase was before 2010 when the programme emphasised heavily in rehabilitating rural setting in the areas of providing social infrastructure to enhance cohesion and improve access to economic services. During this period, CBNRMP established critical mass of community infrastructure including school blocks, health centres, water bore holes, bridges and culverts, rural markets, and meeting centres. Although some of the infrastructure projects were not completed then due to limited resources from non-payment of counterpart funding, there was evidence that CBNRMP provided a critical mass of useful infrastructure to support people's livelihoods before it focused fully on agriculture. Those infrastructure dotted in the benefiting communities helped to increase school enrolment, reduce drudgery associated with trekking distance to fetch stream water, improved health services, enhanced access to farmers fields, etc.
51. The second infrastructure phase was after the Mid-Term Review in 2010 when CBNRMP was refocused on agriculture based on the advice of the MTR and in compliance with the 2008/2009 IFAD Country Programme Evaluation and Action at Completion Point (ACP). During this period, CBNRMP de-emphasized on social infrastructure to provide focused support to agri-enterprises and agricultural infrastructure to enhance value addition in the context of value chain approach. The era saw the establishment of processing facilities especially for rice, cassava and oil palm, support to feeder roads/small bridges to facilitate inputs delivery, access to farmers produce and expansion of range of farmers' products.
52. Prior to refocusing, all the projects were grouped in the CDF. However, SM mission realized that there are projects that are complementary projects to agri-enterprises such as water, boreholes, and processing facilities, etc. Those projects should come under livelihoods improvement for completeness in intervention.
53. During previous missions, audit of all on-going and approved social infrastructure projects was compiled. The exercise indicated that N 368.287 million was required for their completion. The present mission noted that a total of further amount of N 226.554 million is needed for completion of uncompleted rural infrastructure projects (Table 6) and which are at various stages of completion as shown in Table 7.
54. On the basis of the vital contribution the projects will bring to the social, financial and economic life of the benefitting communities and individuals, SM recommends that all the ongoing rural infrastructural projects be completed before the end of the programme. In addition agricultural infrastructure projects should also come under livelihood improvement.

Table 6: Summary of uncompleted rural infrastructure across the programme states and funding needs

State	Social infrastructure	Agriculture infrastructure	Total Nos.	Amount required: social infrastructure (A)	Amount required: agriculture infrastructure (B)	Total amount required: A+B
Abia	8	9	17	7,334,095	14,874,567	22,208,662
Cross River	22	19	41	37,232,288	27,090,000	64,322,288
Ondo	4	16	20	5,438,750	29,405,000	34,843,750
Imo	1	3	4	2,500,000	300,000	2,800,000
Rivers	4	0	4	7,901,090	0	7,901,090
Delta	2	1	3	5,605,000	2,700,000	8,305,000
Edo	Nil	Nil	Nil	Nil	Nil	Nil
Akwa Ibom	Nil	Nil	Nil	Nil	Nil	Nil
Bayelsa	13	2	15	81,673,000	4,500,000	86,173,000
Total	54	50	104	147,684,223	78,869,567	226,553,790

Table 7: Summary of uncompleted rural infrastructure across the programme states

	State									Total
	Abia	A/Ibim	Bayelsa	C/River	Delta	Edo	Imo	Ondo	Rivers	
% Completion										
<=20%	5	0	4	21	0	0	0	6	1	37
21 – 40%	0	0	9	4	1	0	0	1	1	16
41 – 60%	5	0	1	4	2	0	0	6	1	19
61 – 80%	5	0	1	6	0	0	2	5	1	20
81 – 100%	2	0	0	6	0	0	2	2	0	12
Total units	17	0	15	41	3	0	4	20	4	104
Mean % completion	46.46	100	31.11	36.76	50	100	80	51.5	43.75	59.95
Min % completion	3	Nil	0	5	40	Nil	75	2	20	0
Max % completion	82	Nil	80	95	60	Nil	85	90	70	90

Sub component 2.3: Natural Resource Management

55. The mission reviewed the effort of CBNRMP in supporting sustainable use of natural resources (land, water, aquatic lives and forest resources). It observed that the programme, while supporting farmers to increase their output levels, has incorporated environmentally friendly practices such as crop intensification to limit land expansion, use of fishing gear to conserve young fish, eco-snail farming to conserve the natural habitat, stimulating snail breeding and retain land cover to protect the soil, banana/plantain and tree crop plantations and related agroforestry practices to stabilize soil structure. To keep the land sustainably fertile, improved processing method for cassava and oil palm to limit the impact of effluence from processing mills has been looked at, although proper channelling of the affluence is yet to be incorporated in most of such locations.

56. The SM also noticed that fish farmers are adopting integrated fish-poultry farming to generate manure from poultry droppings for organic farming, which keeps the soil stable but also limits the cost of fish feed. The mission observed that such practices helped small farmers to enhance productivity of their enterprise and improve return on investment (income).
57. The programme has also carried out sensitization against bush burning, deforestation, erosion control and safe use and application of agro-chemicals against environmental and health hazards. Part of the natural resource management practices adopted by the programme is training of artisanal fishermen on fishing protocols to avoid over-fishing by sieving with appropriate fishing gear and returning the young ones back to the water body, as well as avoidance in the use of chemicals to kill and capture the fish. There is also a practice adopted by the programme for goat farmers where they raise a platform to collect animal dung for enriching their farms. The only shortfall is failure by the programme to incorporate those practices in the business plan of the farmers.
58. While the mission commends CBNRMP for demonstrable success in fish farming, it expresses concern in the associated environmental issues. One of the enterprises that demonstrated the strength of CBNRMP as enterprise supporting programme is fish (aquaculture) farming. A lot of youth and women are taking advantage of natural water bodies to establish earthen fishponds in the swamp, mangrove and riverine ecologies. Those farmers create water inlets and outlets to the earthen ponds without any practice to reduce pollution that could build up from the pond back to the water bodies. In addition, while a good number of farmers have developed the attitude towards of good practices for natural resource stability, there was erosion encroachment to some enterprise/processing sites.

Agreed action	Responsibility	Agreed date
Continue training programme curriculum for agri-enterprises to cover at least 50% to 60% of all supported enterprises, explore ways to make the training more relevant.	STA REDFLO/SAFE0	Immediately
Target making all agrienterprises profitable		
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)	STA	Nov .2014
Carry out training of CADAs in Ondo State	SPSO – Ondo with PSO	Nov 2014
Continue to strengthen CADAs in all states to implement revolving funds	SPSO – Ondo with PSO	Dec 2014
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	SPSOs /ADA	Dec 14 to Jan 2015
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 for each CADA.	SPSOs /ADA	Feb 2015
Follow up of implementation of SDP by each CADA and other apex associations at each state level	SPSOs/ADA	Jan – March 2015
Assign and make accountable each technical staff member of the SPSO to follow up least one or two CADAs	All staff of SPSOs	Nov 2014
Establish a model by-law appropriate for CADAs and	PSO –with ADA	Jan 2014

procedures to register and formalize the institution	and SPSOs with CADA	
CADAs adopt by-laws, formalize/register the Associations		Feb 2014

D. Programme implementation progress

59. Programme Management.

60. *IFAD*: From inception to date, local government contribution remains at 16 per cent of original commitment; the highest contributions at local government level being 42% in Ondo state and the lowest being 0% in Imo State. The expectation that local governments could contribute financing to their own development at design stage was flawed and not corrected earlier. Further assumptions were made when IFAD raised its financing percentages to 40% for the Community Development Fund (CDF) in August 2012. It was expected that NDDC contributions would cover a further 40% at local government level. However NDDC counterpart financing did not come to fruition until April 2014. The lack of counterpart financing at the community level has inevitably been a severe blow to the ability of the programme to reach its development objectives. The need for real disbursement of counterpart financing at local government levels and regular release from Federal, NDDC and State levels are hard earned lessons for IFAD.
61. Financial disbursement has not been helped further by an overcomplicated approach by a programme that represents so many independently working States. The multiple Special Accounts (one for each State) has been a hurdle for obtaining funds as the size of each Withdrawal Application (WA) has consistently been small resulting in high transaction costs and lengthy delays in transfer of requested finances. These two lessons were taken into account by the IFAD Country Office (ICO) in the design of their subsequent programmes, i.e. the Climate Change Adaptation and Agribusiness Support. Programme (CASP) and Value Chain Development Programme (VCDP).
62. *Federal Agencies*: The regular monitoring of implementation of the lead programme agency, FMARD, is critical for scaling up of CBNRMP achievements. FMARD conducted a meeting with CBNRMP and other IFAD supported projects to address challenges in June 2014 and jointly organised a country programme review in August 2014. A 12 Point Agenda was drawn up to address the main implementation challenges in a situation where 62 per cent of deliverables have been achieved. FMARD's continued coordination and sharing of lessons and challenges to intervene with a plan of action to improve performance is critical.
63. Since the last SM, the Federal Ministry of Finance (FMF) has processed the request for amendment of the financing percentages to 100 per cent for CDF (livelihoods and natural resources management activities) in the Financing Agreement. This proposal of amendment was made in April of 2014 although took until October this year (i.e. six months) for the changes to be processed and put in place. Proactive engagement by the FMF to trigger payment of counterpart funds at both Federal and State levels is vital to raise the delivery even a few percentage points above the current levels.
64. *Regional Agency*: Under the leadership of the current Managing Director (MD), NDDC has stepped up to its responsibilities in supporting implementation of CBNRMP. During the 15th SM, NDDC made a welcome release representing part of its 4th tranche of counterpart funding, which helped the programme to complete some of the on-going community infrastructure works. It also allowed for strengthening of some enterprise groups and facilitated the streamlining of CADA at the community level. Indeed, during the current mission, NDDC management had committed to

- release of the balance of the 4th and part of the 5th tranche of counterpart funds, by November 2014. The remaining part of the 5th tranche would be released by December 2014.
65. The release of such counterpart funds signals NDDC's interest in CBNRMP's development objectives and would be a moment to build on the efforts of the programme in agri-enterprise development and the operational conversion of CADAs into financially sustainable business associations. In addition, NDDC is proactively attending management meetings conveyed by CBNRMP and FMARD to work out in detail the exit strategy of the programme and efforts are being made to share lessons with the Directorate of Agriculture and Fisheries (DAF) at HQ and state level. A Joint Programme Implementers coordinators (JPIC) and Programme Coordinators Group (PCG) meeting was held with NDDC, FMARD and CBNRMP Staff, during the course of this SM (October 2014), in which a number of key decisions pertaining to mainstreaming CBNRMP efforts within the NDDC DAF administration were taken.
 66. *PSO level:* Since the last SM, members of the PSO have shown their some commitment to follow up on recommendations, improve performance, coordinate implementation at the state level, and consolidate activities towards programme exit. Strict observance of management meetings by PSO and SPO officers was made compulsory. Monthly meetings are held between management staff of PSO and SPOs in Port Harcourt to review progress, address issues and reconfirm the process for exit. Seven internal consultative technical meetings between PSO and the State Technical Officers have been held since the last SM in April. These have included one each for the Infrastructure Engineers, Accountants and Internal Auditors, SAFEOS, Genders Officers and CBMTOS, REDFLSO, M&Es and SPO.
 67. Particular progress has been made in the classification of 1,000 agri-enterprises with a special focus on 300 "champion or mentor" agri-enterprises. With support from the STA, REDFLS and SAFEOS (including working with USAID and FADAMA facilitators at the state level) were engaged to promote these "champion or mentor" agri-enterprises and also provide step-down training for the weaker enterprises. The Capacity Building and Gender Officer with select State Officers (Edo and Cross River SPOs) carried out the initial strengthening of CADAs. The Chief Infrastructure Engineer (CIE) identified incomplete infrastructure schemes and further training in procurement at the community level took place.
 68. *State level:* There is divergent capacity and commitment to CBNRMP's development objectives and levels of support by varying State authorities. In the field, the SM witnessed diversity in implementation of the same concept by officers with little exchange of experience between States themselves. While further capacity is needed for REDFLS and SAFEOS to provide oversight and guidance to develop agri-enterprises as profit making businesses, and for the Gender and Capacity Building Officers to further strengthen CADAs, little time remains in the programme to realistically build this capacity. At this stage, the strategy for implementation should be for the states to oversee and coordinate implementation by competent Service Providers for consolidation of these activities. The PSO should continue to provide overall coordination, oversight and generally guide results delivery to ensure that SPO activities are consistent to meeting programme objectives.
 69. State officers generally must adopt a more proactive position towards the process of change in their rural focused work. There is a clear lack of vocal as well as written analytical contribution. In the remaining time of CBNRMP they need to be more critical of achievements reached so far and be transparent about the outcome potential of their managed interventions. An example of this has been lack of influence on the performance of LGAs as a whole and their engagement as partners in CBNRMP at local level. Whilst LGAs are crippled by limited funds from within their own sources little or no discussion takes place for suggested simple changes that could be actioned by them to make their engagement more meaningful. This would also help in the potential for sustained support and connection with communities. Another example would be holding discussions with

micro-finance institutions (MFIs) that could extend credit where needed for agri-enterprises. Local MFIs operate locally and therefore would be different in different localities.

70. **Performance of AWPB.** In terms of the performance of CBNRMP against its AWPB the programme has achieved overall 54% of its target. For Component 1 sub-component 1.1 the level of achievement was 65 per cent and for sub-component 1.2 it was 65 per cent. For Component 2 it was 42.58 per cent. There is one significant exception to these achievements which stood out this being the number of trained beneficiaries which stood at 77 per cent. Some of the low levels achievements were seen in the areas of access to finance in the areas of volume of credit leveraged for beneficiaries according to individuals and groups and volume of savings or deposit by beneficiaries which stood at 29 per cent and 14 per cent respectively. All other areas of the AWPB key performance indicators were in the 40 per cent to 55 per cent range. (see Appendix 4)
71. **Monitoring and Evaluation.** The M&E system was examined during the course of the mission to fully understand how it has been functioning and delivering on its purpose which is to generate evidence on which to make decisions for programme implementation as well as provide evidence and data on outcomes and impact. The M&E report presented to the entire mission team during the early part of the SM remained in line with the procedures within the Performance Monitoring Plan (PMP). However the following points need to be presented:
72. *Data Collection System:* Whilst there is a desire to verify the performance of the programme, the data collection system itself continues to visibly show design weaknesses, the major one being the assumption that community individuals will collect information, follow the programme form and do so without fully understanding how this may actually benefit them. CBNRMP expends a huge amount of effort in data collection, collating and aggregating information but does very little verification and triangulation of gathered information, even though it has in place a system for conducting a data quality assessment (DQA) on each indicator.
73. *Data Analysis and Learning from Evidence:* The programme continues to not make much use of M&E data, mainly unanalysed numeric data for planning purposes. There is little apparent learning from evidence, no write-ups, no light touch reviews, no rapid rural appraisals to confirm an issue or investigate interesting elements that could add value to both State and management planning and decision-making. The M&E information would also be a useful data source for the KM products.
74. *Impact Study:* The mission spent a considerable amount of time reviewing the draft Impact Study, which had been commissioned as long ago as October/November 2013 but delivered in July 2014. A deep review by the SM team and lengthy discussions¹⁰ that followed with them resulted in an agreed revised time frame for the delivery of a second draft due at the end of this SM schedule.
75. *End of Programme Statistical Survey:* There appears to be no movement towards organizing an end of programme survey to gauge outcomes of the programme. To this end it may be possible to assume that the Impact Study (in effect a Community Impact Study rather than anything wider) could be a proxy for this. The M&E Unit will need to decide whether the next iteration of the report may suffice given the difficulties experienced under that effort in terms of drafting TOR, tendering and managing such a process is clearly a large task.
76. *Thematic Studies:* It is recommended that the M&E Unit carry out the following thematic studies as a minimum in addition to the Impact Study: a gender study, agro-businesses and key sub-sectors, youth and the CADAs.
77. **Gender Focus.** As reported in the 15th SM the programme continues to be sensitive to ensuring that women (and youth) equally participate in relation to men alone, even with a changed overall focus on economic development. Nevertheless some important observations need to be recorded:

¹⁰ The SM spent a considerable amount of time ensuring that there was a common understanding of the Theory of Change attached to CBNRMP and that the Impact Study was presented in the context of the evolving political environment seen over the last decade.

78. *Women as trusted guardians of finance:* Even with a refocus of the programme towards small-scale enterprise development, where these are “group owned”, women are entrusted with financial responsibilities as the preferred guardians of the “books” and bank accounts. Nevertheless this does not translate into decision-making authority for them especially where there may be a strong patriarchal culture. If decision-making actually benefits in a sincere and open manner both sides of the gender divide, this would be the ideal. This was not evident from discussions in the communities visited. Whilst the programme cannot be held responsible for decisions taken at enterprise or wider community level the solutions for inculcating a sympathetically balanced ownership and therefore decision-making based on un-coerced agreement could have been foreseen and built into the gender sensitization delivery.
79. *Gender Action Plan:* As last time, the CBNRMP Gender Action Plan 2006-2013 remains an unfulfilled and undetailed strategy. Little has changed to impress this SM that it has evolved to take on board the reality that this area of the programme like all other areas will be winding down within a year. It is now rather late to work on this document.
80. *Gender Study:* Disappointingly the gender study suggested during the last SM had not advanced beyond a draft terms of reference despite raising this as an important exercise to understand in depth gender mainstreaming, discrimination or cultural or traditional practices within the communities so familiar to the programme staff at PSO and State levels. Reliance on the Impact Assessment commissioned under the M&E Unit to present statistical and qualitative description acted as a break on going forward with this study. It seems that after nearly a decade of involvement there remains no documentation on this issue and therefore no evidence of social change that may or may not have occurred in this respect. It is important to still see if a shorter study of three weeks could be commissioned but it will be largely qualitative rather than quantitative in flavour, the study would be a statement of current social practices and reality of gender issues that either still determine relationships or perhaps through a process of economic change that has evolved into new challenges which men and women face over the use of limited resources. It may be possible to combine this with a literature review on gender issues in the Niger Delta including reviewing other reports of institutions that have done similar exercises.
81. Disaggregated data for gender is well captured by the programme with columns for numbers of men and women separated so that it is easy to see the balance between the two.
82. **Poverty Focus.** The programme has maintained pro-poor focus in its design and in implementation by targeting and reaching the poorest members of the rural communities with activities that have enabled beneficiaries to come out of poverty. As pointed out in the last mission, the programme interventions are most often located in remote parts of the states where it operates, where benefiting communities were socially and economically excluded. The initial intervention in the provision of rural infrastructure helped to stabilise the communities that have suffered from militancy effect as it enhanced their access to services and promoted cohesion among them. The programme interventions, through the agri-enterprises are another attempt to reduce poverty through the creation of sustainable income generating opportunities and employment opportunities. From available records, and field observation of few of the enterprises being promoted, there is some evidence that some of these enterprises are generating income flows that are taking the beneficiaries and their households out of poverty.
83. Empirical primary data from a few agri-enterprises of Bayelsa, Cross River, Delta and Imo and results show that on average, these enterprises are generating net monthly income to the beneficiaries that are greater than the national minimum wage, ranging from ₦5,000.00 to ₦133,334.00 with a mean of ₦59,449.00 (Table 8). Of the 13 enterprises that data were collected from and analysed during the mission, about 54% of them generated a net income of ₦30,000.00 per month and above to their beneficiaries (Table 8), while further analysis showed that about 69% of them generated a daily net income of \$6.00 and above to their beneficiaries, which is well above the current global poverty benchmark of \$2.00/day. These beneficiaries are those who had no

viable and stable income generating engagements, and earning far below the global poverty line prior to their participation in the programme. It is therefore pertinent that greater efforts should be made by the programme within the remaining life to ensure that all the enterprises are managed more efficiently and more profitably to enable the programme full realise its target of taking the beneficiaries and their families out of poverty.

Table 8: Net Income generating ability of enterprises being promoted.

Name of Beneficiary	Enterprise Type	Net Income/day (\$)	Number of Dependant	Income/day/capita (\$)
Chief Damian	Rice farming	6.69	16	0.39
Bassey Obetem	Poultry (Broiler)	14.64	12	1.13
John Usang	Poultry (Broiler)	13.33	15	0.83
Ime Nfong	Vegetable	Na	5	-
Ademe Sienami	Aquaculture	26.77	5	4.46
Okpu A. Senemi	Aquaculture	2.90	Na	-
Helen Timiya	Aquaculture	20.68	5	3.45
Janet Echene	Cassava production	1.00	8	0.11
Victoria Igben	Vegetable	6.02	4	1.20
Ogrih Onokurefe	Aquaculture	17.07	3	4.27
Adako Jonathan	Aquaculture + Poultry	8.03	7	1.00
Valentine Ejesieme	Poultry (broiler + layers)	22.09	5	3.68
Lady Felicia	Cassava processing	4.02	Na	-
Average		11.94	7.73	1.37

Source: Supervision Mission field data and calculations October 2014.

84. **Effectiveness of the targeting approach.** Originally, the programme had adopted three targeting approaches, namely geographic targeting by focusing on the Niger Delta of Nigeria; self-targeting by working with different groups; and direct targeting by working with the rural poor to reduce their poverty.
85. **Geographic targeting:** the programme worked in the rural communities of the Niger Delta region to improve on social stability for rural communities, social inclusion for youth and women that were affected during a period of militancy as well as support economic empowerment of poor households within the region to engineer entrepreneurship. Apart from programme support to Warri fish clusters, all interventions were rightly located in the rural communities of the Niger Delta Region.
86. **Self-targeting:** An assessment of self-targeting also indicates that the programme strived to respond to the priority needs of women, the youth, community groups and commodity groups including their business and production needs. Groups were trained on business development skills, best production practices and participatory Community Action Plan (CAP) formation that subsequently has become a sustainable instrument in community local planning. They were also assisted with water boreholes for drinking water, sanitary improvement and all-season vegetable production. Thus far, some women and youth groups have been empowered to respond to their social inclusion and economic needs. For instance, a women vegetable group in Ughelli submitted a performance of N 30,000 net income per month and engagement of seven workers in the enterprise. Other groups also submitted that their level of contribution to community and household decision-making process has improved. As at the time of the mission, the programme networked and strengthened 4,783 enterprise groups. The groups were provided with training in governance,

business development including record keeping and production practices, based on the identified gaps.

87. **Direct targeting:** The programme developed a structured checklist for identifying and engaging with LGAs, communities, groups and individual beneficiaries. For the LGA, targeting is based on their level of commitment to previous development projects, while for communities it is based on the availability and quality of infrastructure development (roads and culverts, water boreholes, health centres, processing facilities, type of housing, pattern of settlements, schools, etc.), level of conflict (it avoids high conflict areas) and level of commitment to previous development projects. For individuals, it assesses their wealth index (asset base, income level, literacy level, nutrition levels, type of house, access to health, etc.) and it is this that the programme takes into account when taking a decision to intervene with beneficiaries or not. Using this method, the programme has been able to select extremely poor communities.
88. "Elite capture" observed especially in the leadership of CADA and distribution of starter packs to group members in one community in Delta State has not been entirely prevented. Good governance training and tenure limit of the CADA leadership as contained in the CADA formation guidelines are some mitigation measures against the occurrence of such an elite capture.
89. Prior to the programme, they had relied on the use of local varieties for cropping, use of processing methods for their milling, trekking long distances to fetch stream water and other needs. Record forms of the programme show that 97 water boreholes and 37 cassava and oil palm processing mills have been provided to communities and commodity groups.
90. At the individual level, the programme targeted and supported the physically challenged who were abandoned and extremely poor smallholder farmers/households to reduce their poverty. The targeting approach also incorporated specific commodities of their comparative advantage that could facilitate their recovery from poverty. From the point of view of targeting the poor, the mission noted that some of the existing enterprises that were supported and strengthened qualify for wrong targeting. However, strategically to stimulate job creation and youth agribusiness, those enterprises qualify for service centres for teaching and knowledge sharing, to mentor youth and young enterprises to attain economic viability. The mission is of the view that the programme should define the objective of working with such enterprises at inception and be clear about expected results. These types of enterprise have great potential for job creation.
91. **Knowledge Management.**
92. **Training curriculum:** In line with the last mission's recommendation, the programme revised the training curriculum with modules for agri-enterprises in all sectors. The revised curriculum was used to train the selected 300 entrepreneurs at the state level. A checklist of best practices for each enterprise promoted by the programme has been produced and is being implemented. The 'package of practices' have been reproduced in poster format with pictorials for easy understanding by less literate farmers. Most beneficiaries interviewed confirmed they have been trained by the programme while some others said training was stepped down to them by their group members. Nevertheless, it is not very clear how these step-down training sessions were being conducted or monitored. The programme needs to put a mechanism in place to monitor these and ensure the right knowledge and skills are being properly transferred.
93. **Knowledge sharing through inter-state exchange visits:** Reports from CBNRMP indicate that it has made progress in knowledge sharing since the last SM. Programme States such as Bayelsa, Edo, Abia have been to the Warri fish cluster to learn their "story" and are currently replicating the fish cluster model. Rivers State went to Imo to study economic performing snail farms and grass cutter enterprises for purposes of replication. However, gaps still exist and the programme needs to intensify its knowledge sharing activities. CBNRMP needs to start organising knowledge sharing workshops to disseminate project innovations and lessons learned with selected stakeholders at different levels. The Programme can develop a four-level knowledge sharing strategy comprising:

- (1) farmer/LG level; (2) State level; (3) regional level and (4) National level with different content and methodology to strategically share information with different level stakeholders. The programme should develop different knowledge products for different targeted beneficiaries in a manner that meets the demand or needs of the range of stakeholders who will use these knowledge products. There is need to engage service provider(s) to support this work.
94. **Knowledge platforms:** The programme needs to identify and set up knowledge platforms that would be sustainable and serve as vehicles for knowledge exchange and replication. For instance, CADA, if adequately strengthened, could be a sustainable platform for knowledge sharing of best practices and innovation. Other platforms include the Smallholder Foundation (SHF). CBNRMP in collaboration with its implementing and development partners could also take these partnerships forward by instituting a Stakeholders Forum. The enterprise services centres developed by the programmes can serve as another knowledge platform as some of them are being used by primary and secondary schools already. The programme should know about those institutions/organizations and their embedded knowledge sharing functions to further strengthen them.
95. **Information repository:** CBNRMP has a good targeting strategy, enterprise delivery model, youth involvement and enterprise delivery system, and natural resources management practices that have been incorporated during implementation. However, documentation of all those within the programme is poor. The programme should create a bibliography of all documents for its databank. One programme staff member should be identified in each state to start collecting and creating a list of all programme documents for submission to the PSO. CBNRMP's website, although not regularly updated, could be redesigned to serve as a repository to house all programme documents and could be assessed online after the life of the programme. However this latter point would need to be discussed with NDDC as to how this can be taken over by them including the costs associated with web-hosting.
96. **Partnerships** CBNRMP recognized the importance of partnership when it refocused on agribusiness development in 2010. Since then, it was able to formally (with MoUs) develop partnerships with a limited number of private and public institutions. The better performing ones are partnerships with Songhai, Bank of Agriculture (BoA), Lift Above Poverty (LAPO), USAID/MARKETS and the USAID-funded Children of Hope of Project (COP). The partnership with Songhai was aimed at utilizing them as a resource centre for training the youth in smallholder commodity value chain enterprises. It helped CBNRMP to use the institution's facility to train and mentor youth and women in agribusiness development. The successes recorded by the programme in youth engagement in agriculture and increasing smallholder enterprises across the Niger Delta region are traceable to this partnership. Commendably, up to 31,361 youth (21,505 male youth and 9,811 female youth) are engaged in various value chain enterprises such as fingerling, table fish and poultry (for meat and egg) production, pig enterprises, yam mini-set enterprises, etc. About 60% of the 4,394 individual owned enterprises in the programme benefitted from the CBNRMP partnership with Songhai.
97. The partnership with BOA and LAPO, through the IFAD-assisted RUFIN, was to improve farmer access to financial credit, develop a credit profile for small farmers and stimulate a banking culture among entrepreneurs. On the basis of these partnerships, the programme has been able to leverage N 45.7 million (29 per cent of N 160 million of the LOP target) on behalf of smallholder farmers. While the effort to liaise with RUFIN in this regard is commendable, the performance is still low due to the high interest rate (up to 36 per cent per annum), a general credit adverse culture by Nigerian smallholder farmers and a limited window for re-financing with cheap funds. As with past SMs, the team observed the need for better linkage with the IFAD-assisted RUFIN programme to improve on internal resource mobilization, savings culture and in-lending within commodity groups/associations. More understanding on working with microfinance institutions, MSME development fund of the CBN and other related microfinance supported programmes would also be useful.

98. The partnership with USAID/MARKETS was established to improve the business skills of beneficiaries, as well as skills in production, processing and marketing of selected commodities in the programme areas. Through this partnership, CBNRMP introduced the use of the National Agricultural Enterprise Curriculum (NAEC) to enable farmers to understand that agriculture is a business. The programme also partnered with the USAID/COP to foster entrepreneurship of youth/women in honey and vegetable production. The COP came with improved technologies in honey production but needed to organise women farmers that could be trained and given a starter-pack to guarantee its sustainability. The CBNRMP youth and women groups in Cross Rivers provided them with this platform. Thus, the CBNRMP/COP partnership arranged for over 200 women and youth, and ca. 40 secondary beneficiaries in processing quality honey and making sales from their business in Cross River State. This honey technology has been replicated in Ondo State.
99. The mission also noted that CNRMP established partnerships with research institutes such as the National Root Crops Research Institute (NCRI) Umudike, for the supply of improved cassava varieties (TMS 419, TMS 98/0505, TMS 98/0581, TMS 98 0510, and TMS 98/2205) to farmers. Farmers have recorded higher yields (40 tons/ha from TMS 419 as against 15 tons/ha from TMS 35702, representing a 160 per cent increase in output level/ha) as result of use of improved cassava cuttings. There are still some informal partnerships with other research institutes such as the Cocoa Research Institute of Nigeria (CRIN) for the supply of improved cocoa seedlings to farmers in Ondo State to enhance productivity, as well as the partnership with the Ondo State Inputs Disruption Agency, which provides embedded extension services to farmers. These partnerships have enhanced productivity, sales and income for the farmers. However, they are yet to be formalized with a MoU.
100. CBNRMP should intensify its collaboration with the Federal Agency, particularly, the NPC. Opportunities could be harnessed through their Economic Growth Department of NPC as a gateway to the Federal Ministry of Trade and Investment to explore areas of partnership and collaboration in terms of SME development and inclusive market initiatives. The State Coordination Office can also liaise with participating state governors regarding counterpart funding. The National Monitoring and Evaluation Office domiciled in the NPC, which has just drafted an M&E Policy Framework to enable M&E to be used as a tool to measure programme results would also be important.
101. **Climate and Environment.** Changes in rainfall regimes and intense bursts of rainfall interspersed with more frequent dry spells are a source of vulnerability for rural communities. There is an increase in flooding, erosion, leaching, which ultimately reduces soil fertility, productivity and land availability. Access to water is increasingly becoming a limiting factor for cropping, livestock and human use, and without adequate water management, water harvesting and water conservation measures, investment in productivity and in infrastructure will have less impact on rural livelihoods.
102. In this context, the following adaptation measures are taking place under CBNRMP to reduce the vulnerability of rural farmers to climate shocks and variability: (i) provision of water supply and irrigation; (ii) alternative choices/ income opportunities for the poor rural communities to engage in agri-enterprises with less interference on natural resources; and (iii) application of sustainable and environmentally friendly practices for aquaculture, cassava and oil palm processing enterprises.

To date, the level of disbursement for NRM activities financed by the CDF has been low and likewise activities have not been comprehensive. However, awareness has been created on proper land use, afforestation and good fishing practices, which has positively impacted the environment. Furthermore, the strengthening of commodity groups on effective and safe use of agro-chemicals has encouraged environmental friendly practices. While some achievements have been made, the mission assesses the climate and environment focus of the programme as moderately unsatisfactory given the limited nature in scope.

Agreed action	Responsibility	Agreed date
Hold quarterly meetings of the IFAD supported programmes to discuss implementation challenges and bi-annual meetings of all donor programmes in the agricultural sector.	FMARD/ICO	Quarterly IFAD supported programme meeting – January 2015 Bi-annual donor coordination meeting – November 2014
Hold monthly JIPIC meetings with the participation of NDDC, FMARD and CBNRMP staff for feedback on lessons learnt from CBNRMP	PC/NDDC	On a monthly basis from Nov 2014 onwards
Negotiate the Technical Support Unit with NDDC to mainstream CBNRMP activities (including staff issues)	PC/NDDC	Commence immediately with a month-by-month plan for closure.
Continue to allocate for each of the programme staff at the PSO and SPSO level, as follows: <ul style="list-style-type: none"> - Under the lead of the STA 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 Officer¹¹ as Component Head to take lead on follow up of Knowledge Management plan 	PC SPSO	Nov 2014
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	STA	Commence on a monthly basis until completion of CBNRMP
Complete Impact Study as a reference input for the PCR Undertake a number of thematic studies including ones for gender, agrienterprises, youth development and the CADA interventions	PSO M&E to lead	Complete within 2 weeks of end of the 16 th SM Commence from end of November 2014
Geo-indent 300 'performing' enterprises and extend to cover at least 50% to 60% of all supported enterprises	M&E and SAFEO	Immediate
Carry out knowledge management steps <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) 	Knowledge Management Head SPSO M&E Unit	Mid-November 2014 By end of December 2014 From November 2014 on a monthly

¹¹ Jerus Uvieghara is the Knowledge Management Officer.

<ul style="list-style-type: none"> 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 agri fairs/field days at the state level Identify, document and develop different knowledge products for different targeted stakeholders 		basis till project completion
Facilitate an NDDC "All Projects Fair" for sharing of lessons and identification of areas where complementarities between CBNRMP and NDDC's agric programmes exist.	PSO/NDCC	January 2015

E. Fiduciary aspects¹²

103. **Financial Management.** Promises made by the Programme in previous missions to upgrade the accounting software for AWPB upload and improved financial reporting were being completed at the time of this mission. The pilot installation of the upgrade is complete for PSO and Cross River State. A review of the report generated from the system showed substantial compliance with the format provided to the Programme from IFAD. The complete installation of the updated version of the software in the remaining states is to happen before the end of November. The Mission noted that only few of the agreed actions from the May 2014 supervision mission remained unimplemented by the PSO. Review of 2014/2015 work plans, uniform funds flow arrangement for community disbursement and mobilizing resources for internal audit of CDF activities have been implemented as agreed. Funds Flow arrangements for Community Projects received a boost during the period under review with the launch of the updated CDF Manual. The manual contained details of operations of programme accounts and the transfer of funds to CADAs using the CDF account. Its overall aim is to ensure adequate financial management at the communities as well as ensuring uniformity across the SPSOs. However, the PSO is yet to build capacities of the Accountants and Internal Auditors on the operations of the manual as various methods are still been used by the states in disbursing funds for community projects.
104. **Disbursement.** Overall level of disbursement in the Programme remains very low standing at SDR 5,441,637.39 out of SDR 11,350,000 representing 47.94% (63.85% when initial deposit is included). Disbursement is to improve in the upcoming months given the loan amendment that has been effected, ensuring that livelihood and NRM activities under the CDF are 100% IFAD financed, accordingly even at the time of the mission, a number of Withdrawal Applications (WAs) were submitted. For 2014 Annual Work Plan and Budget, of the budgeted figure of N3.764b (\$24.246m) for 2014, only N709.311m (\$4.568m) representing 18.84% has been achieved at September 30, 2014. The change in funding ratio that became effective needs to be incorporated into the manual. The recovery plan produced by the PSO did not provide enough details on how recovery plan should be executed by IFAD on subsequent withdrawal applications to be prepared by the Programme.
105. **Counterpart funds and NDDC grant.** The mission noted that three of the nine states have made counterpart funds contributions in the period January to September, 2014. The states are Abia – N36m (\$231,884.06), Cross River – N45m (\$289,855.07) and Rivers – N45m (\$289,855.07) making a total of N126m (\$811,594.20). The Federal Government of Nigeria has only released the

¹² The Financial Management /Procurement Mission was conducted as part of Country Office Supervision Mission. It was aimed at ensuring that a continuing adequate arrangement for financial management and procurement is in place to provide reasonable assurance that IFAD Loan, NDDC Grant and proceeds from Counterpart Funds contributions are used for the intended purposes and accordingly compliance with Loan covenants. The mission took place between October 19 and 7 November 2014.

sum of N10m (\$64,412.24) during the same period. In addition in Abia State, the Local Government Councils contributed the sum of N40m (\$257,648.95) while in Edo State only N2.6m (\$16,747.18) was received. The remaining states have not received any counterpart fund contribution.

The much awaited contribution from the Niger Delta Development Commission (NDDC) was received by Programme early in May 2014. A total of N491m (\$3.2 million) was received by the Programme from NDDC. The sum of N23m (approx.\$150 000) was released to each SPSO making a total of N207m (\$1.3 million) for the nine states. A sum of N150m was disbursed to the NDDC while the sum of N64 was expended on impact survey carried out by NDDC while the PSO retained the balance of N70m (approx.\$450 000). The basis for the allocation of this fund was not made available to the mission. Meanwhile the NDDC has also further committed to release more funds

106. **Compliance with loan covenants.** In general, the assessment is moderately satisfactory as all loan covenants are being complied with the exception of the following:
- **Section 3.05 Availability of Additional Resources** – Counterpart financing is to be made available at the FGN, NDDC, State and LGA levels. The Borrower at the FGN level has made proceeds available but it comes late during the year, and it does not come quarterly. Funds at the State and LGA level are not being made available. NDDC has just made available a tranche of USD 3 million. USD 4 million remains outstanding for the extension period between 01 October 2013 and 31 March 2016.
107. **Audit.** Consolidated Audited financial statements for the year ended December 31, 2013 for the PSO and all the SPSOs as well as the management letters were prepared and submitted to IFAD on time. Audit opinions on the consolidated financial statements and individual audit reports were not qualified. It must be noted that the external auditors' report for Ondo State deserves a special mention as the format adequately reflected the best format the Programme has struggled so hard to achieve over some time now. A review of management letters produced by the external auditors did not reveal any serious breach of internal controls at the time they were prepared. An update of the status of the management letter points between the time the reports were submitted in June and the time of the mission in October produced by the Internal auditors for the PSO and all the SPSOs showed that substantial number of the issues raised by the external auditors have been addressed by the Programme. Internal auditors' reports for the quarter ended September 30, 2014 for the PSO and a large percentage of states were presented for review. The remarkable improvement noted in the previous mission on the reporting of disbursement to Groups could not be sustained as the status of implementation, fiduciary as well balances of funds in Group's accounts were not adequately captured obviously due to availability of funds.
108. **Compliance with Procurement:** At the community level, a Procurement Committee has been established in all the communities. Meanwhile, the extent of participation of the Committee in procurement activities at the community level and performance of their duties could not be ascertained. The communities are still new to CADA and are trying to adapt and understand the modus operandi of the new structure. Cross River and Edo States were able to establish active participation of the Procurement Committee in Community Procurement. A Community Procurement Manual has been developed, which has streamlined procurement activities, create uniformity in process flow and serve as reference material for community procurement. Based on the submission from the community, e.g. construction of social infrastructure or purchase of agro inputs, the relevant technical officer should give a detailed explanation and make a recommendation. The technical officer accepts the request from the communities without putting in any technical input or any comment on the cost aspect. Inputs of technical staff in procurement should be clear, definitive and explicit, where the issue of costing is involved, there should be professional input accepting, rejecting or modifying the submission from the community or service provider. Same applies to advisory services.

109. The Procurement Plan at the SPSO and PSO was acceptable and procurement files for individual procurement with documentary trail of activities have been kept in a chronological order. Documentation, contracts and contract registers, supporting documents for procurements, and project reports such as interim and completion reports were in order. The communities have uniform contract template across the states. The states also maintain contract registers for community procurements, called Community Procurement Contract Register. The mission observed that some procurement supporting documents such as warranties and guaranties, delivery and installation reports were not part of their documentation, while they are relevant and should form part of the contract process. For internal approvals, the States did not adhere to the threshold provided for in the CBNRMP Procurement Manual for payments above Naira 1million, which should be approved by the PSO. SPSOs should adhere to the approval threshold provided in the programme procurement manual.

Agreed action	Responsibility	Agreed date
Complete the update the computerized accounting system and report to the CPM with proof of completion	NPC/FC/SPAS	November 30, 2014
Re-prepare the AWPB for 2014 and the rolling budget for 2015 to make it more realistic	PC/SPOs/FC/M&EO	By November 15, 2014
Submit monthly withdrawal applications as agreed in line with schedule drawn up during the mission	FC/SPAs	From November 2014 till completion on a monthly basis
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.	SPOs	November 2014 and January 2015
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	PC/SPOs/FC/SPAs	By November 15, 2014
Commence the preparation of monthly reconciliation of Special Account statements rather than only when withdrawal applications are prepared	FC/SPAs	From November 2014 till completion on a monthly basis
Ensure NDDC funds disbursed to States are expended on CDF activities	PC/SPOs	Immediately
Devote more resources towards empowering internal auditors' coverage of community disbursements	PC/SPOs/SPIAs	From now till completion
Continue training to the Procurement Committees established within CADA structures in each community to be actively engaged in procurement activities	SPSOs	From November 2014 on a monthly basis
Adhere to the approval threshold provided in the programme procurement manual. (CBNRM Proc. manual)	SPSOs	Immediately
Inputs of technical staff in procurement should be clear, definitive and explicit,	SPSOs	Immediately

with appropriate recommendations on costs.		
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F. Sustainability

110. **Institution building (organizations, etc.)** The key institutional structure for CBNRMP to target its exit strategy and the sustainability of its achievements and experience is the recently created CADAs. It is a private sector led small and micro enterprises business model that puts together thousands of rural enterprises (individual or groups) in the communities in to an apex associative movement. It is based on the experience of nine years of work of CBNRMP and is emerging as an economic and production. In addition, CBNRMP supported other commodity specific sub-sector associations such as Multipurpose Fish Cooperative in Delta State which itself is a larger and product specific apex version of a CADA grouping several hundred fish farmers. These apex institutions in different communities are expected to facilitate their member entrepreneurs to access business development services, and formalize their association as a representative and independent body operating under private sector development principals while representing the interest of the members and that of the community. Therefore, CADAs associated with other commodity based apex associations offer the best option to ensure an exit pathway for CBNRMP provided that are is appropriately strengthened with financial and technical competencies and resources.
111. Strengthening the recently created CADAs with other apex organizations to promote the growth objectives of enterprises cannot be fully achieved immediately. For CADAs to be effective in supporting the growth of rural enterprises, they need to work in partnership with public and other development partners. The member enterprises to be viable, they need easy access to business development services. These services include private and public goods. The private goods are technical and financial services that can be accessed through different sources. Public goods are mainly, enabling policies, infrastructure, laws and regulations, which are vital for enterprises to grow. In addition, enterprises need access to market places, security, and tax incentives to operate effectively in the context of the business environment in addition to physical infrastructure. Several CADAs and apex fish farmers associations visited have serious difficulties due to poor access roads, absence of market places for products, issues of security, and absence of community centres where they can meet. In this context, LGAs need to play an important role to facilitate the access to these public goods for rural enterprises to prosper and competitive.
112. **LGAs:** organized growing rural industry is an economic force and can be a source of physical income, employment creation and centres of growth. Hence, linkages and support through LGAs and local communities need to continue in order to facilitate the CADAs. These arguments are also valid to maintain the overall support of NDDC for CADAs at the regional level. Unfortunately, involvement of LGAs and NDDC in providing support and making available public goods and services to the rural enterprises development strategies launched by CBNRMP in the past was limited. This situation needs to be discussed and all possible effort should be made to ensure access at local level by CADAs through LGAs and overall support and guidance by NDDC can be assured. (See Appendix 11 for the key characteristics of CADAs).
113. **Social empowerment and quality of beneficiary participation.** The significant characteristic of facilitating services to the rural people to achieve social and economic empowerment by CBNRMP was working in three different but inter-related dimensions. The first was working with social groups (peer groups, youth groups, development unions, etc. in the benefiting communities and strengthening their leadership and governance structure to create social cohesion and promote inclusion in decision-making process. This was particularly evident in the CDD approach where community development unions/associations were provided with various leadership training to identify their development needs, prioritise them and implement projects thought to be instrumental to the community action plan. In this process, the women inclusion principle of the programme, which promoted women involvement in key positions (to a minimum ratio of 2:3 for women and men) has given women a voice in community decision making processes. In particular it has incorporated activities that were gender responsive in the projects. This process was the key factor

- to the establishment of processing mills, which the women the SM noted were serving the programme effectively to add value to their raw produce. The insistence of women in establishment cassava processing mills was basically due to their ability to influence the decisions of men.
114. The second dimension was the formation of commodity interest groups and their apexes (i.e. the CADAs) with good leadership and governance training to effectively lead commodity groups and influence rural development. The group initiatives approach encouraged the formation of cooperatives or economic interest groups in the local communities to promote income-generating activities. Since inception CBNRMP has supported 382 group enterprises. These groups represent several thousand individual farmers and entrepreneurs. The group enterprises approach has also incorporated good leadership, responsibility, transparency and accountability in addition to enhanced ability of members to generate increased production and income. CADA has been empowered to protect the interest of their members. As CADA are relatively strong, standing tall in their communities ensures clear separation of interest between social groups and enterprise/economic groups. The CADA treasurers are generally women and in one CADA, the post of the Secretary is held by a women entrepreneur. About 46 per cent of CADA group members are led by women. This experience confirms that CADA is a mechanism through which small business owners, youths and women can become empowered in the communities. Although most of them are still at a nascent stage, their potential for empowering their members to contribute effectively to social and economic development is very high.
115. The third dimension is working with individuals and or youth who come together from different enterprise backgrounds to form a common front for social and policy change. This process gave rise to the formation of Niger Delta Youth Foundation, which is a platform for influencing policy and sharing knowledge.
116. **Financial/economic empowerment.** Economic and financial empowerment and sustainability remains the very soul for the survival of any economic intervention and programme. This has been the driving force behind the CBNRMP interventions. This is achieved through the enterprise-based intervention strategy. This has formed the anchor of previous SM reports that stressed the need for the programme to ensure the viability of the enterprises promoted. CBNRMP will achieve its basic goal of improving food security, socio-economic wellbeing, standard of living and quality of life of its target group when the beneficiaries are equipped with financial and economic empowerment tools and options. This formed the cardinal basis for the micro and small agro-enterprise delivery approach adopted. Economic and financial empowerment will only be achieved for the realisation of the programme's principal goal when the enterprises yield good net returns to the beneficiary. Available evidence points to the fact that while greater proportions of enterprises are showing good signs of economic and financial viability, others are not yet there. Thus, greater effort should be made by the programme to see that a larger proportion of the enterprises (at least 80 per cent) belong to the category of those yielding sustainable financial and economic returns. This will be achieved through further strengthening of beneficiaries with skills in business-oriented management.
117. Before the programme refocused on agricultural and agro-related interventions, it also engaged in non-agricultural related entrepreneurship training and promotion among the youth and women. At the end of the entrepreneurship training, the programme assisted beneficiaries with 'starter packs' to give them an early boost and helping hand in their respective trades post-training. This was another viable and strategic financial and economic empowerment tool that the programme adopted. However, before the refocusing on agriculture, not all entrepreneur trainees were equipped with starter packs to commence their trade. Previous SM have noted the need to see that all those that were trained were actually provided with these starter packs. The current mission urges the Programme to quickly "tidy up" this important aspect of the programme intervention by ensuring that all the outstanding beneficiaries who have not been provided with starter packs are given such.
118. **Responsiveness of service providers.** There is improvement in the quality of Service Providers in extension services especially for crops, livestock and market information but the engagement of

market institutions for steady market access to farmers produce has been low in the past. Apart from the partnership with MATNA Cassava Processing Ltd for cassava producers in Ondo State, no other organized market system for farmers produce was established to provide guaranteed market for farmers produce. CBNRMP is more inclined to using individual Service Providers and not yet able to anchor service provision around institutions for technical advisory services due to its community procurement system. The community procurement system does not allow the SPOs to centrally engage Service Providers. It creates challenges for institution based Service Providers to deal with different communities.

119. The programme will require additional effort to get the communities/apex commodity groups in each LGA to centrally procure the services of institutions for better service delivery. The SM also noted that the model is challenging and not sustainable after programme completion. The use of individual Service Providers by commodity groups seems to be more sustainable as the groups could afford the lower costs and continue with the practice after programme completion. However, for better coordination, and quality of results, PSOs should engage a limited number of institutions (firms or NGOs) to provide effective supervision, monitoring and technical support in addition to the individual Service Providers engaged by groups. This recommendation, therefore, calls for two layers of service providers (individual Service Providers and institutional Service Providers), to be engaged at two different levels (commodity group level and PSO/SPOs level). This two-pronged approach is robust and will definitely improve on the quality of results coming from the field. Some word of caution needs to be given as this could lead to a conflict if they are not guided by well-defined Terms of Reference from the PSO and SPOs.
120. **Exit strategy.** Since the last mission, a realistic Exit Strategy has been developed by the CBNRMP in participation with key stakeholders. The Joint Program Implementation Committee (JIPIC) involving NDDC, FMARD and PSO met to deliberate on the exit strategy in view of the programme completion, scheduled for September 2014 and in response to the last SM's recommendation. The key points emanating from that the meeting were that NDDC was willing to take-over CBNRMP activities after completion and the promotion of viable agri-enterprises with market potential along the various value chains.
121. The following exit strategy has been agreed upon:
 - **Collaboration with enterprise service centres:** The programme has engaged with enterprise service centres, research institutions and development programmes that have strong track record in agri-businesses like Songhai centre, IITA, NRCRI, USAID/MARKETS project, etc. to promote agri-businesses in the Niger Delta. The NDDC and apex farmer organization will be linked to those institutions and centres. The enterprise service centres have developed by the programme in various in most successes enterprises will naturally continue service as incubation centres for young and potential entrepreneurs in the Niger Delta. The list will be compiled and shared with NDCC.
 - **Strengthening of Financial and market linkages:** SPOs will work with RUFIN, BOA and major produce processors to link enterprises and groups with financial institutions and off-takers/markets respectively. A focal point in each state to be identified for financial linkages and market linkages, respectively. CADAs will be transformed to also discharge the function of a non-bank financial cooperatives for the financial and economic sustainability of commodity groups.
 - **Handover CADA and Youth in Agriculture Foundation to NDDC:** The programme will provide NDDC with the activities of the Niger Delta and Youth Foundation for mainstreaming into the work programme of the Directorate of Agriculture and Fisheries of NDDC. It will also make a list of priority infrastructure schemes that need to be completed to improve the situation for CADAs. This requires documentation, transfer of know-how and commitment to learning from CBNRMP experience (see section on Knowledge Management).

- **Strengthening of service providers:** SPOs will organize training sessions for Service Providers to enable them to continue to effectively strengthen commodity groups and CADAs so that they can become self-sustaining. This would involve capacity building on group dynamics and management, governance, saving mobilization, how to conduct meetings, record keeping until completion. SPOs will also continue to work with Service Providers to develop business management plans to build entrepreneurial skills of agri-enterprises for them to become viable.
 - **Handover community infrastructure to communities and local government authorities.** The programme will carry out a systematic handover process of all completed infrastructure schemes with the Local Governments (LGs) and communities, involving documentation or profiling of rural/community infrastructure, enlisting of areas of improvement and presentation of technical handbooks for the infrastructure to communities and LGAs.
 - **Partnership with Niger Delta States Oil Producing Area Development Commission:** The PSO will partner with the state commissions as further enterprise investment windows for youth and women in Niger Delta States. The partnership with Delta State Oil Producing Areas Commission (DeSOPADEC) has already commenced. The PSO has finalized an MOU with the DeSOPADEC to provide initial ₦900 million (USD 5.6 million) to support 500 youth and women in the first phase while further support will be based on the successes to be recorded. NDDC through the Directorate of Agriculture and Fisheries will join the partnership to support the scale-up of successful agriculture enterprises through their youth engagement programmes. NDDC will replicate this model in other states that have similar oil production area commissions.
 - **Establishment of a Technical Unit in NDDC:** The NDDC has agreed to establish a technical unit with appointed calibre staff of CBNRMP under the Directorate of Agriculture and Fisheries to serve as a pool of resource persons and enterprise experts for agribusiness promotion in the Niger Delta. The main function of this unit is to provide technical backstopping and M&E support to the commission to consolidate CBNRMP achievements and also promote scaling up of successful agri-enterprises of the programme. A performance-based evaluation will be used to select able staff, followed by a competitive process for relevant positions. Likewise at the state level, integrate competent staff members of SPSO who will be selected to join the State level Directorate of Agriculture and Fisheries of the NDDC for scaling up and replication of agricultural enterprises within, and outside participating communities. The activities will be funded by either NDDC or the States Oil Producing Development Area Commission.
 - **Support to a “Bridging Programme”:** NDDC is preparing a “bridge initiative” for CBNRMP with funding support to the technical unit of the Directorate of Agriculture and Fisheries. The bridge will be effective until the IFAD Programme in the Niger Delta becomes effective. NDDC will develop a proposal for donor investment in the Niger Delta and send a formal request to IFAD.
122. **Potential for scaling up and replication.** In response to IFAD's Scaling Up agenda, state programme staff were called upon to think about how CBNRMP will sustainably leverage additional resources and learning to bring results to scale. CBNRMP's key agri-enterprises have been categorised according to subsectors. Various agri-enterprise models in cassava, aquaculture, rice, seed yams production and marketing, as well as rice, cassava and oil palm processing and marketing, were raised as those with potential. The scale up potential are seen in many enterprise delivery systems, which include champion/mentor agri-enterprises that can serve as agri-business incubation centres for youths over time. The CADA as a structure developed by CBNRMP for social cohesion and economic empowerment in each benefiting community, as well as the enterprise cluster system, where the youth take advantage of natural ecology to go to scale in clustering fish enterprises. It is foreseen that in developing key lead entrepreneurs, CADA and enterprise clusters will promote the necessary attitudinal shift amongst rural people, more

specifically the youth, towards agriculture as a potential business opportunity and attractive employment and livelihood choice. They have the potential to reduce cost of project support and create scale in out-reach and overall result by helping to mobilize internal resources for scale (CADA) or influencing private and public institutions to invest in the model (fish clusters and agribusiness service centres).

123. **Quantitative Scaling Up:** The CADA and enterprise service units are important organisational systems and medium of service delivery that are set up in the rural setting by commodity groups and enterprise champions. For scaling up of the number of agri-enterprises, the CADA and the champions are an important organisational back drop. There is great potential for quantitative scaling up to include an increased number of beneficiaries, communities, and local governments particularly working in the nine local governments to deepen the process and go to scale. Every effort to increase the number of the three service delivery systems will certainly increase outreach especially as the government are interested in using them (service centres) for vocational internship program and engagement (fish clusters) of more youth in agriculture. The three models thrive better in those states that have greater political commitment to support agri-enterprise development and have made counterpart financing available in the state.
124. **Functional Scaling Up:** There is potential for functional scaling up through effort to link agri-entrepreneurs to additional services such as financial institutions. Furthermore in the key value chains, the CBNRMP needs to develop linkages between agri-enterprises and organised markets such as aquaculture producers to restaurants/ hoteliers, rice producers to rice processors, cassava producers to garri/flour/starch processors, palm producers to palm oil processing enterprises and so on. There are also a number of turnkey investments in the states where large private sector investors are making investments in agro-processing. To link to these off-takers, outgrower arrangements need to be developed.
125. **Political Scaling Up:** Currently, a centrepiece of the ATA is to support rural youth to improve their access to markets and maximize their income. The Government's focus on youth gives CBNRMP's youth approach, a policy and institutional space conducive to scale up. Given the number of youth coming on the labour market annually, youth employment is likely to remain at the centre of the Government's agenda in the coming years. The Government has established various financial support programmes with the mandate of enterprise development and job creation, through the FMARD (YEAP), Central Bank of Nigeria, BoA, Bank of Industry and Ministry of Finance (SURE-P). These should be tapped into for financial resources. In this light, CBNRMP needs to document in a clear and concise manner, share its models of employment generation and liaise with the Federal Government's youth programmes.
126. **Organisational Scaling Up:** The objective is to scale up youth employment models across the Niger Delta in partnership with the NDDC. NDDC has shown strong interest and commitment to scale up the Youth in Agriculture Forum. Given the increasing involvement of NDDC in CBNRMP, the potential for scaling up exists. However, there is a need to work out a plan and budget as to how this scaling-up will be carried out.

G. Others

127. **Impact of physical and financial assets.** The programme's agro-enterprise based delivery strategy is yielding visible improvements in physical and financial assets accumulation, especially among the enterprise beneficiaries. Data from small a sample of 13 enterprises across four states show that financially, the beneficiaries are making steady net income averaging USD 11.94 per day, ranging from USD \$1 to USD 26.77 per day. This is an indication that the programme intervention is stimulating accumulation of financial stock by the beneficiaries. This is demonstrated in the array of physical and technical assets accruing to the beneficiaries and their dependents, ranging from physical assets such as new houses, household and vehicles, improved

accumulation of human capital through improved education, as well as increased technical capacity through attendance to training.

128. While a greater proportion of them have expanded their enterprises, others have diversified by opening new businesses for family relations. For instance, a beneficiary in an aquaculture enterprise from Otuegela community in Ogbia LGA of Bayelsa State, Mr. Okpu Alagwa Senemi who told the mission team that he "...don't know what life would have been without IFAD's intervention". He has diversified his business by establishing a restaurant/beer parlour for the wife through proceeds made from his fish farm. He also sponsored his younger sister to attend Niger Delta University. Another beneficiary, Mr. Ogrih Onokurefe from Oghenerurie community in the Isoko North LGA of Delta State benefitted from the programme's aquaculture enterprise promotion expended his business by adding poultry (broilers and layers) from proceeds of fingerling/fish production and sales. Yet another beneficiary, Chief Damian Egbata of Agbara community in Abi LGA of Cross River State who had 1 ha of rice farm prior to his participation in the programme's agro-enterprise promotion in 2011 now has 4.6 ha. His rice yield also increased from 30 bags/ha (50 kg bags) in 2011 to 40 bags/ha now. Previous missions have reported similar impacts on the life of other beneficiaries across the programme. However, a greater percentage of these effects are not being captured and documented by CBNRMP.
129. **Food Security.** The cardinal goal of CBNRMP is to improve food security, socio-economic wellbeing, standard of living and quality of life of its target group. The promotion of income generating opportunities through its intervention in micro and small agro enterprises provided avenues for increased food production, enterprise diversification, and increased household income, which all stimulated improved food security. Increased income resulting from increased farm productivity enabled beneficiaries to have improved access to food, both in quantity and quality. In many of the communities, the promotion of fisheries and livestock enterprises presented good avenues to community members to have improved access to fisheries and livestock products supply, thereby increasing their access to meat and other protein products. However, for more empirical assessment of the food security impact of the programme, systematic steps at collecting empirical data for more comprehensive evaluation of the food security dimension of the programme achievements should form crucial components of identified thematic studies. The SM has recommended these for immediate action prior to the PCR study.

H. Conclusion

130. Since the last Supervision Mission, CBNRMP has continued to form CADAs, strengthen agrienterprises raising agricultural productivity in a gender and youth balanced way. The PSO has commenced the steps for the PCR and this is evidenced by the strides made for hand-over and integration of programme activities with NDDC. The programme needs to consider longer-term sustainability of the CADAs, anchored by the PSO but entrusted to a competent service provider. The balance within enterprise groups receiving support between men, women, and youth is broadly even. However, there should be clarity in gender mainstreaming strategy in the programme. Agrienterprise development needs to be continued within the context of wider businesses that link with producers and more processors. Agreement with IFAD to accelerate access to loan funds will help ease some of the tension of limited funds but this must be based on a realistic draw down plan cognizant of what LGAs, communities and enterprises can actually absorb.
131. In summary the Key Actions to be taken are:
- Train CADA leaders at each State level to develop their own Strategic Development Plans (SDP)
 - Prioritize all incomplete rural infrastructural projects embarked upon
 - Upgrade the 300 successful model enterprises as mentors/champions at each State level and consolidate the 1000 enterprises

- Make clear monthly implementation/financial targets, set out quarterly roadmap with responsibilities
- Follow with emergency task force (NDDC, FMF, DRD of FMARD, IFAD, and PSO) to backstop CBNRMP management and monitor implementation
- Carry out systematic preparation for the PCR.

Appendix 1: Summary of project status and ratings - Project 1260 [598] Community-Based Natural Resource Management Programme - Niger Delta

Basic Facts

Country	Nigeria			Project ID	1260	Loan/DSF Grant No.	598
Project	Community-Based Natural Resource Management Programme - Niger Delta					Top-up Loan/DSF Grant	
Date of Update	20 Nov 2014						
Supervising Inst.	IFAD/IFAD						
No. of Supervisions	10	No. of Implementation Support/Follow-up missions	5				
Last Supervision	24-Jul-2013	Last Implementation Support/Follow-up mission	22-Nov-2013				

USD million Disb. rate %

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

Project Performance Ratings

B.1 Fiduciary Aspects	Last	Current	B.2 Project implementation progress	Last	Current
1. Quality of financial management	4	4	1. Quality of project management	3	4
2. Acceptable disbursement rate	2	1	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	3
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	3
			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	4	4
			3. Quality of beneficiary participation	4	4
			4. Responsiveness of service providers	4	4
			5. Exit strategy (readiness and quality)	4	4

6. Potential for scaling up and replication	4	4
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B.5 Justification of ratings

In the period since the last supervision mission, strong efforts have been made since the last mission in the 2 areas of agri-enterprise training and CADA development. CBNRMP created a databank of 1,000 agri-enterprises and categorised them according to subsectors. The programme focused on 300 better performers and gave them agri-enterprise and business training to develop them as champions/mentors. CADA were established while various trainings on governance, responsibilities to members and enterprise support are ongoing to strengthening the apex rural institutions. An Exit Strategy with the NDDC has been developed, however, more work is needed in terms of the knowledge sharing plan and thematic studies that could help NDDC to take over and effectively continue with programme philosophy. The programme's targeting policy remains sound although it really needs to consider longer-term sustainability of the CADAs. The balance within institutions receiving support between men, women, and youth is broadly even.

Overall Assessment and Risk Profile

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

Rationale for implementation progress rating

PSO has shown their commitment to follow-up on recommendations, improve performance, coordinate implementation at the state level, and consolidate activities towards programme exit. Strict observance of management meetings by PSO and SPO officers was made compulsory. Monthly meetings were held between management staff of PSO and SPOs in Port Harcourt to review progress, address issues and reconfirm the process for exit. In terms of physical performance against the AWPB, CBNRMP achieved overall 54% of its target. NDDC made a release representing its 4th tranche of counterpart funding. In addition, NDDC is proactively conducting management meetings convened by CBNRMP and FMARD to work out in detail the exit strategy of the programme and efforts are being made to share lessons with the Directorate of Agriculture and Fisheries (DAF) at HQ and state level. A Joint Programme Implementers coordinators (JPIC) and Programme Coordinators Group (PCG) meeting was held with NDDC, FMARD and CBNRMP Staff, during the course of this SM (October 2014), in which a number of key decisions pertaining to mainstreaming CBNRMP efforts within the NDDC DAF administration were taken. CBNRMP continues to be sensitive to ensuring that women (and youth) equally participate, even with the changed overall focus on economic development. From available records, and field observation, there is evidence that some CBNRMP supported enterprises are generating income flows that are taking the beneficiaries and their households out of poverty. CBNRMP needs to intensify activities with regards to knowledge sharing and learning events to disseminate project innovations and lessons learned with selected stakeholders at different levels. The overall level of disbursement remains at SDR 5,441,637 out of SDR 11,350,000 (i.e. 48% excluding the initial advance). In terms of financial management, positive developments include review of 2014/2015 work plans, uniform funds flow arrangement for community disbursement and mobilizing resources for internal audit of CDF activities. CBNRMP has complied or is complying with all covenants except for availability of additional resources by Federal and the states. The Procurement Plan at the SPSO and PSO was acceptable and procurement files for individual procurement with documentary trail of activities have been kept in a chronological order.

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 Training-of-Trainers (TOT) strategy was carried out to "step-down" to other members of a commodity group (or other members of the community living in the same area). Capacity building/training of CBNRMP targets primarily on training /organizing and rural producer groups/associations and consolidating performing agrienterprises. From institutional strengthening and training, based on the RIMs data in 2013, it was estimated that more than 97,000 households, were reached by the programme, since its inception. CADAs, represent more than 20 commodities and demonstrate a significant dynamic momentum, they have the potential to become an economic force in the community as an organised entity that account for value of production in the community, and can lobby with the local authorities to create an enabling environment for their access to public goods – electricity, water, access roads etc.. To date, CBNRMP has facilitated the establishment of 112 CADAs in 112 communities in 42 LGAs in the eight States throughout the Niger Delta region with a membership of 1,648 active commodity groups¹³. Of these 54% are male entrepreneur groups and 46% are women groups. The programme has made progress in dissemination of information, especially at farmer level where different levels of knowledge sharing platforms (CADA, commodity primary groups and enterprise service centres) have been developed.

Under Component 2, from programme inception to date (October 31 2014), available records show a total of 4,795 micro and small scale agro enterprises have been promoted and established, comprising 376 group managed agro enterprises and 4,529 individually managed agro enterprises, cutting across the various sub-sectors of agriculture. These enterprises have given rise to stable jobs in communities through direct and indirect employment. Directly, the enterprises have created an average of four stable jobs per individually managed enterprise, engaging youth and women in providing paid services to the enterprises. Cumulatively, this has generated a total of 21,796 jobs, made up of 18,036 jobs from individually managed enterprises and 3,760 jobs from group managed enterprises (a group managed enterprise has an average of 10 members). During previous missions, audit of all on-going and approved social infrastructure projects was compiled. There is improvement in the quality of

¹³ Ref. CBNRMP –M and E data updated

Service Providers in extension services especially for crops, livestock and market information. The partnership with Songhai was aimed at utilizing them as a resource centre for training the youth in smallholder commodity value chain enterprises. The successes recorded by the programme in youth engagement in agriculture and increasing smallholder enterprises across the Niger Delta region are traceable to this partnership. Since the last mission, a realistic Exit Strategy has been developed by the CBNRMP in participation with key stakeholders. The key institutional structure for CBNRMP for the sustainability of its achievements and experience is the recently created CADAs.

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

Fiduciary aspects	The greatest challenge is disbursement representing 47.94% (63.85% when initial deposit is included). For 2014 Annual Work Plan and Budget, of the budgeted figure of N3.764b (\$24.246m) for 2014, only N709.311m (\$4.568m) representing 18.84% have been achieved at September 30, 2014 with just a quarter to the end of the year. Moreover, the PSO is yet to build capacities of the Accountants and Internal Auditors on the operations of the CDF manual as various methods are still been used by the states in disbursing funds for community projects. The recovery plan produced by the PSO did not provide enough details on how recovery plan should be executed by IFAD on subsequent withdrawal applications to be prepared by the Programme.
Project implementation progress	There is divergent capacity and commitment to CBNRMP's development objectives and levels of support by varying State authorities. At this stage, the strategy for implementation should be for the states to oversee and coordinate implementation by competent Service Providers for consolidation of these activities. The PSO should continue to provide overall coordination, oversight and generally guide results delivery to ensure that SPO activities are consistent to meeting programme objectives.
Outputs and outcomes	An Exit Strategy with the NDDC has been developed, however, more work is needed in terms of the knowledge sharing plan and thematic studies that could help NDDC to take over and effectively continue with programme philosophy. The range of activities to be completed in preparation for the Project Completion Report (PCR) including the Impact Study and thematic reviews has been agreed upon during this mission.
Sustainability	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 rural enterprises development strategies launched by CBNRMP is limited. This situation needs to be discussed and all possible effort should be made to ensure access at local level by CADAs through LGAs and overall support and guidance by NDDC can be assured.

Proposed Follow-up

Issue / Problem	Recommended Action	Timing	Status
CBNRMP needs to proactively pursue a month by month implementation plan with disbursement targets to ensure that it is not one of the problem projects that gets closed in March 2015.	Make clear monthly implementation/financial targets, set out quarterly roadmap with responsibilities Hold end-of-month follow up meeting at the state level of implementation/financial plans followed by first week of every month meetings	From November 2014 and on a monthly basis	Ongoing
Proactive monitoring of the enterprise delivery models and CADA will form the basis of consolidating activities for programme exit	Follow with emergency task force (NDDC, FMF, DRD of FMARD, IFAD, and PSO) to backstop CBNRMP management and monitor implementation: <ul style="list-style-type: none"> • 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	Ongoing

Additional observations

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

RESULTS HIERARCHY	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	RISK/ASSUMPTIONS
Goal: Standard of living and quality of life improved for at least 400,000 poor rural people of the Niger Delta states with emphasis on women and youth'	<ul style="list-style-type: none"> Prevalence rates for rural poverty Inventory of household assets ownership. Household with improved food security. Increase in the number of productively employed women and youth. 	<ul style="list-style-type: none"> Household income and expenditure surveys. RIMS impact survey (baseline and Completion) Participatory impact monitoring to complement surveys. Field observations by staff and service providers. Analysis of relevant Government statistics. 	<ul style="list-style-type: none"> Continued government policy commitment to agriculture and rural economic development. Counterpart funds provided on time by partners. Communities are committed to pro-active support and participation in programme.
Programme Objective:	<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
(I) Rural communities and service providers' capacity for community development strengthened.			
PROGRESS:			
67% of the targeted community groups were strengthened and applying the CDD approach.	<ul style="list-style-type: none"> 50% of target rural household report increase in income by at least 25%. 30% of target 280,000 rural household served by improved drinking water sources and sanitation. 55,000 on-and off-farm jobs created for women and youth in target communities. 	<ul style="list-style-type: none"> Programme progress reports Supervision missions, mid-term review and completion reports Impact studies 	<ul style="list-style-type: none"> Rural institutions exist FGN, State, LGC and community commitments are secured Service providers exist in the areas
(ii) Community development fund established and effectively disbursed.			

PROGRESS:			
<p>-27% of targeted rural household reported increase in income by at least 75%</p> <p>-100,000 (36%) of targeted rural household served by improved drinking water sources.</p> <p>-47,454 on /off-farm and Non-farm jobs created for women and youth.</p>			
Component 1. INSTITUTIONAL STRENGTHENING			
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:			
<p>-1350 (100%) Community Action plans developed in line with CDD approach.</p>	<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
<p>-1438(71.9%) operational commodity groups and community organizations applying the CDD approach.</p>			

--1650(82.5%) farmer groups identified and trained in farming techniques, enterprise development and group dynamics including the CDD approach	· 40% of 2000 farmer groups/enterprises consolidated and networked for knowledge sharing and sustainability.		
-32% of the 2000 farmer groups are linked to input, output and credit markets.			
- 15% of farmer's group/enterprises f consolidated and networked.			
Output 1.1.1: Community Action plans developed	· 1350 Community Action plans developed in line with CDD approach.		
PROGRESS:			
-1350 (100%) Community Action plans developed in line with CDD approach.		· Records of meeting attendance· Community action plans document. · Programme reports	· Local planning authorities are committed to the programme · Strong commodity groups exist
Output 1.1.2: Farmers group/enterprises consolidated and networked.	· 2000 farmer groups/enterprises consolidated and networked for knowledge sharing and sustainability	· State and LG Budgets. · State, LGCs and Community AWPBs · Record of meeting attendance · Programme reports and supervision missions	· State Government releases fund to the local government authorities for community development.
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 financial institutions trained. 	<ul style="list-style-type: none"> 1384 Government officials trained 661 staff of service providers trained. 391 staff of financial 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

· 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.	· 70% of target Volume (tons) of output from processed farm products. (KPI 6)		· Land is available to smallholders for farming
· 52.89% of target volume of output for processed crop produce (rice and garri,); and 38.5% for processed smoked fish.	· 5% expansion in cultivated land		· 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	· 4149 Ha of farmland under recommended/improved technologies.	· Agric. extension report · Records of farmer group on crop, livestock and fisheries	Extension is strong to support farming activities · Farmers have the requisite knowledge and capacity to adopt best practices
	· 5% of additional land put into use by farmers		
Output 5.2.2: Increase in stocking of livestock and NTFP enterprises		· Agric. extension report · Records of farmer groups · Programme progress report · Supervision mission report	· 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 unprocessed 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.		

· N27, 000,000 Million (24.62%) volume of savings mobilized by beneficiaries.	· N195 Million volume of savings mobilized by beneficiaries.		
Outcome 9.2.0: Functioning social infrastructure established and supported by programme including market stalls, school buildings, health centres, water boreholes facilities, etc.	· 90 programme supported market stalls functional	· Progress report	· 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 	· 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.COMPONENT 3 – PROGRAMME MANAGEMENT (KPI 15)			
Outcome 10.3.0 (KPI 15): Efficiency of financial	· 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 · 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.
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		
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) <ul style="list-style-type: none"> · 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 	<ul style="list-style-type: none"> · Appraisal document · Programme loan Agreement · Financial Management Report · MTR Report · Supervision mission reports · Programme progress report 	<ul style="list-style-type: none"> · Counterpart funds provided on time by partners. · Federal, State and local Government releases fund for community development · Quality withdrawal applications prepared timely on a regular basis by programme
Outcome 11.3.0 (KPI 15): Effectiveness of Management (Supervision, Monitoring and Evaluation)	<ul style="list-style-type: none"> · Key Document Management (%) 	<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.
	<ul style="list-style-type: none"> · Programme Coordination (%) 		
PROGRESS:			
<ul style="list-style-type: none"> · Key Document Management = 86.6% 			
<ul style="list-style-type: none"> · Adequacy of staff requirements = 70% 			
<ul style="list-style-type: none"> · Holding of statutory meetings = 51.8% 			
Output 11.3.1 Submission of mandatory reports as at when due		<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:			
· 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

	Agreed action	Responsibility	Agreed date
Overall Performance Assessment	Train CADA leaders at each State level to develop their own Strategic Development Plans (SDP)	SPSO with ADA	Dec 2014 –Feb 2015
	Prioritize all incomplete rural infrastructural projects embarked upon by the programme and complete with IFAD and NDDC funds A (i)	SPSO (CIE)	Nov. 2014 - March 2015
	Classify all agriculture projects under livelihoods improvement activities to achieve completeness, enhance service delivery A (ii) – review and check feasibility and unit costs before carrying out	SPSO/SAFEQ/ REDFLO	Nov 2014 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	SPSO	Nov 2014 - March 2015
	Make clear monthly implementation/financial targets, set out quarterly roadmap with responsibilities	PC/M&E	From November 2014 and on a monthly basis
	Hold end-of-month follow up meeting at the state level of implementation/financial plans followed by first week of every month meetings	SPO/M&E	
	Follow with emergency task force (NDDC, FMF, DRD of FMARD, IFAD, and PSO) to backstop CBNRMP management and monitor implementation: <ul style="list-style-type: none"> • 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. 	FMARD/ICO	From November 2014 and on a monthly basis

Programme (CBNRMP)
8-Nov-2014
within agreed timeframes

<p>Automatic preparation for the PCR: TORs encompassing timelines and all the steps until the submission of the PCR and receive clearance by ICO, NDDC and FMARD Recruit completion mission teams (include NDDC, FMF, and IFAD) Prepare the PCR mission Conduct state and national workshops to validate the report on lessons learned, future operations, sustainability, and other issues as well as post-programme responsibilities FMARD, NDDC and IFAD</p>	<p>PSO M&E Unit in collaboration with State M&Es, under the guidance of PC</p>	<p>March 2015 May 2015 June – July 2015 August 2015 Sept. 2015</p>
<p>Quarterly meetings of the IFAD supported programmes to discuss challenges and bi-annual meetings of all donor agencies in the agricultural sector.</p>	<p>FMARD/ICO</p>	<p>Quarterly IFAD supported programme meeting – January 2015 Bi-annual donor coordination meeting – November 2014</p>
<p>Quarterly PIC meetings with the participation of NDDC, FMARD and IFAD staff for feedback on lessons learnt from CBNRMP</p>	<p>PC/NDDC</p>	<p>On a monthly basis from Nov 2014 onwards</p>
<p>Technical Support Unit with NDDC to mainstream gender issues (including staff issues)</p>	<p>PC/NDDC</p>	<p>Commence immediately with a month-by-month plan for closure.</p>
<p>Allocate for each of the programme staff at the PSO and as follows: - The lead of the STA the Agri enterprise Team, with the S and SAFE0 to continue work on agri-enterprises and step down trainings. - Community Building and Gender Officers to continue work on the</p>	<p>PC SPSO</p>	<p>Nov 2014</p>

	Identify Knowledge Management Officer ¹⁴ as Component Head to take lead on follow up of Knowledge Management plan		
	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	STA	Commence on a monthly basis until completion of CBNRMP
	Complete Impact Study as a reference input for the PCR Undertake a number of thematic studies including ones for gender, agrienterprises, youth development and the CADA interventions	PSO M&E to lead	Complete within 2 weeks of end of the 16 th SM Commence from end of November 2014
	Geo-indent 300 'performing' enterprises and extend to cover at least 50% to 60% of all supported enterprises	M&E and SAFEO	Immediate
	Carry out knowledge management steps <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 agri fairs/field days at the state level Identify, document and develop different knowledge products for different targeted stakeholders	Knowledge Management Head SPSO M&E Unit	Mid-November 2014 By end of December 2014 From November 2014 on a monthly basis till project completion
	Facilitate an NDDC "All Projects Fair" for sharing of lessons and identification of areas where complementarities between CBNRMP and NDDC's agric programmes exist.	PSO/NDCC	January 2015

¹⁴ Jerus Uvieghara is the Knowledge Management Officer.

Output and Outcomes	Continue training programme curriculum for agri-enterprises to cover at least 50% to 60% of all supported enterprises, explore ways to make the training more relevant.	STA REDFLO/SAFE0	Immediately
	Target making all agri-enterprises profitable		
	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)	STA	Nov .2014
	Carry out training of CADAs in Ondo State	SPSO – Ondo with PSO	Nov 2014
	Continue to strengthen CADAs in all states to implement revolving funds	SPSO – Ondo with PSO	Dec 2014
	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	SPSOs /ADA	Dec 14 to Jan 2015
	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 for each CADA.	SPSOs /ADA	Feb 2015
	Follow up of implementation of SDP by each CADA and other apex associations at each state level	SPSOs/ADA	Jan – March 2015
	Assign and make accountable each technical staff member of the SPSO to follow up least one or two CADAs	All staff of SPSOs	Nov 2014
	Establish a model by-law appropriate for CADAs and procedures to register and formalize the institution	PSO –with ADA and SPSOs with CADA	Jan 2014
	CADAs adopt by-laws, formalize/register the Associations		Feb 2014

Fiduciary	Complete the update the computerized accounting system and report to the CPM with proof of completion	NPC/FC/SPAS	November 30, 2014
	Re-prepare the AWPB for 2014 and the rolling budget for 2015 to make it more realistic	PC/SPOs/FC/M&EO	By November 15, 2014
	Submit monthly withdrawal applications as agreed in line with schedule drawn up during the mission	FC/SPAs	From November 2014 till completion on a monthly basis
	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.	SPOs	November 2014 and January 2015
	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	PC/SPOs/FC/SPAs	By November 15, 2014
	Commence the preparation of monthly reconciliation of Special Account statements rather than only when withdrawal applications are prepared	FC/SPAs	From November 2014 till completion on a monthly basis
	Ensure NDDC funds disbursed to States are expended on CDF activities	PC/SPOs	Immediately
	Devote more resources towards empowering internal auditors' coverage of community disbursements	PC/SPOs/SPIAs	From now till completion

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

Period: 2006 to October 2014

S/N	Code	Outcome Indicators	Unit of Measure	Baseline Data	Life of Program Target	Cumulative Achievement	% achievement	2014		
								Planned	Achieved	%
	COMPONENT 1 INSTITUTIONAL STRENGTHENING AND CAPACITY BUILDING									
KPI 1	INSTITUTION BUILDING	No of farmer groups networked - segregated according to strong, moderate and weak.	No	0	2000	800	40.00	1000	300	30.00
KPI 2	INSTITUTION BUILDING	No of active service providers delivering quality services to farmers accordingly: input/output; credit, extension, institutional dev and market info.	No	0	86	66	76.75	0	0	0.00
	PG.1.1.1 INSTITUTION BUILDING	Number of trained beneficiaries (disaggregate by gender)	No	0	62471	48308	77	12688	6795	53
		AVERAGE COMPONENT 1 (INSTITUTIONAL STRENGTHENING/CAPACITY BUILDING)					65			42
	COMPONENT 2 CDF : SUB-COMPONENT 1: LIVELIHOOD IMPROVEMENT									

S/N	Code	Outcome Indicators	Unit of Measure	Baseline Data	Life of Program Target	Cumulative Achievement	% achievement	2014		
KPI 3	AGRICULTURAL PRODUCTIVITY	Percentage increase in productivity (for Crops, Livestock, and Fisheries) – Crops (cassava, maize, yam, plantain, rice, cocoa, oil palm, vegetable)	%	NA	NA	NA	NA	NA	NA	NA
KPI 4	AGRICULTURAL PRODUCTIVITY	Area under Use of improved planting material	Ha	0	4149	2471	59.56	2280	977	42.85
KPI 5	AGRICULTURAL PRODUCTIVITY	Volume of produce from farmer groups (production level)	MT	0	70261	39313	56	38349	16889	44
KPI 6	MARKETING AND PROCESSING	Volume (tons) of produce unprocessed marketed (segregated by types of commodity -crops, livestock and fish produce)	MT	0	53255	30140	56.60	29,405	12,688	43.00
KPI 7	MARKETING AND PROCESSING	Volume (tons) of produce processed marketed (segregated by types of commodity -crops, livestock and fish produce)	MT	0	17080	9203	54.00	8,924	4201	47.00
KPI 8	INCOMES	Amount of income generated from processed products (marketed) (segregated by types of commodity -crops, livestock and fish produce)	Naira	0	1,137,159,000	495891700	44.00	1,142,705,000	549,150,000	48.00
KPI 9	INCOMES	Amount of income generated from unprocessed products (marketed) (segregated by types of commodity -crops, livestock and fish produce)	Naira	0	3732550300	1815349100	49.0	2,713,492,000	996,137,000	36.7
KPI 10	JOB CREATION	Number of performing enterprises supported by Programme captured according to strong, medium and weak (note that this indicator is a reflection of gainful jobs created)	No	0	2000	800	40.00	1000	300	30.00

S/N	Code	Outcome Indicators	Unit of Measure	Baseline Data	Life of Program Target	Cumulative Achievement	% achievement	2014		
KPI 11	JOB CREATION	Number of jobs created by small and medium enterprise (segregated by On-farm, off-farm and Non-farm and by gender - M, F, MY, FY)	No	0	100,000	47454	47.50	18,997	5,404	28.50
KPI 12	ACCESS TO FINANCE	Volume of credit leveraged for beneficiaries according to individuals and groups.	Naira	0	160,000	45734790	29	68000000	19320000	28
KPI 13	ACCESS TO FINANCE	Volume of savings or deposit by beneficiaries	Naira	0	195,000,000	27000000	14	18000000	8480000	47
		AVERAGE COMPONENT 2 SUB COMPONENT 1 (LIVELIHOOD IMPROVEMENT)					45.0			39.50
	COMPONENT 2 SUB-COMPONENT 2: COMMUNITY RURAL INFRASTRUCTURE									
	RM 2.7.2.1 INFRASTRUCTURE	Number of functioning social infrastructure, market, school, health centres, water boreholes, etc	No	0	627	263	42.00	84	29	35.00
		AVERAGE COMPONENT 2 SUB COMPONENT 2 (COMMUNITY RURAL INFRASTRUCTURE)	No	0	627	263	42.00	84	29	35.00
	COMPONENT 2 SUB-COMPONENT 3: NATURAL RESOURCE MANAGEMENT									
	RM 2.7.1.1 INFRASTRUCTURE	Land area with secure access to water resources (irrigation water)	Ha	0	264	61	23.00	122	21	17.00

S/N	Code	Outcome Indicators	Unit of Measure	Baseline Data	Life of Program Target	Cumulative Achievement	% achievement	2014		
	PG 2.2.3 ENVIRONMENTAL MANAGEMENT	Land area (Ha) under sustainable management (including soil/water conservation methods, agro forestry)	Ha	0	1005	588.0	58.50	531	192	36.00
		AVERAGE COMPONENT 2 SUB COMPONENT 3(NATURAL RESOURCE MANAGEMENT)	Ha	0	1005	588.0	40.75	531	192	26.50
		OVERALL AVERAGE COMPONENT 2 CDF					42.58			33.67
KPI 14	COMPONENT 3: PROGRAMME MANAGEMENT AND COORDINATION EFFECTIVENESS									
	FINANCIAL MANAGEMENT	Efficiency of financial management	%	NA	NA	NA		NA	NA	
	PROGRAMME MANAGEMENT & M&E	Effectiveness of Management (Supervision, Monitoring and Evaluation)	No	NA	NA	NA		NA	NA	
KPI 15	PROGRAMME TOTAL OUTREACH									
	RM 1.8.1 PROGRAMME TOTAL OUTREACH	Outreach (No of people receiving project services, segregated by Male youth, Female youth, Men, Women and households)	No	NA	NA	NA		NA	NA	
		OVERALL PERCENTAGE					54.00			37.84

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

Table 5A: Financial performance by financier

From Inception To 9th October, 2014

Receipts (Naira)

	FGN	IFAD	NDDC	STATE	LGC	OTHER RECEIPTS	Total in Naira
PSO	1,300,770,227	258,035,018	304,583,172			8,008,024	1,871,396,441
NDDC/OTHER AGENCIES			380,304,416				380,304,416
States							
ABIA		147,721,279	282,890,852	102,200,000	124,500,000	5,731,625	663,043,756
							-
AKWA-IBOM		105,520,287	151,641,074	64,989,500		10,272,391	332,423,252
BAYELSA		120,229,377	145,565,249	96,363,000	40,600,000	7,388,490	410,146,116
							-
CROSS RIVER		195,066,694	180,275,567	154,000,000	190,400,000	7,877,790	727,620,051
DELTA		184,453,119	141,378,474	169,762,125	11,700,000	3,158,059	510,451,777
							-
EDO		153,016,293	137,719,352	73,031,752	62,860,119	2,665,102	429,292,618
							-

	FGN	IFAD	NDDC	STATE	LGC	OTHER RECEIPTS	Total in Naira
IMO		71,281,523	130,595,838	16,000,000		24,395,625	242,272,986
ONDO		218,723,269	173,044,331	360,000,000	270,747,600	14,761,206	1,037,276,406
RIVERS		142,289,630	133,273,450	161,200,000	8,068,750	8,562,412	453,394,242
TOTAL	1,300,770,227	1,596,336,489	2,161,271,775	1,197,546,377	708,876,469	92,820,724	7,057,622,061

Table 5B: Financial performance by financier by component
Performance By Component (in Naira)

	ACTUAL	2014 BUDGET	% UTILISATION
	N	N	
Institutional Strengthening	248,584,826	1,285,381,956	19%
Community Development Fund	580,726,380	2,478,849,496	23%
Total	829,311,206	3,764,231,452	22%

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			1,806,354.09	-1,806,354.09	
1.a	Consultancies, Studies, Auditing, Training	15%	430,000	388,011.32	41,988.68	90.24
1.a	Consultancies, Studies, Auditing, Training	15,101	430,001	388,012.32	41,988.68	90.24
1.c	Salaries, Allowances, Operation And Maintenance	15	645,000	636,307.94	8,692.06	98.65
2-10 a (i)	CDF - Village Infrastructure	22.5%: 40%	1,839,000	432,065.82	1,406,934.18	23.49
2-10 a(ii)	CDF - Livelihood Development	22.5%: 40%: 100%	3,908,000	858,947.19	3,049,052.81	21.98
2-10 (aiii)	CDF - Natural Resource Management	22.5%: 40%: 100%	1,470,000	210,541.45	1,259,458.55	14.32
2-10.b	Consultancies, Studies, Auditing, Training	25%: 100%	1,042,000	1,011,442.06	30,557.94	97.07
2-10.c	Vehicles and Equipment	25%	574,000	396,250.69	177,749.31	69.03
2-10.d	Salaries, Allowances, Operation and Maintenance	25%	1,382,000	1,476,368.64	-94,368.64	106.83
	Total		11,720,001	7,604,302	4,115,699.48	64.88
	Pending was awaiting payment from IFAD submitted on 17/10/2014			677,731.36	-677,731.36	
	Total		11,720,001	8,282,033	3,437,968.12	70.67

Appendix 6: Compliance with legal covenants: Status of implementation

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Section 2.03	<u>Opening of Special Account in US Dollars</u> for the purpose of financing the Programme		This was fully complied with immediately after effectiveness and operating satisfactorily till date	
Section 3.03	<u>Operation of Programme Accounts</u> the PLA mandated the PSO and the SPSOs to open and operate two Programme Accounts A and B. Programme Account A to receive naira from the Special (Dollar) Account and Programme B Account to receive counterpart contribution from the Federal Government (for PSO) and State Governments (for SPSOs)		These were duly opened immediately after effectiveness and been operating satisfactorily	
Section 3.03b	<u>S. 3.03b of the Subsidiary Loan Agreement</u> specifically instructed that each Local Council should open two Programme Accounts A and B for the Programme. Programme A account is to receive IFAD and NDDC contribution from the SPSO and Programme B account to receive contributions from the Local Councils.		As a result of the challenges of operating these accounts, the MTR recommended the opening of a pooled account called CDF account at the SPSO to pool IFAD, NDDC and LGCs funds for implementation of community projects. These account s have been operating satisfactorily up to date	
Schedule 2	<u>Schedule 2 (item 4 b iii) of the PLA</u> gave as <u>Conditions Precedent to Withdrawals</u> the opening of these Programme Accounts A and B by the Local Government Councils		Same as in Section 3.03 b above	
Section 3.02	<u>Annual Work Plans and Budgets</u> (S. 3.02 of PLA and S. 3.03 of the GA) – these sections laid down the procedures to follow in the preparation and approval of the Annual Work Plans and Budgets.		The procedures laid down by the relevant sections of the FA and reviews by IFAD have been followed by the Programme up to date	
Section 5.01	<u>Financial Reporting and Information</u> (S. 5.01 of the PLA and S. 5.01 of the GA) – the PLA requires the PSO to prepare financial statements every six months and submit same to the Fund through the PCU within three months after the end of such period. The Grant Agreement also requires that PSO prepares financial statements every six months and deliver such statements through the JPIC to the Fund.			
Section 5.03 of the Grant Agreement in addition requires the following				

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
	from the PSO a. An annual report on the activities and operations financed out of the resources of the Grantor and the status of each of the activities or operations b. Quarterly financial statements and an annual audited financial statement of funds received and disbursed from the Grantor c. Any other information as may be reasonably required			This has been fully complied with as unaudited financial statements at 31 December, 2013 were made available during the mission. Previous year's reports have also been submitted Semester financial reports have been submitted by the programme up to date
Section 5.02	<u>Audit Reports</u> (S.5.02 of PLA and GA) – these sections of the PLA and the GA are unanimous in their requirements for the appointment of external auditors and the submission of audit reports and management letters to the Fund and the NDDC			Audited financial statements and management letters up to 2013 financial year have been submitted as required.
Section 5.03	S. 5.03 of the Subsidiary Loan Agreement specified the requirement for the State to cause each Local Government to appoint with the prior approval of the Fund, independent auditors to audit the accounts relating to the Programme in the relevant Local Government Areas....			This requirement has been superseded by the operation of the CDF Account
Schedule 3A	<u>Accounting and Information Management</u> (Schedule 3A – Additional Covenants Item 7 of the PLA) states as follows: 'Within 90 days of the Effective Date, 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; The Borrower has established an information management system in accordance with Section 4.01 herein'			The Programme is operating the IPSAS cash accounting system as recommended by IFAD. The accounting system is fully computerized and working satisfactorily

Appendix 7: Knowledge management: Learning and Innovation

Learning

The different approaches adopted by CBNRMP have faced a number of challenges, but positive and less positive lessons can be reported. Some of the major experiences and lessons from CBNRMP are presented below. The lessons highlighted are not exhaustive (see also appendix 9).

Strong partnerships: CBNRMP established various levels of partnerships and linkages with relevant institutions and development partners which enabled strong synergies resulting in programme impact especially in the areas of capacity building for farmers, knowledge sharing, leveraging of resources and scaling up results. There were collaborations that were concretized with result-based MoU for accountability in partnership. There are also those that were active but do not have any instrument of commitment. The CBNRMP experience demonstrates that partnerships with formal collaborative agreements, involving MoUs such as those with Songhai Rivers Initiative, NCRI, USAID funded Markets II, FADAMA III were more effective than those without agreements.

Counterpart financing: Counterpart financing in CBNRMP was designed to be made available at the FGN, NDCC, states and LGAs levels. At the design of the programme, assumptions were made that the states and LGAs would participate effectively through counterpart payments and these assumptions were hinged on the principle of CDD approach to develop the capacity of LGAs in rural development. The approach did not work because the local government structure in Nigeria is plagued with enormous challenges such as good governance, accountability, and high turnover of LGA chairmen, bringing about lack of continuity. This affected the disbursement of IFAD funds on the CDF component making it extremely challenging for the programme to effectively implement livelihoods activities. For future programmes with similar operations such as CBNRMP, the financing percentage should be 100% for IFAD in livelihood and natural resource management activities, while government funding should be limited to operations and maintenance.

Agri-business Approach and CDD approach to rural development: A Community Driven Development (CDD) helps in fixing social infrastructure decay in communities but without integrated agribusiness models provides limited opportunity for good economic and financial empowerment of community members. This scenario makes ownership and sustainability of programme interventions unsustainable. CBNRMP realised this gap and in 2010 changed its approach to include agri-business development. For example, the culture of imbibing agriculture as a business by the local farmers alongside in CBNRMP states has led to the economic empowerment of farmers especially youth and women from establishing and managing viable agri enterprises, with marked improvement in their standard of living. This process also led to developing and strengthening farmer organization. Consequent upon establishing farmer organization, is the institutionalized of Commodity Apex Development Association (CADA) with clear structure and membership principles to support enterprise groups in various communities. CADA has the potential to support and sustain agri-entrepreneurs along the agricultural value chain. The renewed focus on agri business is a viable way of ensuring food security, job creation for youth and poverty reduction.

Knowledge capitalization and dissemination: Knowledge capitalization and information dissemination in CBNRMP was carried out on *ad hoc* basis and was not planned from project inception. Thus, it was not clear how knowledge and experience is collected, archived and shared. There was no communication and knowledge management strategy in place to guide knowledge management activities of the programme. The knowledge management strategy that was developed in part by the country office through the central communication platform was not integrated in the programmes. For future programmes, it is imperative to develop a KM strategy in order to ensure effective creation and use of knowledge for learning, innovation and replication of best practices. This should be explained to the programme management during the initial start-up workshop with a follow up thereafter.

Innovation: Describe any interesting innovation noted during supervision

The mission team did not see any new Innovation during supervision but CBNRMP progress report of October 2014 shows innovations promoted by the programme. Some of the major innovations are summarised below:

Exploitation and Conservation of *Thaumatococcus danielli* (*Wrapping leaves*): *Thaumatococcus danielli* popularly known as “*wrapping leaves/paper*” in Nigeria is a rhizomatous flowering herb plant that grows 3-4 meters in height with broad leaves. Leaves are used in wrapping foods such as cooked rice, Moi-moi (steamed cowpea paste), Eba (from cassava). Foods wrapped with the leaves are highly priced due to the impacted aroma with an increased demand for its use in serving food in parties and restaurants. However, the plant in its natural habitat growing in the midst of other plants is endangered by land development activities and low productivity due to competition with weeds and shrubs. At Emuhun community in Edo state, the plant is in high population covering a land area of about 15 hectares in its natural habitat. With support from CBNRMP, the plant is being conserved as a seed reservoir for re-domestication in other parts of Edo state. Substantial income is generated from harvesting the leaves while also supporting regeneration of the plant for steady income all the year. Mrs Grace Agbonifo and Mrs Helen Enaruna in Emuhun community each makes an average of N1,250 daily from the leaf (about USD7/day per capita-thus living above poverty line of USD2/day per capita). A total of six communities with similar ecology have learned and replicated this innovation from Emuhun and are exploiting the benefits of this *wrapping leaves*. There is a potential for exportation of the *wrapping leaves* by linking the farmers to external markets.

Innovative Sprinkler Irrigation System for Vegetable Market Garden: The irrigated vegetable farm in Uruandung community in Akpabuyo LGA, Cross-River state is a simple innovation anchored by ten market garden women farmers. They took advantage of the great demand for vegetables (pumpkin and Water leaf) in Calabar, to set up an irrigated farm for all year production using local technology to construct sprinklers. Vegetable beds were neatly constructed to give easy access to production, field maintenance and harvesting. Perforated PVC pipes were laid across the garden and connected to a water pump. The sprinkler is controlled by the velocity of water coming from high rising reservoir without power support. It allows for efficiency and good water management and no drudgery in water application. Farmers have recorded 1 ton/ha (from a baseline figure of 0.5kg/ton) and increased their income from a baseline value of less than N120,000 to 400,000 /harvest. They now operate two production cycles per annum due to water availability.

Fish cluster model: Aquaculture no doubt is the fastest growing sector in Nigeria. CBNRMP has supported agri enterprises in benefitting communities to develop this sector using innovative approaches. For example, the fish cluster innovation in Uvwie, Warri, Delta State where youth farmers in different cooperative groups following a CBNRMP supported training at Songhai were able to apply the learning on production skills, pond construction, pond and water management, feeds/feeding, and fingerling production. Each group exploited the rich natural mangrove resource to construct earthen ponds in clusters on a contiguous but scientific manner. The CBNRMP has increased production to about 10 tons per day (about N5million at N500 per kg of table fish).

Enterprise service centres: The use of successful enterprises to stimulate youth involvement was seen as an innovation which could be further strengthened by vertically up-scaling with content and terms of engagement with the operators. In Delta, Bayelsa, Abia and Cross River State, those service centres which were creation of CBNRMP are serving as enterprise incubation centre for rural communities and learning route for primary and secondary schools.

One of the many ways to showcase project results is through success stories that describe how projects have affected people's lives. CBNRMP needs to carry out documentation of innovations in the programme as project success stories. Some of the innovations highlighted seem to be adaptations of existing technologies. Nevertheless, CBNRMP could leverage on partnership with research institutes to gauge further opportunities for innovation. The programme could invite research institutions on study tours of performing enterprises and possibly see if they have got new technologies to offer the farmers.

A SUGGESTED CBNRMP SUCCESS STORY TEMPLATE

Definition: A success story is a human interest story that highlights a success or achievement of CBNRMP by focusing on the impact of an intervention, innovation or technique and how that contributes to change or development in individual agri enterprise or group's lives.

[HEADLINE -10 words or less]

[Use the headline to attract and capture your audience so that they continue reading the story. Use 10 words or less to summarise the story in a nutshell. Use present tense, active or 'doing' verbs, and attention-grabbing phrases that bring story to life.]

[PARAGRAPH 1 – introduction / outcome of initiative = 50 to 100 words]

[Expand on the headline, humanise the story, and highlight the important facts. This is all about the Who? So start with a named individual or group who has directly benefited from a CBNRMP driven initiative. Describe what has recently changed in their lives and how they've made progress. The world is full of bad news, so start with the positives.]

Name of the Individual/Group/Institution	Identify the source of the success story
Status of the individual	What group does the individual belongs to? Is the individual an ordinary member, Exco member of the group? Is the Group registered? If Yes, with whom and when? Personal background- Age, marital status, no of dependents, what was the individual doing before he or she came in contact with CBNRMP?
Status of the Group	When was the group formed? What is the group type? (e.g. CADA, Poultry farmers, Cooperative etc.)
Membership Strength	How many members does the group have? How many are women, youth and physically challenged?
Location of individual/Group	Identify the village/Local government/State
Line of business of the individual/group/institution	Production, Processing, Marketing, etc. Reason for choice of enterprise
Nature of CBNRMP's intervention	The nature of the intervention – was it training on agri enterprise development? Financial support? An innovation or technique? was it linkage to a financial institution or markets etc.

[PARAGRAPH 2 – initiative = 100 to 150 words + quantitative data + quote]

[Now describe what CBNRMP did to enable the named individual/group to turn his or her life around.

The intervention	What was the initiative, how was it made possible, and how did it reach those in need. So explain how skills, tools or knowledge gained through the initiative are ensuring that more people will be able to help themselves from now on
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[PARAGRAPH 3 – personal challenges = 150 to 200 words + qualitative data + quote]

[The strength of the success story is in ensuring that the “before” and “after” is clearly illustrated. Compare his or her life now with how it was before CBNRMP provided support. Use direct quotes from both beneficiary and project staff/partners to illustrate the results.]

Context (Before and After)	<p>-Examine why the initiative was required in the first instance by describing the problems that the beneficiary (individual/group/institution) had previously experienced before CBNRMP provided support.</p> <p>-State what has changed as a result of CBNRMP's intervention in terms of:</p> <ul style="list-style-type: none"> • <i>Livelihood enhancement</i>– (in case of individual, how has his/her life changed) • <i>Food Security</i> - (How has the activity/intervention improved his/her food security/nutrition situation?) • <i>Poverty level</i> – (how has the activity/intervention taken him/her out of poverty? – the indices to consider is any change in his/her income and/or acquisition of assets) • <i>Adoption of learning outcomes</i> – e.g if is training, to what extent has the training helped in improving the status of the trainee/institution <p>For example, Stock/farm size before was (½ hectare) and after (1.5 hectares).</p> <p>-Species/ varieties: Before (nil) and after (good variety of cucumber seeds/high yielding cassava stems)</p> <p>-Linkages made: i.e. Fruit Garden Market Port Harcourt and Rumuokoro main market</p> <p>-Number of jobs created by enterprise</p> <p>-Net income before and after intervention: i.e. before (N50,000) after (N850,000).</p> <p>-Social status after intervention</p> <p>-Plans for future investment:</p>
Components of innovation	<p>What is innovative about the outcome(s) of the intervention? What to consider include:</p> <ul style="list-style-type: none"> • Context – What is it, a product, process (technology) or practice? Is it new or adapted from others? • Usefulness to its users, scalability – is it scale able? Can it be replicated for wide adoption or even feed into policy?) Has anyone adopted or shown interest in adopting?

[PARAGRAPH 4 – community / local benefits/next steps = 150 to 250 words + qualitative and quantitative data + quotes]

[Broaden the story to illustrate additional benefits received by the named individual's family / community / region through the initiative. Personal stories are great introductions but additional narrative is needed to examine the wider impact of an initiative.]

Broader Impact	<p>Reinforce the story of this person's success by explaining how they have directly helped their family / community / region as a result of the tools / skills / knowledge.</p> <p>Describe the next steps needed to continue the momentum of change at a local level and to achieve it on a national level.</p> <p>Provide information about when, where and how the initiative is being replicated or will be rolled out beyond focal LGAs/States and include numbers of people who may benefit</p>
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[PARAGRAPH 5– end results = 80 to 100 words + quote]

[End by illustrating how the initiative fits into IFAD's and FGN's overall aim of reducing poverty. Include details of any specific goals and objectives that the initiative is supporting i.e. Agricultural Transformation Agenda. Provide information about any partners or donors with whom CBNRMP is collaborating to show that the initiative is part of a global or national effort to fight poverty.]

[TOTAL WORD COUNT – 500 to 800 words]

Don't Forget the Basics:

- KISS - Keep It Simple And Succinct: write clearly, without using jargon, and in a way that would work for a person with little prior knowledge
- Ensure that there is a clear “before” and “after” and key successes are spelled out
- Be real: include quotes and anecdotes from real people to illustrate how the initiative has made a fundamental difference to them, their family, their community
- Build the story: introduce quotes and anecdotes from the people behind the initiative to illustrate how their work will benefit the community as a whole
- Illustrate the story: a good photograph is worth a thousand words. Make sure you take a range of photographs so that you can select the best from these. (Avoid portraits, posed pictures. If the story is about a process, provide pictures that capture the various stages) Do the same with video.
- Killer stats: Include data and translate statistics into something tangible and imaginable to personalise important data.
- Money talks: draw attention to cost benefits, savings and efficiencies wherever appropriate, rather than actual expenditure
- Provide the contacts (phone number) of the subject (in case the programme wishes to carry out an independent validation or do a follow up).
- Use CBNRMP consent form to seek beneficiary approval for interviews and photographs to avoid litigation.

COMMUNITY BASED NATURAL RESOURCE MANAGEMENT PROGRAMME

NIGER DELTA (CBNRMP)

CONSENT FORM

I,.....of.....

.....

.....hereby grant CBNRMP the permission to document, record and use my comments, quotations, interview responses, photographs, and/or video or any other materials not listed above in which I may appear, for information, education, promotion, advertisements or other purposes that support the mission of the CBNRMP programme. I also agree that all rights to these materials belong to CBNRMP and agree to release CBNRMP and the documenters from claims for remuneration associated with their use.

Sign.....

Date.....

Mobile phone.....

Appendix 8: RIMS table

RIMS First- and Second-Level Results 2013 (updated since

First & Second Level Results	Unit	AWPB 2013	Actual 2013	%AWPB 2013	Appraisal Target	Actual Cumulative as at 2013	% Appraisal
First Level Results							
Natural resources (land and water)	No.						
1.1.1 People trained in infrastructure management (*)	No.	2150	403	18.74	10935	5,640	51.58
Males	No.	1,204	250	20.76	6,561	3,506	53.44
Females	No.	946	153	16.17	4,374	2,134	48.79
1.1.2 Groups managing infrastructure formed and/or strengthened	No.	144	32	22.22	459	491	106.97
1.1.3 People in groups managing infrastructure (*)	No.	2,150	480	22.33	10,935	11,800	107.91
Males	No.	1,204	300	24.92	6,561.00	7,501	114.33
Females	No.	946	180	19.03	4,374	4,299	98.29
1.1.4 Groups managing infrastructure with women in leadership positions	No.	50	8	16.00	292	228	78.08
1.1.5 Rainwater harvesting systems constructed or rehabilitated	No.	15	3	20.00	40	23	57.50
People in groups managing harvesting systems (*)	No.	150	30	20.00	200	230	115.00
Males	No.	85.00	18	21.18	120	135	112.50
Females	No.	65	12	18.46	80	95	118.75
Groups managing harvesting systems with women in leadership positions	No.	2	-	0.00	8	6	75.00
1.1.6 Fish ponds constructed or rehabilitated	No.	50	12	24.00	130	76	58.46
People in groups managing fish ponds (*)	No.	500	120	24.00	1,485	684	46.06
Males	No.	300	71	23.67	891	407	45.72
Females	No.	200	49	24.50	594	277	46.57
Groups managing fish ponds with women in leadership positions	No.	10.00	3	30.00	65	19	29.23
1.1.7 People trained in NRM (*)	No.	1,000	233	23.30	8,748.00	4,228	48.33
Males	No.	550	128	23.27	5,074.00	2,535	49.96
Females	No.	450	105	23.33	3,674.00	1,693	46.08
1.1.8 Groups involved in NRM formed/strengthened	No.	60	12	20.00	453.00	171	37.75
1.1.9 People in NRM groups (*)	No.	1,000	233	23.30	8,748.00	4,632	52.95
Males	No.	550	128	23.27	5,074.00	2,769	54.57
Females	No.	450.00	105	23.33	3,674.00	1,863	50.71
1.1.10 NRM groups with women in leadership positions	No.	15	5	33.33	150.00	47	31.33
1.1.11 Environmental management plan formulated	Ha.	-	-	0.00	-	-	0.00
1.1.12 Land under improved management practices	Ha.	548	269	49.09	1,617	1,796	111.07
Agricultural technologies	No.	0	0	0.00	-	-	0.00

First & Second Level Results	Unit	AWPB 2013	Actual 2013	%AWPB 2013	Appraisal Target	Actual Cumulative as at 2013	% Appraisal
and production							
1.2.1 Staff of service providers trained (*)	No.	102	53	51.96	450	457	101.56
1.2.2 People trained in crop production practices and technologies (*)	No.	-	-	0.00	-	-	0.00
Direct Beneficiaries:	No.	2,500	1,427	57.08	5,400	7,682	142.26
Males	No.	1,375	785	57.09	3,132.00	4,400	140.49
Females	No.	1125	642	57.07	2,268	3,282	144.71
Secondary Beneficiaries	No.	25,000	14,270	57.08	54,000	74,786	138.49
Males	No.	14,250	8,704	61.08	29,700	42,690	143.74
Females	No.	10,750	5,566	51.78	24,300	32,097	132.09
1.2.3 People trained in livestock production practices and technologies (*)	No.	-	-	0.00	-	-	0.00
Direct Beneficiaries:	No.	1,200	524	43.67	5,400	5,618	104.04
Males	No.	672	288	42.86	3,132	3,270	104.41
Females	No.	528	236	44.70	2,268	2,348	103.53
Secondary Beneficiaries	No.	12,000	2,360	19.67	54,000	52,146	96.57
Males	No.	6,840	1,392	20.35	29,700	29,175	98.23
Females	No.	5,160	968	18.76	24,300	22,972	94.53
1.2.4 People trained in fish production practices and technologies (*)	No.	-	-	0.00	-	-	0.00
Direct Beneficiaries:	No.	1,000	491	49.10	5,400	5,309	98.31
Males	No.	560	270	48.21	3,132	3,086	98.53
Females	No.	440	221	50.23	2,268	2,223	98.02
Secondary Beneficiaries	No.	10,000	4,910	49.10	54,000	52,426	97.09
Males	No.	5,570	2,847	51.11	29,700	29,621	99.73
Females	No.	4,430	2,063	46.57	24,300	22,805	93.85
No. of facilitated Advisory services	No.	10,000	4,260	42.60	37,908	31,810	83.91
1.2.5 People accessing facilitated advisory services (*)	No.	100,000	42,600	42.60	379,080	318,100	83.91
Males	No.	60,000	25,986	43.31	238,820	194,986	81.65
Females	No.	40,000	16,614	41.54	140,260	123,114	87.78
1.2.6 Households receiving animals from distribution and/or restocking	No.	-	-	0.00	0	-	
Cockerels	No.	2,000	650	32.50	10,000	5,550	55.50
Small Ruminants	No.	1,000	230	23.00	2,500	1,980	79.20
Fingerlings	No.	150,000	30,000	20.00	500,000	218,000	43.60
Piglets	No.	50	12	24.00	200	91	45.50
1.2.7 Households receiving facilitated animals health services	No.	20,000	4,200	21.00	72,900	29,600	40.60
Rural financial services	No.	-	-	0.00	-	-	0.00
1.3.1 Savings and credit groups formed and/or strengthened	No.	51	18	35.29	486	523	107.61
1.3.2 People in savings and credit groups formed/strengthened (*)	No.	510	180	35.29	4,860	5,222	107.45
Males	No.	280	103	36.79	2,916	2,944	100.96
Females	No.	230	77	33.48	1,944	2,278	117.18

First & Second Level Results	Unit	AWPB 2013	Actual 2013	%AWPB 2013	Appraisal Target	Actual Cumulative as at 2013	% Appraisal
1.3.3 Savings and credit groups with women in leadership positions	No.	20	8	40.00	194	179	92.27
1.3.4 Financial institutions participating in the project	No.	12	0	0.00	90	120	133.33
1.3.5 Staff of financial institutions trained (*)	No.	139	45	32.37	180	185	102.78
Males	No.	85	27	31.76	108	118	109.26
Females	No.	54	18	33.33	72	67	93.06
1.3.6 Voluntary savers (*)	No.	3000	1160	38.67	12,150	7,003	57.64
Males	No.	1560	662	42.44	5,346	3,689	69.00
Females	N	1440	498	34.58	6,804	3,314	48.71
1.3.7 Value of voluntary savings	US D	35100	11020	31.40	210,600	58,120	27.60
1.3.8 Active borrowers (*)	No.	200	60	30.00	2,000	75	3.75
Males	No.	100	35	35.00	1,000	44	4.40
Females	N	100	25	25.00	1,000	31	3.10
1.3.9 Value of gross loan portfolio	US D	200000	4000	2.00	1,000,000	13,872	1.39
Markets	No.	0	0	0.00	0	-	0.00
1.4.1 People trained in post-production, processing and marketing (*)	No.	1000	197	19.70	4,860	1,580	32.51
Males	No.	435	108	24.83	2,187	703	32.14
Females	km	565	89	15.75	2,673	777	29.07
1.4.2 Roads constructed/rehabilitated	km	25	0	0.00	120	61	50.83
1.4.3 Market, storage, processing facilities constructed and/or rehabilitated	No.	40	11	27.50	153	58	37.91
1.4.4 Marketing groups formed and/or strengthened	No.	102	37	36.27	486	415	85.39
1.4.5 People in marketing groups (*)	No.	1020	370	36.27	4,860	4,150	85.39
Males	No.	460	150	32.61	1,944	1,836	94.44
Females	No.	560	220	39.29	2,916	2,214	75.93
1.4.6 Marketing groups with women in leadership positions		60	12	20.00	96	73	76.04
Enterprise development and employment	No.	0	0	0.00	0	-	0.00
1.5.1 People trained in Income Generating Activities (*)	No.	500	304	60.80	3,645	3,800	104.25
Males	No.	200	167	83.50	2,187	1,875	85.73
Females	No.	300	137	45.67	1,458	1,925	132.03
1.5.2 People receiving vocational training (*)	No.	200	32	16.00	1,000	778	77.80
Males	No.	120	20	16.67	600	480	80.00
Females	No.	80	12	15.00	400	299	74.75
1.5.3 People trained in business and entrepreneurship (*)	No.	1200	856	71.33	3,645	2,456	67.38
Males	No.	600	471	78.50	2,005	1,261	62.89
Females	No.	600	385	64.17	1,640	1,045	63.72
1.5.4 Enterprises accessing facilitated nonfinancial services	No.	180	68	37.78	459	268	58.39

First & Second Level Results	Unit	AWPB 2013	Actual 2013	%AWPB 2013	Appraisal Target	Actual Cumulative as at 2013	% Appraisal
1.5.5Enterprises accessing facilitated financial services		51	6	11.76	459	6	1.31
Policy and community programming	No.	0	0	0.00	0	-	0.00
1.6.1 Government officials/trained (*)	No.	220	48	21.82	1,384	1,147	82.88
Males	No.	150	32	21.33	830	787	94.82
Females	No.	70	16	22.86	554	360	64.98
1.6.2 People trained in community management topics (*)	No.	1000	510	51.00	13,002	7,273	55.94
Males	No.	600	315	52.50	6,501	3,948	60.72
Females	No.	400	195	48.75	6,501	3,325	51.15
1.6.3 Community workers and volunteers trained (*)	No.	3500	870	24.86	29,160	21,060	72.22
Males	No.	1925	531	27.58	16,038	11,691	72.89
Females	No.	1575	339	21.52	13,122	9,369	71.40
1.6.4 community groups formed/ strengthened	No.	0	0	0	2,000	2,331	116.55
1.6.5 People in community groups formed/strengthen.(*)	No.	0	0	0	40,000	43,539	108.85
Males	No.	0	0	0	24,000	25,910	107.96
Females	No.	0	0	0	16,000	17,629	110.18
1.6.6 Community groups with women in leadership positions	No.	200	0	0	800	606	75.75
1.6.7 Village/Community plans formulated	No.	153	153	100.00	1,180	1,332	112.88
1.6.8 People accessing development funds (*)	No.		0		-	-	
Males	No.		0		-	-	
Females	No.		0		-	-	
1.6.9 Apex organisations formed/strengthened		0	0	0	153	130	84.97
Social Infrastructure	No.					-	
1.7.1 Schools constructed/rehabilitated	No.	20	0	0.00	46	47	102.17
1.7.2 Health centres constructed/rehabilitated	No.	0	0		12	11	91.67
1.7.3 Drinking water systems constructed/rehabilitated	No.	40	0	0.00	100	53	53.00
1.7.4 Other infrastructure/facilities constructed and/or rehabilitated		0	0			-	
1.7.5 Town Hall Constructed/Rehabilitated		0	0		15	11	73.33
1.7.6 Market Stalls Constructed/Rehabilitated		25	5	20.00	60	37	61.67
Total Outreach	No.					-	
1.8.1 Individuals receiving project services (*)	No.	800,000.00	185,449.00	23.18	2,800,000	2,730,449	97.52
Males	No.	448,000.00	112,757.00	25.17	1,624,000	1,597,850	98.39
Females	No.	352,000.00	72,692.00	20.65	1,176,000	1,132,599	96.31

First & Second Level Results	Unit	AWPB 2013	Actual 2013	%AWPB 2013	Appraisal Target	Actual Cumulative as at 2013	% Appraisal
1.8.2 Households receiving project services		115,000.00	26,492.00	23.04	400,000	394,028	98.51
Second Level Results	Rating				-	-	
First & Second Level Results					-	-	
Natural resource (land and water)	Rating				-	-	
2.1.1 Likelihood of sustainability of the groups managing infrastructure formed and/or strengthened	Rating		4			4	
2.1.2 Effectiveness of productive infrastructure	Rating		4			4	
2.1.3 Likelihood of sustainability of productive infrastructure	Rating		4			4	
2.1.4 Likelihood of sustainability of the NRM groups formed and/or strengthened	Rating		4			4	
2.1.5 Effectiveness of NRM and conservation programmes			3			3	
Agricultural technologies and production	Rating					-	
2.2.1 Effectiveness: Improved performance of service providers	Rating		4			4	
2.2.2 Effectiveness: Improved agricultural and livestock production			5			5	
Rural financial services	Rating					-	
2.3.1 Likelihood of sustainability of the credit/saving groups formed/strengthened	Rating		4			4	
2.3.2 Effectiveness: Improved access of the poor to financial services	Rating		3			3	
2.3.3 Sustainability: Improved performance of the financial institutions			3			3	
Markets	Rating					-	
2.4.1 Effectiveness: producers benefiting from improved markets access	Rating		4			4	
2.4.2 Likelihood of sustainability of the roads constructed/rehabilitated	Rating		4			4	
2.4.3 Likelihood of sustainability of market, storage, processing facilities	Rating		4			4	
2.4.4 Likelihood of sustainability of the marketing groups formed and/or strengthened			4			4	
Enterprise development and employment	Rating					-	

First & Second Level Results	Unit	AWPB 2013	Actual 2013	%AWPB 2013	Appraisal Target	Actual Cumulative as at 2013	% Appraisal
2.5.1 Effectiveness: creation of employment opportunities	Rating		5			5	
2.5.2 Likelihood of sustainability of enterprises			5			5	
Policy and community programming	Rating					-	
2.6.1 Effectiveness: promotion of pro-poor policies and institutions	Rating		5			5	
2.6.2 Effectiveness: community development	Rating		4			4	
2.6.3 Likelihood of sustainability of the community groups formed and/or strengthened	Rating		5			5	
2.6.4 Likelihood of sustainability of the apex organisation			5			5	
Social infrastructure	Rating					-	
2.7.1 Effectiveness of social infrastructure	Rating		5			5	
2.7.2 Likelihood of sustainability of social infrastructure			4			4	

Appendix 9: Lessons Learned

An important deliverable during the course of this 16th SM is a short summary of identified lessons learned to date. These are not grouped into any particular order but gathered together during interaction with CBNRMP staff and fieldwork observations.

Programme Management: One should not underestimate the need for good skills in programme management, programme and project systems, processes, manuals, and procedure. Challenging and difficult programmes such as CBNRMP must have these in place from the start of implementation. Retro-fitting these at the end of a programme's life will not alter the past and will not add value to the immediate future particularly as programmes come to end of their life. There are many options available for this and many projects grapple with installing systems, which will help efficiency and therefore effective delivery of activities. This includes the work needed to ensure that a knowledge base of experience is captured from the start.

All programmes must remain cognizant of the mantras of good implementation and management which means being aware of efficiency and effectiveness issues – two of the principles of the OECD DAC criteria for performance measurement. In this context, IFAD should show more interest in the engagement of staff, by also participating actively in entire process including during the interview.

Learning from others: An important feature of the programme has been the use of step down teaching. Training of trainers may not have been the real lesson but rather the transfer of knowledge. It is not sure if during classroom time students were taught how to pass skills from one to the other but it is clear that some exchange of information on technique, practice and management has been passed on to others. This is good practice and demonstrated cost efficiency and value for money as many more people have had some benefit that normally would have otherwise gone without. The difficulty is that this does not guarantee quality of the message that is passed along. Getting the service providers to verify how the transmission takes place would be useful as a built in safety check.

Wicked Situations! Operating in highly unstable environments is difficult, complicated, and problematic and possibly very “wicked”. As Bob Williams¹⁵ states in this regard:

“Wicked situations are those where identifying problems is not easy and selecting good solutions is even more difficult. Many societal, business and development challenges are in fact wicked problems.”

He goes on to say:

“Wicked problems are systemic problems that are characterized by multiple stakeholders involved in complex and unpredictable interactions. Stakeholders are people or organizations with an interest in the (wicked) problem and its (re-) solution. Systemically designed interventions are needed because conventional understanding and management cannot address wicked problems....

But that in using the word wicked:

”....implies something that's not exactly good but not totally bad either. There's a bit of a challenge but nothing disastrous. A wave of the wand and things might just sort themselves out. There are many definitions of what elements of a wicked problem are, but essentially they boil down to these six:

- Every wicked problem is novel or unique;

¹⁵ “Wicked Solutions - A Systems Approach to Complex Problems - A workbook”, 2014 Bob Williams and Sjon van 't Hof. Published by Bob Williams: www.gumroad.com/l/wicked or gum.co/wicked

- There is a no stopping rule; you can't hit the pause button;
- The problem is not understood until the formulation of the solution;
- Wicked problems are complex; they have no single cause, no single effect and have no given alternative solution;
- Every wicked solution is a 'one shot operation'; there is no off-the-peg 'best practice' answer; and
- Solutions are not right or wrong, but they may be better or worse"

The Niger Delta would certainly qualify for this description in its extreme. Making assumptions about how to respond to this "wicked" situation which is unpredictable and challenging means making assumptions about those who live there, those who have a relationship there and their perceptions of how to deal with the instability and the future.

With the above in mind we can conclude that at the time of design optimism that government institutions whether at federal, regional or state levels would play a leading participatory role was actually rather high. This extended to the assumption that communities were also willing to be prime partners in the process of change to the level that they would embrace fully, intellectually and voluntarily the concepts of Community Driven Development.

Whilst it is true that communities in a state of uncertainty will look for ways of managing their prospects to reach a higher economic plain of stability, they were at the same time unable to consider alternatives to the paradigm model suggested by the programme and advance themselves further. Government participation was limited outside of discussions of counterpart funding and a side lined role of data collection. In both cases they were not effectively up to task for many years. In the case of LGA involvement they remain absent in the process, yet their very locality positions them well for working with their constituents.

In many respects the lesson here is to recognize that programmes and projects do not always follow the plan often for reasons, which are poorly understood and that stopping to consider, reconsider and deliberate an intervention might be the wise move. Over assuming that institutions will, and more importantly can, play their part in programmes should be revisited many times and action taken to correct this. Sometimes this is simply resource capacity but at other times it might well be simply incompatibility of working practices. Early implementation of the recommendations of the MTR in reducing the counterpart funds will have improved IFAD draw-down and enhance implementation performance.

Being realistic about data collection: There is a difference between design and implementation and this was clearly demonstrated with the data collection system developed for CBNRMP. A reliance on local community members to collect information for the purposes of programme management (as CDD demands) only really works if the data collector gets something in return and sees the benefits of doing this task. It is highly unlikely that they would be motivated to collect information with real enthusiasm and lustre for accuracy. Social development programmes need to be somewhat realistic and innovative in the way that they involve stakeholders. If information had a commercial value or added value to the businesses of individuals then the reliability of information may well be different. The reliance on the state machinery to supplement the data collection process can also be flawed especially where the State's involvement is limited in the analysis of that information. If there is no apparent reason for the collection of programme information the buy-in to the system will be incredibly weak. A lighter weight solution will be needed to be identified to overcome limited buy-in. This explains the reason for weakness in data collection in CBNRMP, despite the good M&E structure it has developed.

Evolution: A key lesson identified in such programmes is that with time they can reinvent themselves half way through the process to come out quite a different programme from the original one. Recognising this and making internal adjustments to report this and apply the correct technical resources to the new identified problems is absolutely necessary. This was done by IFAD in 2010, when it refocused the programme to agribusiness. However, this technical adjustment to meet the reality on ground was not supported by a review in the staff to fit into the new arrangement. This exercise would have properly complemented the technical adjustment for a perfect solution in CBNRMP

Sustainability: Sustainability attracts a huge amount of debate but it needs to be considered very carefully and thoughtfully. Mapping out a logical sequence of activities within a wider vision for what could continue are fundamental elements in seeing newly created enterprises, institutions or activities survive beyond the end of a programme. Visualizing how such bodies may look like, suggesting how they could be managed (rather than instructing) would both contribute to the chances of sustained change and prosperity. There are enough evidence that CBNMPP has initiated rural enterprise support economy in the Niger Delta and this will certainly continue in many guises because of its potential to generate quick income. This success could spread to other parts of the Country if the Government of Nigeria can pick it up. In deed it represents the greatest success of CBNRMP and IFAD in Nigeria, but the story has to go out.

Partnership: Programmes cannot work in isolation to other programmes, institutions, or local organization. Successful collaboration comes from the clarity of division of tasks, responsibilities, and obligations. Whilst having MoUs in place are important partnerships should be strategic and clearly help add to the objectives set in place. Some programme management teams can do this well and others not so well. Understanding these relationships and the limits beyond which the relationship will not tolerate this are vital to making such partnerships successful. By the same token inclusiveness, involving institutions that will remain beyond the project (such as LGAs) is recognition of their importance and also of their potential to continue to make a difference.

Understanding existing systems: All programmes need to understand the systems of involved agencies. These are complicated based systems (bureaucratic) with rules and procedures. Often these are not open to negotiation but rather form part of the “rules of the game”. “Those who make the rules” need to make absolutely sure that “those who respond” know these rules to efficiently work within that space. This will save time, improve disbursement and avoid unnecessary costs. The Nigeria system calls for a different line of approach to quickly supervision missions’ recommendations without compromising IFAD rules. This should be clear in the Financing Agreement between and Nigeria. Some issues raised by SM should be addressed without going through the government bureaucracies, provided the Aide Memoire is signed by the two parties (IFAD and Nigeria).

Seeing Projects/Programmes in Operation: The general practice of suspending all activities during the SM exercise¹⁶ meant that no training was seen in practice. This should be revisited by all parties. Seeing the quality of teaching, quality of interaction and the response levels of participants would be good. IFAD Country Office can come up with another way of sharing knowledge with the programme in the field than relying on supervision mission.

Some other lessons identified from the 13th SM 2013:

Poverty reduction and minimum size of project. The projects facilitated by CBNRMP clearly show that poverty reduction requires a critical minimum level of intervention regarding enterprise economic size of scale. Experience from the programme shows that one hectare of rice with best practices with focused attempt to increase margin can bring the poor out of poverty trap. Similarly, for pig production, a set of boar and 3sows is a minimum size of investment for a sustainable and profitable operation that can attract youth into pig production and or pull the poor out of poverty. On the basis of field observation, the minimum threshold for lifting beneficiaries out of poverty, food security and socio-economic enhancement for different agricultural enterprises are as follows: One hectare for crop enterprises, 250 birds for poultry enterprises, 500 fingerlings for fish enterprises and three soars and one boar for piggery enterprises, 2 sets of grass cutter comprising 2 males and 8 females for grass cutter production, 0.10ha for snail farming, etc. Multiples of these thresholds stated above can go a long way in improving the livelihood of beneficiaries and make the agricultural sector in the Niger-Delta region more attractive to youths.

Use of quick-win and low hanging fruits: Establishment of quick-win enterprises facilitate adoption of agribusiness in rural communities, creates influx of youth into agriculture, generate gainful employment for youth and women including fresh graduates and result in expansion of rural economy.

¹⁶ This is something the CBNRMP programme has done for each of the previous Supervision Missions with such missions designed not to interrupt implementation.

Weak extension support: The absence of weak extension services and poor capacity of programme staff to provide sound technical assistance to farmers affect quality and service delivery. Presently, use of service providers to enhanced quality and improve on performance in the region is inevitable.

Ownership structure of income generating enterprises: The mission noted some critical issues in the implementation of the enterprise-based interventions across the states. Fundamental among them centre on: (a) enterprise delivery model; (b) technical support; and (c) Economic size/scale of intervention

Appropriate Enterprise delivery mechanism/models: The mission observed glaring diversity in the mode of the delivery of various enterprises across the states and communities. While some of the enterprises are delivered as community enterprises, others are group oriented, and some are individually based. This diversity affected quality of service delivery including efficiency of service delivery. The Mission captured four delivery mechanisms with the following code-names: (i) Individual-based Group Enterprise Holding (IGREH), (ii) Group-based Enterprise Holding (GEH), (iii) Community-based Enterprise Holding (CEH) (iv) Community-based Enterprise Lease (CEL). These models serve as good lesions for CBARDP-II design and future interventions in the Niger Delta Region.

- (i) **Individual-based Group Enterprise Holding (IGEH):** This involves grouping of individuals of common economic and enterprise interest and building their capacity to take advantage of their group strength to leverage services. Each member solely owns and manages his/her enterprise. An example was observed in the rice farmers group in Ulushi in Edo state where the programme supported a group of 25 men and women in the establishment of 25 ha of rice farm, with each member having 1 ha, which he/she manages. The group advantage is the collective bargaining power and economy of scale they have in assessing support, inputs acquisition/delivery, output market, as well as, peer review on technical issues, which brings out the best in each person.
- (ii) **Group-based Enterprise Holding (GEH):** In the GEH model, the group runs an enterprise collectively and reaches an agreement to get weaned from the business. The advantage is that it promotes learning among the groups and enable each member to build investment capital from the common business. The weaning regime is agreed with members/investors under the witness of community leaders. The Mission applauded this arrangement but encouraged the groups to evolve from oral contract to written contract, which will clearly state the terms of engagement and weaning regime. Different scenario could help the members. For instance, for livestock enterprises, the number of stock can be divided and delineated for each member within the common infrastructure for individual management, while making contributions or paying an agreed levy to the group for the maintenance of the infrastructure. Also, the group could put mechanism in place to replicate the enterprises, probably on a relatively lower infrastructural scale so that every member will have his/her own within the same business environment. The piggery group in Imo state is already working in this direction.
- (iii) **Community-based Enterprise Lease Model (CELM):** In this model, the community owns the enterprise infrastructure and leases it to individuals who operate private enterprises within the complex, utilising the community infrastructure on a rental basis for a specific period of time, after which, another set of private operators will be admitted. The individual operators pay a specified amount of fee as rent to the community management committee for the maintenance of the infrastructure, while adhering to agreed lease guidelines. This model, which serves an enterprise incubation centre (EIC) is exemplified by the poultry and piggery models in Ondo state. This model seems good but there is no guaranteed that each beneficiary will leave after his/her production cycle. In addition, maintenance of the infrastructure is not assured as the investors are on rent and will like to maximize profit. To ensure compliance to maintenance agreement, the community should put in place, community management committee to ensure that facilities are used according to agreed terms by the tenants.

- (iv) **Community-based Enterprise Holding (CEH):** This is scenario where the intervention is owned and operated by the community through a group of individual/s who accounts for the return to the general assembly. The individuals run the business on behalf of the community, and in turn are paid some allowances or fees. This did not allow for individual enterprise initiative and growth within the community; and sustainable maintenance and management of the infrastructure is doubtful. This model characterises the ownership and management pattern of many of the agro-processing facilities being promoted by the programme. For the enterprises under this mode, the community can adopt a modified lease model, under an agreed sustainable and maintenance-based term where the individual or group of individuals manages the facility on contract and pay an agreed amount of money to the community over a certain period of time. Such person/s maintains the facility. To ensure compliance to maintenance agreement, the community should put in place, community monitoring committee whose duty is to ensure that the facility is used according to agreed terms by the tenants.

Appendix 10: Successful Enterprises by CBNRMP States

STATE	ENTERPRISE	ENTREPRENEUR	LOCATION	SIZE: Ha/No.
ABIA	Cassava	Happiness Okezie	Etiti Ugwueke	2 Ha
	Rice	Kenneth Onyeukwu	Umuezike Ofeme	4 Ha
	Rice	Kalu Oko	Atani Abam	3Ha
	Oil Palm/ Processing	Luke Nwaejighi	Etiti Akanu	5 Ha
	Piggery	Ndubuisi Abuaka	Ogbidinibe Umuahia	120 Pigs
	Aquaculture	Uko Ogbonnaya	Akoli Imenyi, Bende	20,000 Fishes
	Poultry	Okeanu Idika	Nkwuebi Ohafia	1,000 Birds
	Poultry	Chinenye Ahunanya	Etiti Akanu	500 Birds
	Cocoa	Emmanuel Ohabuiro	Itunta Ikwuano	4 Ha
	Cocoa	Onwugbufor Moses .O	Itunta Ikwuano	4Ha
A/IBOM	Cassava	Mba Ekong	Obot Inwang	3Ha
	Cassava	Grace Achibong Emma	-do-	2Ha
	Oil Palm Processing	Edet Etim Edet	Obot Inwang	1 Unit
	Oil Palm Processing	Mfon Uko Sunday	Nung Ukana	1 Unit
	Vegetable	Iwo Job	Nung Ukana	1 Ha
	Poultry	Ifiok Etim	Nung Ukana	1,500 Birds
	Poultry	Godwin E. Asuquo	Ikot Udo Ekot	500 Birds
	Poultry	Dorathy I Umana	Nung Ukana	500 Birds
	Piggery	Iboro Akpan Obot	Nung Ikot	42 Pigs
	Piggery	Enebong Solomon Iquot	Ikot Inyang 1	34 Pigs
BAYELS A	Cassava	Ogboosingha Comfort	Kalaba	3Ha
	Cassava	Mercy Kian	Agoro	1.5Ha
	Plantain	Adaga Ebisimunu	Akoloman	4.5Ha
	Plantain	Awdun Adaga	Akoloman	4.5Ha
	Plantain	Stoty Sowari	Otuegila	1Ha
	Fishery	Akori Ariefa W	Kalaba	3,000 Fishes
	Fishery	Ademe Sienami	Imiringi	10,000 Fishes
	Fishery	Kian Baridei	Agoro	2,000 Fishes
	Fishery	Custom Nwalia	Kalaba	1,500 Fishes
	Fishery	Okpu Sename	Otuegila	2,500 Fishes
C/RIVER	Cassava	Gladys Odey	Woda	3Ha
	Plantain	Victor Emmanuel	Idoma	2Ha
	Rice	Emmanuel Ebenyam	Ogurude	3Ha
	Rice	Francis Ntuliba	Mbenkpen	2Ha
	Vegetable	Ime Alfred Nfon	Urundung	1H
	Seedyam	Dennis Akata	Alangkel	2Ha
	Seedyam	Cyprain Odey	Woda	2Ha
	Poultry	Fada Alex Orim	Iyanmoyong	1,300 Layers

STATE	ENTERPRISE	ENTREPRENEUR	LOCATION	SIZE: Ha/No.
	Poultry	Emmanuel Irek Agama	Ogurude	1,200 Layers
	Piggery	Nkinha Okey Orim	Iyanmoyong	19 Pigs
DELTA	Cassava	Abaje Peter	Abigborodo	2 Ha
	Cassava	Janeth Ichene	Oghenerurie	2 Ha
	Vegetable	Victoria Igben	Oviri-ogor	3 Ha
	Vegetable	Uvwe Oziegbe	Oviri-ogor	3 Ha
	Aquaculture	Benjamin Ajuya	Ekpan/Liberty Farms	100 ponds (100,000 Fishes)
	Aquaculture	Johnbull Ukoko	Ekpan/White house	10,000 fishes
	Aquaculture	Alhaji Abdulrahman	Ekpan/Liberty Farms	15,000 Fishes
	Aquaculture	Henry Ogbodu	Ekpan/ Liberty	30,000 Fishes
	Aquaculture	Emuobosa Micheal	Ogboroke	18,000 Fishes
	Poultry	Adaka Jonathan	Oghenerurie	2,000 Birds
EDO	Cassava	Sylvester Aweh	Ikiran-Ile	5Ha
	Cassava	Erhazuwa Lucky	Okuor	5Ha
	Cassava	Patience Davidson	Ikiran-Ile	3Ha
	Rice	Dogood Ogala	Illushi	2Ha
	Rice	Luky Imawa	Illushi	4Ha
	Fishery	Charles Osabuohien	Emuhun	22,000 , Fishes (11 pounds)
	Seedyam	Obaze Patrick	Illushi	1.5Ha
	Seedyam Marketing	Amawo Sadoh	Illushi	50 tons(125 heaps @ 400kg /heap)
	Ware-yam	Igbinigan Augustine	Ogba	3Ha
	Poultry	Godwin Imuodu	Ubuneke	500 Layers
IMO	Cassava	Nwosu George	Egbelu/Umuekwunne	2 Ha
	Cassava	Azuonye Udoha	Umuowa-Ibu	2 Ha
	Aquaculture	Egwuatu Emmanuel	Akabor	3,500 Fishes
	Aquaculture	Laz Ananuba	Egbuoma	8 pigs
	Poultry	Christiana Azu	Ihitte-Okwe	200 birds
	Poultry	Theophilus Chioma	Egbelu Umuekwunne	200 birds
	Piggery	Fabian Eke	Ozuzu	25 pigs
	Piggery	Agatha Agulonu	Ihitte-Okwe	10 pigs
	Piggery	Fidelis Okorafor	Ihitte-Okwe	15 pigs
	Piggery	Jude Nwatumbe	Akabor	120 pigs
ONDO	Cassava	Ganiyu Adewumi	Elemo	3Ha
	Piggery	Emily Aleji	Ikota	\$ sow:1 boar
	Plantain	Olugbyega Samuel	Elemo	2Ha
	Oilpalm Production	Adebisi O.	Kajola Ojurin	2.5Ha
	Cocoa	Akinlola Sakariyahu	Elemo	5Ha
	Cocoa	Akinyeke Clement	Oniyemu	5Ha
	Aquaculture	Ifayefunmi Obateru	Ebute Irele	10,000 Fishes

STATE	ENTERPRISE	ENTREPRENEUR	LOCATION	SIZE: Ha/No.
	Aquaculture	Arise O.	Ebute Irele	10,000 Fishes
	Poultry	Adefunwa Emma	Igbinsin	250 Birds
	Poultry	Ibidoja Mathew	Kajola Ojurin	250 Birds
RIVERS	Cassava	Francisca Oyeri	Apani	2 Ha
	Cassava	Rose Ordu	Ubima	1 Ha
	Plantain	Richard Bright	Ozuoha	2 Ha
	Plantain	Godson Chuks Ihejirika	Ubima	1 Ha
	Plantain	Amos Goodluck	Ozuoha	2 Ha
	Plantain	Samuel Eze	Apani	1 Ha
	Artisanal	Fawari Gbembo B.	Kuruama	Deep sea fishing (1 boat and gears)
	Artisanal	Austin Achusi One P	Kuruama	Deep sea fishing (1 boat and gears)
	Artisanal	Sentrianah Pepple	Kuruama	1 smoking kit
	Artisanal	Kelvin Minnah	Kuruama	Deep sea fishing (1 boat and gears)

Source: CBNRMP, October 2014

Appendix 11: CADA as Rural Institutional Model

Commodity Apex Development Association (CADA) and guideline for its strengthening to become a business driven association

132. The CBNRMP focused since early 2014, Organisation and capacity building of rural enterprises based on different commodities producer groups supported at community level in to Apex Organisation known as Commodity Apex Development Association (CADA). It aims at precisely promoting and organising commodity based rural enterprises supported by CBNRMP. It is to evolve as :
- (a) An organized, business driven , voice and representative of rural enterprises at community level ,
 - (b) A sustainable reaching mechanisms through which the continuity of business support services –(Technical and Financial) provided by CBNRMP to rural enterprises in the communities in 9 States can be ensured,
 - (c) An economic force in a community, engaged in production and income generating activities involving men ,women ,and youth ,
 - (d) A representative, private sector partner for public sector and other development partners at Community and LGA levels.
133. To date, CBNRMP has facilitated the establishment of 112 CADAs in 112 communities in 42 LGAs in the eight States throughout the Niger Delta region. These CADAs have a membership of 1,648 active commodity groups at present¹⁷. Of these 54% are male entrepreneur groups and 46% are women groups. Including Ondo State, it is possible by the end of 2014 there could be around 130 or more CADAs operating. Existing CADAs represent more than 20 commodities¹⁸ and demonstrate a significant dynamic momentum of organising rural entrepreneurs for a common cause of growth. The CADA members contacted and interviewed in Cross river ,Edo, Delta and Imo states confirm that they have understood the purpose for which they are organized for, they have given some thought to formalize their CADA and to the needs of building their technical and financial capacity to become sustainable in the future post CBNRMP.
134. The CADA approach is a professional and focused approach to promote community based responsibility to work towards poverty reduction, sustainable income generation based on growth strategies and strengthening of the private sector based production forces in the rural sector. The introduction of the CADA approach was a timely need around which the commodity groups within each community would be supported effectively targeting the creation of mechanism for sustainability and exist strategy of the CBNRMP.
135. CBNRMP had introduced a framework to organise CADAs and provided initiation training to form CADAs and to move forward with managing and facilitating technical and financial assistance to members. The strategy of Training-of-Trainers (TOT) who can expect transfer knowledge to other members of the group appears to have taken place gradually in many CADA communities and led mostly by educated youths.

¹⁷Ref. CBNRMP –M and E data updated

¹⁸ i. 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 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.Goat, xviii.Poultry, xiv. Grass cutters, xx. Snail farming

136. In addition to CADAs, the CBNRMP supported other, yet different, apex bodies composed of groups or clusters. The Delta State Fish Farmers Multipurpose Cooperative Society is an example of this. These entities are not necessarily CADA members, but are independent apex organizations that can stand-alone post CBNRMP. These organizations can also follow a similar sustainability path and evolve to be an economic force in their locations.
137. The CADAs represent a potential private sector based institutional structure that can be developed to be a powerful organisation to continue to be effective reaching mechanism to support the growth of the rural enterprises in the 9 States while it can be considered as a potential exit strategy for CBNRMP. For this purposes, programme need to launch an accelerated capacity building of CADAs in order to strengthened its technical and financial capacity in Stages. The guiding principal to strengthen CADAs is to convert CADAs as a Business driven Associations.
138. The different Stages of the Capacity Building programmes of CADAs are recommended are as follows.
 - (a) Stage 1. Completion of creating, initialisation of CADAs in all 9 States and monitoring their progress regularly while facilitating access to services (financial and Technical) collectively requested.
 - (b) Stage 2. Formalizing CADAs through facilitating to develop by-laws , registering those with appropriate institutions, and streamlining procedures (reducing number of committees and long bureaucratic procedures) , training the leaders of CADAs on Association Management and development of own Strategic Development Plans . In addition training them to find ways and means to generate their own income avenues, attract other development partners, locate office facilities, and start facilitating members to access services.
 - (c) Stage 3 focuses on expanding CADA s to Expand beyond Communities and community markets. Guide CADAs to expand to LGA levels through interactions between CADAs. CADAs at this stage promote markets for Community level products to LGAs and beyond in order increase income to members. CADAs increase its lobbying capacity and influence local government authorities to facilitate access to public goods –access roads, market places etc while lobbying for an enabling environment. In addition at this stage CADAs increase its capacity to generate income for its sustainability.
 - (d) Stage 4 is looking beyond the markets of the community and LGA levels and expands to State level and beyond. The next step forward is to organise CADAS as professional organisation at the State level while interacting with State level public sector and other development partners to support the member rural enterprises to grow further ensuring the sustainability of both the association and members.
139. The different stages of development of CADAs suggested are capture in the diagram below.

140. Specific recommendations to enhance capacity of CADAs

1. 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)
2. Carry out training of CADAs in Ondo State
3. Continue to strengthen CADAs in all states to implement revolving funds
4. 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
5. 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 for each CADA.
6. Follow up of implementation of SDP by each CADA and other apex associations at each state level
7. Assign and make accountable each technical staff member of the SPSO to follow up least one or two CADAs
8. Establish a model by-law appropriate for CADAs and procedures to register and formalize the institution
9. CADAs adopt by-laws, formalize/register the Associations
141. Train CADAs and other apex organizations to Prepare SDP: <ul style="list-style-type: none"> • This training needs to be conducted by qualified service providers. • The SDP preparation training should cover mainly the following aspects: <ul style="list-style-type: none"> i. Rationale to establish CADA; ii. The Core Elements of the Strategic Frame work for an organization (Name and Location of the CADA, Geographic Coverage, Statutes, Vision, Mission, Mandate, Objectives, Core principles, Membership of CADA, Main Beneficiaries; iii. Strategic Issues and Pillars of CADA for the next two to three years 2014-16; iv. Core Programmes, Activities and Expected Results (Including different activities – support to enterprises, services offered, partnerships and sustainability strategies); v. Impact on main beneficiaries; vi. Organization and management of CADAs (Overview of Organizational Structure, Special Committees, Operating Structure of CADA; vii. Estimation of operational costs of a CADA (Main budget elements, institutional establishment and Secretariat work, inception phase) and search for resources; viii. Programme Planning and Implementation (First-year implementation plan); and ix. Preparation/ finalization SDP for each CADA.