Federal Republic of Nigeria

Original Loan of the Value Chain Development Programme (VCDP)

FGN Programme completion review

Main report and appendices

Contents

Currency equivalents vi
Weights and measures vi
Abbreviations and acronyms vii
Mapof the programme area ix
Programme at a glance x
Executive Summary xi

A. Introduction 2

B. Programme description 3
B1 Programme context 3
B2 Programme objectives 3
B3 Programme components and implementation modalities 3
B4 Target groups 4

C. Assessment of programme relevance 5
C1 Programme context 5
C2 Internal logic 5
C3 Adequacy of design changes 5

D. Assessment of programme effectiveness 6
D1 Physical targets and output delivery 6
D2 Programme outcomes and impacts 6
D3 Targeting and outreach 10
D4 Innovation, replication and scaling-up 11

E. Assessment of programme efficiency 11
E1 Programme costs and financing 11
E2 Quality of programme management 13
E3 Partners' performance 15
E4 Quality of supervision and implementation support 16
E5 Programme internal rate of return 16

F. Assessment of value for money 16

G. Assessment of sustainability 17

H. Lessons learned 19

I. Conclusions and recommendations 20

List of Figures

Figure 1. Map of the programme area ix

Figure 2. Farmers reporting increase in sales and profit 17

List of Tables

Table 1. Original Loan of VCDP at a glance x

Table 2. Participating states and LGAs in the original loan of VCDP 4

Table 3. Physical outputs of Component 1 7

Table 4. Physical outputs of Component 1 7

Table 5. Allocation and disbursements under the Original Loan of VCDP by component and financier 12

Table 6. Allocation and disbursements by category for IFAD financing under the Original Loan of VCDP 12

Table 7. Coherence between AWPB and expenditure 13

Table 8. Counterpart fund contributions (in N' million) to VCDP by FGN and the states 2015-2019 13

Table 9. Benefit-cost ratios for rice and cassava enterprises 17

Appendices

Appendix 1: TOR 23
Appendix 2: List of persons met and mission's programme 31
Appendix 3: PCR rating matrix 39
Appendix 4: Programme logical framework 41
Appendix 5: Dates of supervision and follow-up missions 43
Appendix 6: Summary of amendments to the loan agreement 45
Appendix 7a: Actual programme costs by component 47
Appendix 7b: Actual programme costs by category 48
Appendix 8: Physical progress tables and charts 50
Appendix 9: ORMS data 54
Appendix 10: Programme internal rate of return and other efficiency analyses 55
Appendix 10a: Internal rate of return 55
Appendix 10b: Efficiency - coherence netween AWPB and expenditure 60
Appendix 10c: Efficiency - quality of programme management - government feedback 62
Appendix 10d: Efficiency - quality of programme management - staffing 63
Appendix 10e: Efficiency - VCDP partnerships 69
Appendix 10f: Value for money 71
Appendix 11: Environmental assessment (detailed analysis) 75
Appendix 12: Success stories 79
Appendix 13: PCR - reports and pictures from the field 81

Currency equivalents

Currency Unit	=	Nigerian Naira
USD 1.0	=	NGN387.46 (01/09/2020) NGN166.00 (2015)

Weights and measures

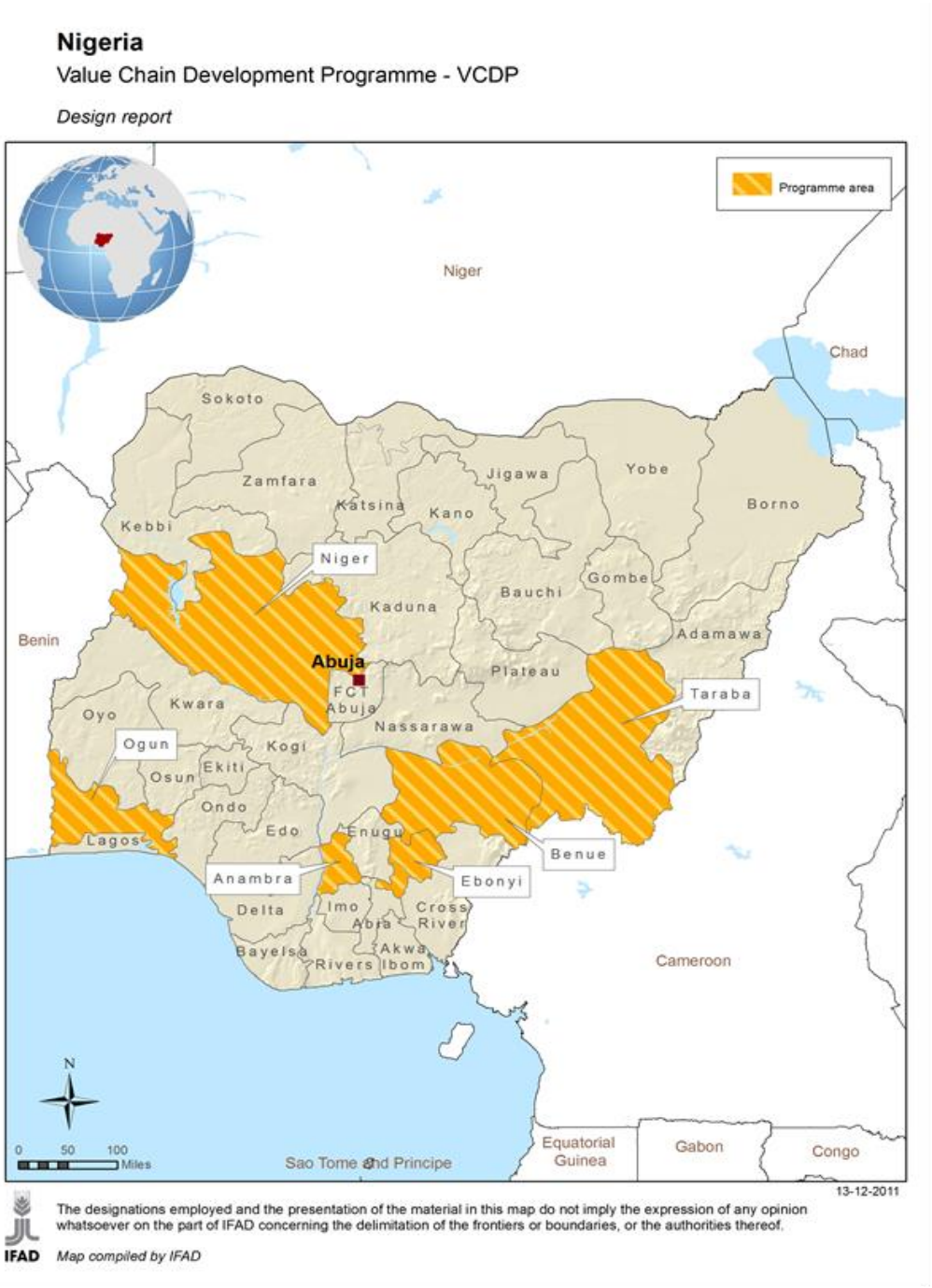
1 kilogram	=	1000 g
1 000 kg	=	2.204 lb.
1 kilometre (km)	=	0.62 mile
1 metre	=	1.09 yards
1 square metre	=	10.76 square feet
1 acre	=	0.405 hectare
1 hectare	=	2.47 acres

Abbreviations and acronyms

ADP	Agricultural Development Programme
AF	additional financing
ATA	Agricultural Transformation Agenda
ATIC	Agricultural Transformation Implementation Council
AWPB	annual work plan and budget
BCR	benefit cost ratio
CAF	Commodity Alliance Forum
CBN	Central Bank of Nigeria
CC	climate change
CORY	Creating Opportunities for Rural Youth
COSOP	country strategic opportunities programme
CPE	country programme evaluation
ECOSOC	United Nations Economic and Social Council
ESMP	environmental and social management plan
FGN	Federal Government of Nigeria
FI	financial institution
FMARD	Federal Ministry of Agriculture and Rural Development
FMAWR	Federal Ministry of Agriculture and Water Resources
FME	Federal Ministry of Environment
FMFBNP	Federal Ministry of Finance, Budget and National Planning
FO	farmer organization
GALS	Gender Action Learning System
GDP	gross domestic product
IFAD	International Fund for Agricultural Development
IFDC	International Fertilizer Development Center
IPM	integrated pest management
IRR	internal rate of return
KMC	knowledge management and communication
LGA	local government area
LGC	local government council
LGVCAC	Local Government Value Chain Advisory Committee
LGVCLO	Local Government Value Chain Liaison Officer
LIFE-ND	Livelihood Improvement Family Enterprises Project in the Niger Delta of Nigeria
LoP	life of programme
M&E	monitoring and evaluation
MARKETS	Maximizing Agricultural Revenue and Key Enterprises in Targeted States
MG	matching grant
MoU	memorandum of understanding
MT	metric ton
MTR	midterm review
NAFDAC	National Agency for Food and Drug Administration and Control
NAFRA	National Food Reserve Agency
NAIC	Nigerian Agricultural Insurance Corporation
NAIP	National Agricultural Investment Plan
NAN	News Agency of Nigeria
NASC	National Agricultural Seed Council
NBRRI	Nigerian Building and Road Research Institute
NCAM	National Centre for Agricultural Mechanization
NCRI	National Cereals Research Institute
NiMET	Nigerian Meteorological Agency
NIRSAL	Nigeria Incentive-based Risk Sharing System for Agricultural Lending
NPMU	National Programme Management Unit
NRCRI	National Root Crops Research Institute
NRM	natural resource management
NSC	National Steering Committee

NWRI	National Water Resources Institute
O&M	operation and maintenance
PCR	programme completion review
PCU	Projects Coordinating Unit
PDO	programme development objective
PMP	performance monitoring plan
SDG	Sustainable Development Goal
SDR	Special Drawing Right
SECAP	Social, Environmental Climate Assessment Procedure
SMoA	State Ministry of Agriculture
SON	Standards Organisation of Nigeria
SPMU	State Programme Management Unit
SVCSC	State Value Chain Steering Committee
TSA	Treasury Single Account
USD	United States dollar
VCAP	Value Chain Action Plan
VCDP	Value Chain Development Programme
VCSC	Value Chain Steering Committee

Map of the programme area



Programme at a glance

Table 1: Original Loan of VCDP at a glance

Country	Federal Republic of Nigeria			
Programme Name	Original Loan of Value Chain Development Programme (VCDP)			
Key Dates				
IFAD Approval	**Signing**	**Effectiveness**	**Original Completion**	**Actual Completion**
03 Apr 2012	23 Aug 2012	14 Oct 2013	31 Dec 2019	Extended by AF
Mid-term Review	**Interim Evaluation**		**Original Loan Closing**	**Actual Loan Closing**
Mar 2018			30 Jun 2020	Extended by AF

IFAD Financing				
Loan	USD million	74.4	**% disbursed**	98.5%
Grant	USD million	0.5	**% disbursed**	0%

Actual Costs and Financing (USD million) till 31 Dec. 2019

Component	IFAD Loan	IFAD Grant	Federal Govt.	State Govts.	LGCs	Benefi-ciaries	Comple-mentary financing	Total
Agric. Market Development								
Disbursed	29.6	-	-	0.7	-	2.8	-	33.1
Allocated	42.3	-	3.4	2.9	3.4	1.2	1.5	54.7
Smallholder Productivity Enhancement								
Disbursed	27.7	-	-	0.5	-	9.1	-	37.3
Allocated	26.5	0.4	3.1	2.1	0.6	0.9	1.3	34.9
Programme Coordination and Management								
Disbursed	16.0	-	0.2	2.8	-		-	19.0
Allocated	5.6	0.1	3.4	5.4	0.3	-	-	14.8
All								
Disbursed	**73.3**	**-**	**0.2**	**4.0**	**-**	**11.9**	**-**	**89.4**
Allocated	**74.4**	**0.5**	**9.9**	**10.4**	**4.3**	**2.1**	**2.8**	**104.4**
Percentage	**98.5**	**0.0**	**2.0**	**38.5**	**0.0**	**566.7**	**0.0**	**85.6**

Remarks: Allocated indicates the amount committed at approval, and Disbursed the actual amount utilized.

Number of beneficiaries

	Direct (households)				
Item	**Male**	**Female**	**Youth**	**Total**	**Indirect**
Achieved	40,486	22,602	(9,521)	63,088	378,528
Initial target	11,362	6,118	*(4,370)	17,480	22,000 HHs
Revised target	34,762	18,718	*(13,370)	53,480	320,880

Programme Objective

The goal is “rural poverty reduced, food security increased and accelerated economic growth achieved on a sustainable basis”. The objective is “incomes and food security of poor rural households engaged in production, processing and marketing of cassava and rice in Anambra, Benue, Ebonyi, Niger, Ogun and Taraba States enhanced on a sustainable basis”.

Country Partners	
Executing Agency	Federal Ministry of Agriculture and Rural Development (FMARD)
NGOs/civil society	Off-takers, input dealers, financial service providers
Other	Federal Ministry of Finance, Ministry of Budget and National Planning State Ministry of Agriculture in six states; 30 Local Government Councils in the six participating States

Note: * The target figures for youth are 25% of the total targets.

Executive Summary

This Programme Completion Review (PCR) Report of the Original Loan of the Value Chain Development Programme (VCDP) follows the Federal Government of Nigeria (FGN) PCR conducted during 16 August to 9 September, 2020, with the full participation of the Lead Implementing Agency, the Federal Ministry of Agriculture and Rural Development (FMARD), and the Borrower, the Federal Ministry of Finance, Budget and National Planning (FMFBNP)[1]. The main objective of the review was to reconcile and harmonise all information regarding programme performance and provide a synthesis report on the status of VCDP to guide an improved performance of the International Fund for Agricultural Development (IFAD) Additional Financing (AF) which started in December 2019. The AF provides for the coverage of additional three states and the deepening of implementation in the original six states. The specific objectives included: (i) assessing VCDP's overall performance, including its relevance, effectiveness and weaknesses, efficiency and sustainability; (ii) assessing implementation performance on the Logical Framework in reaching the programme objectives at completion; and (iii) assessing the achievements of the livelihood intervention to arrive at deductions on the actual poverty reduction, job creation and income performance of VCDP.

VCDP was designed within the context of the Nigeria Country Strategic Opportunities Programme (COSOP) 2010-2015, which recommended the redirection of the focus of IFAD intervention in the agricultural sector from broad community development to enhancing productivity and access to markets. This focus was closely aligned to the government's Agricultural Transformation Agenda (ATA), of agricultural development through adoption of a commodity value chain approach. Based on government priorities as well as market analysis, VCDP was designed to focus on addressing constraints along the cassava and rice value chains, and support government in laying a strong foundation and enabling environment for a longer-term strategy of value chain development.

The goal of VCDP is "rural poverty reduced, food security increased and accelerated economic growth achieved on a sustainable basis". The programme development objective (PDO) of the Original Loan of VCDP was "incomes and food security of an estimated 53,480 poor rural households engaged in production, processing and marketing of cassava and rice in Anambra, Benue, Ebonyi, Niger, Ogun and Taraba States enhanced on a sustainable basis". The achievement of the PDO was to be measured mainly by the increase in real agricultural incomes, food security, and household assets, as well as the reduction in the prevalence of child malnutrition achieved by the programme beneficiaries. The geographic scope of VCDP was influenced by the importance of linking cassava and rice farmers to markets, and ensuring complementarity of activities. The six states were selected in the interest of maximizing impact.in the programme local government areas (LGAs). VCDP was to be implemented over a six-year period (2014-2019) through three components: Agricultural Market Development, Smallholder Productivity Enhancement, and Programme Coordination and Management, at an estimated total cost of USD 104.4 million. Towards its completion in December 2019, however, the IFAD 2018 AF came into effect. The assessment of this PCR is limited to the activities and results of VCDP up to December 2019, so as to minimize a mix-up with those of 2018 AF.

The PCR assessed the **relevance** of the VCDP to be **satisfactory**. The design of the programme was appropriate for supporting the government's and IFAD's policies and strategies for agribusiness development, and was apt for addressing the challenges to agribusiness development at that time in Nigeria. The **effectiveness** of VCDP is rated **satisfactory** as many of the set objectives and targets were achieved. Regarding the outcomes, value addition and access to markets, as well as increase in productivity were rated satisfactory, while infrastructure and farmer organizations serving their members were rated moderately satisfactory. Satisfactory impacts were observed for increase in income and

[1] Samuel Eremie, Lead Consultant/Economist; Maiwada Zubairu, Consultant/Monitoring and Evaluation Specialist; Rodney A. Isiorhovoja, Consultant/Agricultural Specialist; Buba B Godobe, Team 1 Leader (Benue/Taraba), Projects Coordinating Unit-Federal Ministry of Agriculture and Rural Development (PCU- FMARD); Benjamin Egem-Odey, Team 2 Leader (Niger/Ogun), Federal Ministry of Finance Budget and National Planning (FMFBNP); Bassey Unaowo, Team 3 Leader (Anambra/Ebonyi), PCU-FMARD; others from FMFBNP – Efih O. David, Olushola Mshelia, Nuhu John Oga, Joshua Boluwaji; from PCU-FMARD – Adewale Ilesanmi, Mustapha Mohammad; from VCDP – Felix Oibiokpa, Nurudeen M. Lawal, Taiwo Agboola, Usman M. Damatar. Several other staff of VCDP at the national and state offices provided valuable information. The PCR Team worked under the supervision of Bright Wategire, Director, PCU-FMARD, and Garba Bala, National Programme Coordinator, VCDP.

household assets as well as reduction in the prevalence of malnutrition, while the impacts relating to poverty reduction, food security and targeting were rated moderately satisfactory.

The PCR rated the **efficiency** of VCDP, how economically the programme resources were converted to results, **moderately satisfactory**. Programme management and the disbursement on the IFAD loan were satisfactory but the oversight of the programme at the national level needs to be improved through more regular meetings of the National Steering Committee and the release of committed counterpart funding. The benefit-cost ratios were favourable to the beneficiaries in the production and processing of the two value chains. The re-computed internal rate of return was robust at 59% compared with the 11.3% at design.

The **sustainability** of VCDP is rated **satisfactory**, mainly because of the solid exit strategy established via the private-public-producer partnerships developed and the 2018 AF already approved by IFAD. The successful outcomes generated and the positive emerging impacts are also contributors to the sustainability of VCDP. **Overall,** the implementation performance of the VCDP is rated **satisfactory**.

The key lessons that emerged from the implementation of VCDP revolve around: (i) a more robust range of services by off-takers to strengthen linkages; (ii) a guaranteed market as a stimulant for the adoption of improved technologies by smallholder farmers; (iii) the need for adequate capacity and upfront maintenance mechanism for infrastructure development; (iv) proactive financial inclusion strategy for sustainability; (v) gender and youth inclusion for scaling up of interventions; and (vi) the grievous error of promoting agribusiness development at the expense of the environment. The review also noted that the good fit of VCDP into government strategy was partly responsible for the results achieved.

The recommendations of the PCR are along the lines of the lessons learned: (i) emphasize a market-led approach to agricultural value chain development; (ii) incentivise off-takers to offer the producers a comprehensive range of services rather than focus only the purchase of the products; (iii) prioritize financial inclusion involving financial institutions from the onset of implementation for sustainability; (iv) design the programme interventions around youth to enhance the opportunities for scaling up; and (v) incorporate environmental and climate change considerations into the design of agribusiness development interventions, rather than a singular focus on productivity and incomes, for sustainability.

A. Introduction

1. The Original Loan of the Value Chain Development Programme (VCDP) was implemented in six states of Nigeria comprising Anambra, Benue, Ebonyi, Niger, Ogun and Taraba. It was financed by the International Fund for Agricultural Development (IFAD), the Federal Government of Nigeria (FGN), six participating state governments, 30 local government councils (LGCs), and the benefitting rural communities and households (HHs). The financing agreement for the 6-year programme approved by IFAD on 03 April 2012 became effective on 14 October 2013. VCDP was to be completed on 31 December 2019, with financial closing date of 30 June 2020. Effective implementation of VCDP started after the first disbursement of the Loan in February 2015. The original VCDP total cost was USD 104.4 million comprising IFAD Loan of USD 74.4 million, IFAD Grant of USD 0.5 million; FGN counterpart fund of USD 9.9 million, State Governments counterpart fund of USD 10.4 million, LGCs counterpart fund of USD 4.3 million, Beneficiary contribution (mostly in kind) of USD 2.1 million and an anticipated Complementary Financing of USD 2.8 million. The initial targets of VCDP were 17,480 HHs as direct beneficiaries, comprising 15,000 smallholders, 1,680 processors and 800 traders; and 22,000 HHs as indirect beneficiaries. The beneficiary target was revised to 53,480 in September 2015, comprising 45,000 producers, 7,680 processors and 800 marketers. On 04 March 2019, the FGN signed an Amendment of the Original Loan of VCDP which provided for: (a) IFAD Additional Financing (AF 2018) of USD 89.1 million; (b) the extension of programme implementation period by three years to December 2022; and (c) total direct beneficiaries of 100,000 HHs, comprising 91,000 producers, 8,000 processors and 1,000 marketers.

2. The midterm review (MTR) of VCDP in March 2018 rated the likelihood of achieving the development objective satisfactory.[2] A major achievement of VCDP noted by the MTR was the establishment of public-private-producer partnerships (4Ps) that enabled market-led smallholder farmers double yields and incomes, provide a sustainable supply of raw materials to processors, and generate employment. The key element of the 4Ps model was the Commodity Alliance Forum (CAF), a platform for farmers, government and private sector players to exchange market information, share knowledge and agree on terms for business transactions. The CAF has ultimately emerged as the exit strategy of VCDP. The successful implementation of the CAF, got the programme an invitation from the United Nations Economic and Social Council (ECOSOC) to participate in the 2018 Sustainable Development Goal (SDG) Investment Fair in New York, to share their experience of the 4Ps partnership with Olam Nigeria, a major off-taker.

3. The main objective of this FGN Programme Completion Review (PCR) is to reconcile and harmonise the information regarding the performance of the Original Loan of VCDP. The specific objectives are: (i) document the overall programme performance, including its relevance, effectiveness, efficiency, value for money, sustainability and impact; (ii) document implementation performance on the logframe in reaching the programme objectives, as well as in cross-cutting issues such as mainstreaming gender, youth, climate change adaptation, financial inclusion and partnerships; and (iii) assess the livelihood intervention achievements related to productivity and income injection in the economy, HH assets ownership, job creation, national food security, and poverty reduction. The expected outputs from the PCR process include: (a) elaboration of the innovations, good practices and lessons learned; (b) identification of the main success factors and shortcomings that affected programme implementation; and (c) recommendations for improved implementation and sustainability of VCDP (see Appendix 1 for the terms of reference of the PCR).

4. The methodology of the PCR included the review of documents and information made available by the VCDP National Programme Management Unit (NPMU), consultations with diverse programme stakeholders, field visits to the six states for interactions with state and local implementers of VCDP, and several stakeholder review meetings to fill in data gaps and share progress in the exercise. An innovation in this PCR was the nomination by FGN of three senior government officials as team leaders for the field visits, a strong indication of the ownership of the exercise by government. These team leaders also contributed to the drafting of the PCR report. This PCR limits the performance assessment of VCDP to the period 2015-2019 in order to minimize a mix-up with the results of AF 2018.

[2] IFAD rating of project performance is: Highly satisfactory 6, Satisfactory 5, Moderately satisfactory 4, Moderately unsatisfactory 3, Unsatisfactory 2, and Highly unsatisfactory 1.

B. Programme description

B1 Programme context

5. VCDP was designed within the context of the Nigeria Country Strategic Opportunities Programme (COSOP) 2010-2015, which recommended the redirection of the focus of IFAD intervention in the agricultural sector from broad community development to enhancing productivity and access to markets. This focus was closely aligned to the government's Agricultural Transformation Agenda (ATA), of agricultural development through adoption of a commodity value chain approach. It was also consistent with the strategies set out in the National Agricultural Investment Plan (NAIP) and other key sector strategies promoting food security and rural development. Based on government priorities as well as market analysis and opportunities, VCDP was to focus on addressing constraints along the cassava and rice value chains (VCs), and support government and its development partners in laying a strong foundation and enabling environment for a longer-term strategy of VC development. VCDP was justified by: (i) the rural context of an estimated 52% of the total population of about 140 million people living in rural areas, and agriculture as the mainstay of economic activity, accounting for more than 40% of GDP and 60% of total employment (2007 figures); (ii) the need to target the smallholder farmers who accounted for more than 70% of the total farming population and 90% of the total national output, cultivating less than 5 ha each; and (iii) the need to address the livelihood constraints of these smallholder farmers for longer-term sustainable food security and poverty reduction.

6. The challenges identified for VC development included: low productivity; limited access to productive assets and inputs; inadequate support services (extension and research); post-harvest losses; inadequate market and rural infrastructure (including water supply); paucity of opportunities for value addition; limited access to rural financial services; environmental degradation; and a constrained enabling environment. Considering the complex institutional context of the agricultural sector, VCDP was also to provide support to the Federal Ministry of Agriculture and Rural Development (FMARD) to facilitate improved engagement of the private sector and farmers' organisations (FOs) in the development effort. The geographic scope of VCDP was influenced by the importance of linking cassava and rice farmers to markets, and ensuring complementarity of activities. The six states were selected in the interest of maximizing impact.

B2 Programme objectives

7. The goal of VCDP is "rural poverty reduced, food security increased and accelerated economic growth achieved on a sustainable basis". The programme development objective (PDO) of the original loan of VCDP was "incomes and food security of an estimated 53,480 poor rural households engaged in production, processing and marketing of cassava and rice in Anambra, Benue, Ebonyi, Niger, Ogun and Taraba States enhanced on a sustainable basis". The achievement of the PDO was to be measured by the following indicators: (i) at least 50% of smallholder farmers have increased their real agricultural income by at least 25%; (ii) at least 50% of direct programme beneficiary HHs have increased their food security (reduction in length of lean/hungry season, increased number and quality of meals a day) by at least 25%; (iii) at least 50% of the HHs have increased their HH assets (measured by an increased HH assets ownership index) by at least 15%; and (iv) The prevalence of child malnutrition in the programme local government areas (LGAs) has decreased by 20%.

B3 Programme components and implementation modalities

8. The programme objectives were to be achieved through three components:

(i) **Agricultural Market Development** to enhance the profitability of smallholder farmers and small/ medium scale agro-processors. The component is subdivided into: (a) *Support to value addition and market linkages*, aimed at increased value addition and access to markets; and (b) *Support to market infrastructure*, aimed at realizing demand-driven market infrastructure for improved access to markets, sustainably maintained by the beneficiary communities.

(ii) **Smallholder Productivity Enhancement** to enhance smallholder farmer productivity on an economically and environmentally sustainable basis. The component is subdivided into: (a) *Strengthening of FOs*, aimed at FOs effectively serving their members; and (b) *Support to smallholder production*, aimed at increased production and productivity of rice and cassava farmers.

(iii) **Programme Coordination and Management** to ensure that VCDP is efficiently and effectively managed to achieve expected results by integrating gender, youth, environment, monitoring and evaluation (M&E), knowledge management and communication (KMC) considerations in all aspects of the programme. In addition, VCDP was to assist in VC policy development under the government's ATA by providing financing support (for two years) to the Agricultural Transformation Implementation Council (ATIC) for technical advisors.

9. **Implementation modalities**. The FMARD, as the Lead Implementing Agency, coordinated and supervised VCDP. The Value Chain Steering Committee (VCSC), a sub-committee of the ATIC chaired by the Minister of FMARD was responsible for oversight and guidance of VCDP. This function was soon taken over by the National Steering Committee for all donor-funded projects in the sector, with a responsibility to meet at least twice a year to, among other things, review and approve the annual work plan and budget (AWPB), and assess programme implementation progress. The FMARD delegated the responsibility for the day–to-day implementation and coordination of VCDP to the NPMU. Actual programme implementation was by the Ministry of Agriculture (SMoA) in each of the participating states, with oversight by the State Value Chain Steering Committee (SVCSC). The SMoA delegated the responsibility for the day-to-day implementation and coordination to the State Programme Management Unit (SPMU). In each participating LGA, the Local Government Value Chain Advisory Committee (LGVCAC) reviewed and endorsed the AWPB of the programme clusters. Two Value Chain Liaison Officers (LGVCLOs) served as the secretariat for the LGVCAC. At the community level, the participating groups were organized into clusters for economies of scale in the provision of services and marketing of produce. The LGAs that participated in the original loan of VCDP are indicated in Table 2.

Table 2: Participating states and LGAs in the original loan of VCDP

Participating states and LGAs in VCDP						
State	**Anambra**	**Benue**	**Ebonyi**	**Niger**	**Ogun**	**Taraba**
LGA	Ayamelum	Okpokwu	Izzi	Bida	Obafemi Owode	Wukari
	Anambra East	Logo	Ikwo	Katcha	Yewa North	Karim Lamido
	Anambra West	Gwer	Afikpo South	Wushishi	Ijebu North East	Gassol
	Orumba North	Guma	Ohaozara	Kontagora	Ifo	Ardokola
	Awka North	Ogbadibo	Ishielu	Shiroro	Ijebu East	Takum

B4 Target groups

10. The primary target group for VCDP are poor rural HHs engaged in the cassava and rice VCs, especially smallholder farmers cultivating up to five hectares of land, small-scale processors (average of 2 MT/day for cassava and 4 MT/day for rice) and traders, with emphasis on women and youth. The entry point for VCDP was organized groups of producers/ processors - the initial level of governance, social inclusion, and participation being the major criteria for selecting FOs. VCDP was to facilitate legal registration and strengthening of informal groups. VCDP was to apply the Gender Action Learning System (GALS) to improve women's access to and control over productive resources. The VCDP Gender Strategy aimed at: (i) facilitating women's access to assets for VC development, especially processing and value addition, and earmarking 35% of the matching grants (MGs) for women; (ii) strengthening women's groups for VC governance through training of women-only groups on management, leadership and technical capacity, and ensuring that they play a key role in the preparation of the value chain action plans (VCAPs), and they are represented in the LGVCAC and any apex FO formed, and (iii) easing women's workload through the promotion of labor-saving processing machines for women's groups, construction of rural roads to reduce transport time, and using GALS to facilitate intra-household negotiations over the sharing of HH responsibilities and incomes. VCDP was to target unemployed rural youth for income-generating activities in the VCs. Youth were to be given 25% of the MGs, and trained in technical and entrepreneurship skills to provide services, among others, for contract spraying on farmers' fields, seed production, transportation of goods, and equipment maintenance. Study tours were to be organized to facilitate knowledge sharing among young entrepreneurs. The targeting performance of VCDP was to be monitored using participatory poverty monitoring and a tracer study that allows tracking of the target groups.

C. Assessment of programme relevance

C1 Programme context

11. The relevance of VCDP is assessed in terms of: (a) the extent to which the objectives of the programme are consistent with the needs of the rural poor, aligned with Government's strategies and policies, and consistent with the COSOP; and (b) whether VCDP had an appropriate design to reach the objectives.

12. The design of VCDP was in line with IFAD's COSOP 2010-2015 and IFAD's corporate policies in the field of: (i) Private Sector Development and Partnership Strategy; (ii) Rural Enterprises Policy; (iii) Targeting Policy; (iv) Gender Policy; and (vi) Environmental and Social Assessment Procedures. The April 2009 Country Programme Evaluation (CPE) which gave rise to the COSOP had recommended to focus future IFAD interventions on agriculture, with emphasis on enhancing productivity and access to market. The VCDP design accordingly built on the then ongoing USAID-funded MARKETS project and related interventions supported by government, development partners and the private sector in Nigeria. The design of VCDP was also consistent with the ATA, which was the government's vision to develop the agricultural sector through a commodity VC approach. VCDP is aligned to the current agricultural policy of the FGN, the Agriculture Promotion Policy (2016-2020) also called the Green Alternative, which prioritized four pillars of food security, job creation, import substitution and economic diversification. Based on market analyses and opportunities, IFAD focused on supporting government and the development partners to lay a strong foundation and enabling environment for a more holistic VC development strategy, which incorporates productivity enhancement, market infrastructure development, and capacity building of the actors along the two VCs. The focus of VCDP on key issues such as improved seeds, private sector involvement, and policy engagement with government, resulted in considerable yield increases, putting the private sector (through the CAF) in the driver's seat regarding market development, and cashless credit to the producers.

C2 Internal logic

13. Cassava and rice are both staple and cash crops and contribute significantly to incomes and HH food security in rural areas. Value chain analysis showed that: (i) rice and cassava, can be financially profitable for all operators along the VC, through better storage, sorting, small-scale processing and adequate packaging; (ii) producer margins were very small, about 5% of retail price for rice and 1% for cassava, largely because of low farm yields (12 MT/ha for cassava and 1.5 MT/ha for rice, compared with 25 MT/ha for cassava and 10 MT/ha for rice under optimal production conditions); (iii) farm yields were low mainly due to: poor access to production-enhancing inputs; dependency on labour-intensive, low input-output technologies, high post-harvest losses of farm produce (an estimated 20% for grains and over 40% for fruits and vegetables), poor rural infrastructure, and limited access to capital; and (iv) private sector participation was low due mainly to the weak enabling policy environment, while market access was hampered by the poor organisation of the actors, including farmers, processors, and traders.

14. The VCDP design logic was to take holistic approach to addressing the constraints along the VCs. The two pillars of the approach were: (i) enhancement of smallholder productivity of cassava and rice through efficient delivery of improved inputs and technology, and strengthening of the FOs to serve their members better; and (ii) development of the market for cassava and rice through infrastructure development, increased value addition, and participation of the VC actors in policy dialogue at the local, state and federal levels. Under both pillars, VCDP engaged competitively recruited service providers, partnered as much as possible with existing private and public institutions to avoid duplication of efforts and maximize impact on beneficiaries, and developed innovative institutions such as the CAF, to drive the market-led approach of VCDP.

C3 Adequacy of design changes

15. The initial design of VCDP was based on the need to lay a strong foundation and enabling environment for an agricultural VC development strategy. Accordingly, it focused on: (i) increasing access to inputs and technologies for producers to increase crop yields; (ii) building the capacity of FOs in production, processing and marketing so that they can render more effective services to their members; and (iii) providing infrastructure and value addition facilities to enhance market access. The design of VCDP was: (i) appropriate for supporting government's policy of enhanced food security, job creation, import substitution and economic diversification; and (ii) relevant,

considering the low yield levels of the VCs, the high post-harvest losses observed, and the poor private sector involvement in the development of the two VCs.

16. The major changes made in the design of VCDP on the basis of implementation experience, include: (i) the establishment of larger processing centres in major VC clusters, as compared with the original plan to support needed equipment to small scale processors to improve the quality of the produce. The management issues around these processing centres had not been fully resolved in some locations as at the completion of the initial loan; (ii) the construction of asphalt-surfaced feeder roads compared with the design-recommended lower-cost farm roads. The government wanted surfaced roads that would last longer and comply with the national specifications for feeder roads. The programme later constructed chemical-treated roads following the recommendation of supervision missions, but some of these roads were already depreciating as at the time of the PCR; and (iii) waiver of counterpart funding for some financiers. In many states, the financial autonomy of the LGCs was seized by the state government, so that the LGCs were unable to meet their obligations. Some of the states themselves did not meet up their counterpart fund targets. Poor federal counterpart funding also led to an amendment of the loan agreement for salaries of the NPMU staff to be paid from the IFAD loan.

17. In view of the fact that the changes mentioned above were in response to emerging constraining factors that the management of VCDP appropriately responded to, the PCR gave an overall rating of **satisfactory** for the **relevance** of the programme (rating 5).

D. Assessment of programme effectiveness

18. The effectiveness of VCDP is assessed as the extent to which its development objectives were achieved, taking into account their relative importance.

D1 Physical targets and output delivery

19. The physical performance of VCDP is assessed across the two technical components and their outputs, based on the targets approved in September 2015 for the Original Loan. Table 3 shows that for Component 1, as at the end of 2019, 60% of the physical outputs against annual targets had been achieved, but only 45% of the life of programme (LoP) targets had been achieved. For Component 2, Table 4 shows 79% achievement of the physical outputs against annual targets, and 71% achievement of the LoP targets.

20. Tables 3 and 4 show that throughout the implementation period, most of the annual targets were reached. However, more work needs to be done to achieve the LoP targets for Component 1. The PCR team also observed some confusion in activity implementing and reporting. For instance, some of the activities that should be handled by the Support to smallholder production subcomponent, such as training on rice seed and cassava cutting production, were classified in the Strengthening of farmer organizations subcomponent.

D2 Programme outcomes and impact

21. The goal of the VCDP is “rural poverty reduced, food security increased and accelerated economic growth achieved on a sustainable basis”. The development objective of the original loan of VCDP was “incomes and food security of an estimated 53,480 poor rural households engaged in production, processing and marketing of cassava and rice in the six participating states enhanced on a sustainable basis”. The outcomes and impact of the programme are assessed against the targets approved in September 2015.

Table 3: Physical outputs of Component 1

Activity	Unit	LoP target	2015-2019			
			Annual targets	Actual	% LoP target achieved	% annual targets achieved
Subcomponent 1.1: Support to value addition and market linkage						
National trade promotion activities organized	No.	**5**	**3**	4	80%	133%
State trade promotion activities organized	No.	30	18	22	73%	122%
State Innovation Platform formed	No.	24	17	47	196%	276%
Consultative meetings of innovation platform	No.	48	34	70	146%	206%
Number of smallholders that use agricultural market information generated from AMIS	No.	32,088	26,332	22,177	69%	84%
MoUs signed between FOs and Processors	No.	60	1,446	3,767	6,278%	261%
Contractual arrangements formalized between FOs and processors	No.	36	19	476	1,322%	2,505%
Processors trained in recommended technologies.	No.	7,680	6,036	6,972	91%	116%
Service providers (consultants/firms) for market linkages trained	No.	36	20	43	119%	215%
Subcomponent 1.2: Support to market infrastructure						
Roads constructed/rehabilitated	Km.	300	300	246	82%	82%
Bridges constructed/rehabilitated	No.	120	72	23	19%	32%
Culverts constructed/rehabilitated	No.	210	132	213	101%	161%
New water schemes linked to cassava and rice VCs constructed	No.	108	76	79	73%	104%
People in programme communities that have adequate access to safe and sustainable drinking water	No.	8,100	5,670	24,699	305%	436%
Number of stalls in the market constructed/rehabilitated	No.	300	564	440	147%	78%
Processing unit with stores constructed/rehabilitated	Nos	108	57	28	26%	49%
FO commodity stores/village bulking centres constructed/ rehabilitated	No.	26	195	16	62%	8%
Processing clusters that have been supported with at least one piece of equipment	No.	108	110	84	78%	76%
People trained in infrastructure management (roads, markets, water supply, processing and storage facilities)	No.	600	540	630	105%	117%
Matching grants for processing facilities	N'm	3,275	857	259	8%	29%
					20	20
No. of outputs targets achieving 100% or more					9	12
% of output targets achieving 100% or more					45%	60%

Table 4: Physical outputs of Component 2

Activity	Unit	LoP target	2015-2019			
			Annual targets	Actual	% LoP target achieved	% annual targets achieved
Subcomponent 2.1: Strengthening of farmers organizations						
FOs strengthened by the programme that use bulk purchase method to procure their inputs.	No.	2,250	1,404	2,339	104%	167%
FOs legally registered with Department of Cooperatives	No.	2,674	1,610	5,622	210%	349%
Group leaders trained in good governance issues	No.	6,750	3,588	9,717	144%	271%
Subcomponent 2.2: Support to smallholder production						
Smallholder farmers that have adopted at least one technology promoted by the programme	No.	31,500	25,065	41,198	131%	164%
Farmers provided with recommended rate of seeds fertilizers and agro-chemicals	No.	45,000	29,259	46,775	101%	160%
Matching grants for production inputs	N'm	7,205	2,298	2,927	41%	127%
Youth farmers trained in spraying techniques/Other income generating enterprises	No.	9,000	4,268	9,521	106%	223%
FOs that received VCDP supported extension services	No.	1,250	1,223	1,170	94%	96%
Farmer field schools/Business schools established	No.	480	246	520	108%	211%
Service providers (consultant/firms) for production trained	No.	36	27	110	306%	407%
Farmers trained in improved technologies	No.	31,500	23,490	46,775	148%	199%
Land area under irrigation production	Ha	3,000	3,120	6,761	225%	217%
Small scale farmers protected from seasonal flooding	No.	30,000	3,2730	6976	23%	21%
Matching grants for agricultural equipment	N'm	2,620	409	245	9%	60%
					14	14
No. of outputs targets achieving 100% or more					10	11
% of output targets achieving 100% or more					71%	79%

Agricultural market development component

22. The logical framework specified two outcomes for the Agricultural Market Development component. Outcome 1.1 – *Increased value addition and access to markets realised by beneficiary smallholder farmers as well as small and medium-scale processors*, as measured by: (i) number of supported rural enterprises or smallholder farmers reporting an increase in profit; (ii) percentage of surplus production of cassava and rice being sold to markets by smallholder farmers and their FOs; (iii) percentage of cassava and rice produced by smallholder farmers processed and sold at an agreed standard by a buyer; (iv) number of rural producers' organizations engaged in formal partnerships/agreements or contracts with public or private entities; and (v) number of farmers formally linked with off-takers (disaggregated for rice and cassava).
Outcome 1.2 – *Demand-driven infrastructure investments for improved access to markets realised and sustainably managed by the beneficiary* organisations, as indicated by: (i) number/percentage of persons/HHs reporting improved physical access to markets, processing and storage facilities; and (ii) targeted processing clusters (60% of a total of 195 have been supported with at least one piece of equipment); and (iii) percentage of VCDP-financed infrastructure developed and operational for three years after provision, with arrangements for the operation and maintenance (O&M) of the market infrastructure equipment.

23. **Increased value addition and access to markets**. ***Profitable rural enterprises*** – this indicator was satisfactorily achieved as a cumulative 36,807 enterprises, 153% of the target of 24,000 were reporting profit. Some of the most profitable enterprises, especially among the youth, were rice seed and cassava cutting multiplication, and rice production and rice destoning. ***Sale of surplus production*** – the target of surplus production of rice and cassava sold to the market, was fully achieved, 86.2% compared with the target of 83.9%. The market orientation promoted by VCDP led to a large proportion of the produce going to the off-takers with which the farmers had MOUs. ***Custom processing of farmers' produce*** – against the baseline of 16.8%, VCDP achieved 19.2% of cassava and rice produced by the farmers processed and sold at an agreed standard by a buyer. This performance would have been higher but for the fact that most of the produce went directly to the off-takers, and the farmers tended to send to the local processors only the portion of the produce they reserved for their HH consumption. ***Contractual partnerships by producer organizations*** – VCDP achieved 173% of its target of 945 in the number of producers' organizations that engaged in formal partnerships or contracts with public or private entities. Many of the organizations had MOUs with off-takers, input dealers and financial institutions. ***Number of farmers formally linked with off-takers*** – compared with the target of 18,900, VCDP successfully linked 32,740 (173%) with off-takers. While the achievement was 202% for the targeted 12,285 rice farmers, it was 119% for the targeted 6,615 cassava farmers. Worse still, none of the targeted 6,615 cassava farmers benefitted from VC financing from the off-takers, compared with 130% for the targeted 21,522 rice farmers. This is a reflection of the market forces and policy thrusts at play in Nigeria during the period of implementation of the original loan for VCDP, which emphasized rice production and processing to substitute for some of the huge rice imports by the country. The policy measures for increased domestic rice production included higher import duties, ban on rice importation, closure of land borders with neighbouring countries, and dedicated financing by the Central Bank of Nigeria (CBN) for rice production. Overall, VCDP's achievement of the outcome of increased value addition and access to markets is rated **satisfactory**. Going forward, more attention needs to be paid to linking up cassava farmers with credible off-takers.

24. **Improved market infrastructure realised and sustainably managed**. ***Improved physical access to markets, processing and storage facilities*** – starting from 2017, an increasing number of HHs in the programme area reported improved access to market infrastructure. By the end of 2019, 44,162 people had reported such improved access, 197% of the target of 22,462. ***Equipment for processing centres*** – the target was for 39% of the 195 processing clusters identified by VCDP to be provided at least one piece of critical equipment to improve the quality of the processed product. The achievement on this indicator was 84%. ***Sustainable management of provided infrastructure*** – programme records indicate that 45% of the provided infrastructure is operational. However, many of the market infrastructure facilities were completed late (from 2017), some processing centres were not fully equipped, and toilet and waste disposal facilities inadequate at others. Regarding road maintenance, although community O&M gangs were trained, and equipped in many locations, the performance in actual maintenance was weak, and the involvement of the LGC that has a mandate for rural feeder road provision is negligible. This makes it difficult for the O&M teams to collect tolls to use for road maintenance or effectively control the

use of the roads by heavy vehicles that are beyond the design capacity of the roads. The same concern for sustainable maintenance applies to a lesser degree to the markets and water facilities. Some of the communities prefer the high cost asphalt-surfaced roads to the chemically-treated earth roads which they claimed deteriorated quickly in heavy rainfall areas. Overall, the performance on market infrastructure is rated **moderately satisfactory**.

Smallholder productivity enhancement component

25. The logical framework specified two outcomes for this component.
Outcome 2.1 – *Farmers' organisations in programme areas effectively serve their members*, as indicated by: (i) total number of producer organizations members reporting new or improved services provided by their organization; and (ii) supported FOs are strong by Programme Year 5 (good record keeping, strong business plans, generating profit, linked to finance, etc).
Outcome 2.2 - *Production and productivity of smallholder rice and cassava farmers in the programme areas increased*, as indicated by: (i) number/percentage of persons/HHs reporting an increase in production for non-irrigated rice (yield for men, women and youth); (ii) number/percentage of persons/HHs reporting an increase in production for irrigated rice (yield for men, women and youth); (iii) number/percentage of persons/HHs reporting an increase in production for cassava (yield for men, women and youth); and (iv) target FOs have adopted at least one technology promoted by the programme by midterm.

26. **FOs effectively serve their members**. ***Producer organizations members reporting new or improved services*** – about 2,105 producer organization members reported improved services, 173% of the target of 1,215. ***Supported FOs are strong by Programme Year 5*** – no targets were set for this indicator and no formal assessment has been conducted by VCDP. However, visits by the PCR team indicated the presence of several FOs that keep minutes of meeting and records on production and profits. VCDP support for FOs is based on the development of a business plan by the FO. The effectiveness of FOs in serving their members is rated **moderately satisfactory**.

27. **Increased production and productivity**. ***Increase in productivity for non-irrigated rice*** – average rainfed rice yield was 4.5 MT/ha, 129% of the target of 3.5 MT/ha. However, while the men and youth achieved an average yield of 4.6 MT/ha (131%) and 5.4 MT/ha (154%), respectively, the women attained an average of 2.9 MT/ha (82%) only. This result could be a reflection of the heavier demand on women's time by domestic chores to adequately oversee the operations on their farms. ***Increase in productivity for irrigated rice*** – VCDP achieved an average yield of 5.8 MT/ha under irrigation, 129% of the target of 4.5 MT/ha. 122%, 151%, 109%. Although the women achieved the target this time 4.9 MT/ha (109%), their performance was lower than that of men of 5.5 MT/ha (122%), and youth 6.8 MT/ha (151%). The result shows the high potential for raising rice productivity by encouraging youth participation. It could also be a reflection of the fact that many youths benefited from the training on rice seed production and agronomy at the International Institute of Tropical Agriculture (IITA) which they had applied in their farms. ***Increase in productivity of cassava*** – cassava yields went from the target of 20 MT/ha to 25 MT/ha (125%). As for rice, the youth achieved the highest yield increase of 28 MT/ha (140%), followed by the men 25 MT/ha (125%). Unlike the situation for rice, the women achieved the target 22 MT/ha but had the lowest increase of 110%. The yield results for rice and cassava point to the need for VCDP to examine opportunities to assist women to reach their full potential in production. The increase in production and productivity of VCDP is rated **satisfactory**.

28. **Programme impacts**. The following impacts were anticipated from the original loan of VCDP:
At the goal level: (i) reduction by 60% of the HHs below the international poverty line of USD 2.00/day in the target LGAs; and (ii) reduction by 40% of the length of lean/hungry season, and increase the number and quality of meals a day.
At the PDO level: (i) increase by 45% of VCDP supported beneficiaries (farmers, processors and marketers) that have increased their real agricultural income in the programme area; (ii) increase the HH asset index by PY 6 in the programme area; (iii) reduce the prevalence of child malnutrition; and (iv) creation of 6,000 new jobs. The performance assessment here is based on the programme's update of the logical framework and the 2019 beneficiary impact assessment report.[3]

[3] IFAD/FGN Value Chain Development Programme (VCDP). Beneficiary impact assessment report, July 2019.

29. ***Reduction of poverty***. Compared with a target of 60% reduction, VCDP reported achieving a 46% reduction of the HHs in the programme area living below the poverty line. The impact assessment reported an increase in average net income per beneficiary from the equivalent of USD 0.24 at inception to USD 9.48 in 2018. Applying the average HH size of 7.9, it means that every member of the beneficiary HH had a daily net income of USD 1.20, implying that VCDP generated annual net income sufficient to bring almost every member of the household out of poverty. The impact of VCDP on poverty reduction is rated **moderately satisfactory**.

30. ***Food security***. VCDP reported a 34% reduction in food insecurity as against the target of 45%. The beneficiary impact assessment of July 2019 reported an increase in the number of HH meals/day, as well as a 65% increase in the quantity of foods consumed by the HH. HH food quality increased by 50% on the average, ranging from 37% for meat/fish and vegetables to 75% for eggs. The impact of VCDP on food security is rated **moderately satisfactory**.

31. ***Income increase***. VCDP reported a real income increase of 73% against the target of 45%. The MTR had earlier reported a 53% increase. Performance on the income impact is rated **satisfactory**.

32. ***Increase in HH asset index***. This index was estimated by VCDP to have increased by 47%. Cumulatively, the beneficiaries have increased their domestic and business assets portfolio by 153%, ranging from 44% in Anambra to 521% in Niger State. The most significant increases were on plots of land (546%), personal electricity generators (430%), borehole/tube well (141%), refrigerator (114%), water pumps (420% average), and storage facilities (154%). For residential buildings, the percentage of beneficiaries living in houses with cement block wall rose from 56% at programme inception to 86% in 2018. The quality of the house roofing also improved by 58%, and the quality of house flooring by 112%. The house ownership status of VCDP beneficiaries improved from 69% to 75%, 34% of the beneficiaries building their houses between 2015 and 2018, with the revenue derived from their VCDP supported enterprises as the main source of funding. The type of cooking fuel used by the beneficiaries improved by 288%, with a move from firewood to kerosene, liquefied petroleum gas, and electricity. The reduction in the use of firewood has great positive implication for natural resource management (NRM), forest preservation and environmental conservation. The proportion of beneficiaries that have private borehole as source of safe potable water increased from 14% at inception to 30% in 2018. The performance of VCDP on HH assets is rated **satisfactory**.

33. ***Reduction of prevalence of malnutrition***. The impact assessment reported that child nutrition within the beneficiary HHs had significantly improved, with an average 62% increase in the number of HH child meals, containing quality high nutritive food items, ranging from 20% for rice/yam/beans to 76% for eggs and 87% for flakes. The number of child meals per day that contains meat/fish had increased from an average of 1.5 at the inception of VCDP to 2.1 in 2018; noodles from 0.7 to 1.1, eggs from 0.7 to 1.2, and milk from 0.8 to 1.2. VCDP performance on reduction of prevalence of malnutrition is rated **satisfactory**.

34. ***Job creation***. The target of job creation for VCDP was 6,000 of which 65% for men and 35% for women. Male and female youth were to comprise 25% of the total target. VCDP created 5,373 jobs, 90% of the target of 6,000. The youth had the highest relative proportion of the jobs created, with 2,124 jobs, being 142% of the target of 1,500. Men had 2,982 jobs, accounting for 76% of the target of 3,900 jobs, and women 2,391 jobs, being 114% of the target of 2,100. The impact assessment indicated that an average of 39 jobs was created by each beneficiary growing cassava, made up of 30 hired jobs and 9 HH jobs, higher than the corresponding figures at inception by 25%. Under the rice VC, each beneficiary created about 50 jobs, made up of 41 hired jobs and 9 HH jobs, higher than their corresponding figures at inception by 31%. The job creation impact of VCDP is rated **satisfactory**.

D3 Targeting and outreach

35. VCDP was designed to benefit poor rural 53,480 HHs directly, of which 34,762 men and 18,718 women inclusive of 13,370 youth. As at the end of 2019, the programme had achieved an outreach of 63,088, 118% of the target. Out of this, 40,486 was male (116% of the male target), 22,602 was female (121% of the female target), and only 9,521 was youth (71% of the youth target). VCDP's performance in **outreach** is rated **satisfactory**. The relative achievement on targeting was 64% for men and 36% for women, which is very close to the design targets. However, the targeting

achievement for youth was a paltry 15% compared with the target of 25%. The achievement of VCDP in **targeting** is rated **moderately satisfactory** because of the poor results for youth.

D4 Innovation, replication and scaling-up

36. An innovation is a new idea, more effective device or process that offers a better solution which meets new requirements, unarticulated or existing needs. The performance of VCDP in innovation, replication and scaling up is rated **satisfactory**. Some of the innovations that emerged in the course of implementation of VCDP are highlighted below. Many of them have been replicated already and offer scope for scaling up.

37. **Agricultural productivity:** (i) rice seed and cassava cutting production and testing seeds in the laboratories before distribution to farmers, (ii) capacity building and training on new production and cultivation technologies, including using private extension service providers paid by VCDP.

38. **Marketing**: (i) product marketing through CAF, (ii) use of agricultural market information system through low-cost social media platforms.

39. **Waste-wealth**: (i) converting rice husks into briquettes as fuel source for rice parboiling, (ii) production of biogas through cassava processing waste to fuel the frying of cassava, (iii) converting the cassava waste to livestock feeds.

40. **Climate smart**: (i) Integrated Pest Management (IPM), (ii) water saving technologies and drought resistant crop cultivation.

41. **Nutrition enhancement**: (i) introduction of vitamin A fortified cassava, (ii) production of nutritive products rice and cassava.

42. **Road maintenance**: (i) involvement of the traditional leader to empower the O&M team to control passage of heavy vehicles on the road and collect tolls to assist in the maintenance of the road.

E. Assessment of programme efficiency

43. Efficiency is a measure of how economically resources (funds, expertise, time etc) were converted into programme results.

E1 Programme costs and financing

44. At design the estimated total programme cost was USD 104.4 million, out of which 71.3% (USD 74.4 million) was to be financed through an IFAD loan, 0.5% through an IFAD grant, 9.5% from the FGN, 10% from the six participating states, 4.2% from the LGCs, 2% from the beneficiaries, and 2.7% from complementary financing. The allocation of the total cost was 52.4% to Component 1, 33.4% to Component 2, and 14.2% to Component 3.

45. **Disbursement performance by financier**. The IFAD Loan disbursed 98.5% of its allocation, the FGN 2%, State Governments 38.5%, and Beneficiaries 566.7%. No disbursement was realized from the LGCs and the complementary financing did not materialize. Total disbursement was 85.6%, which is rated **moderately satisfactory**. Of particular note is the very high disbursement performance of the beneficiaries, the amount disbursed comprising matching grant contributions as well as in-kind contributions to market infrastructure provision. This further emphasizes the commitment of the beneficiaries to VCDP interventions. The poor performance of the LGCs could be attributed to their lack of autonomy in budgetary fund management. Most state governments controlled the disbursements from the joint accounts with the LGCs. The poor FGN counterpart funding was mitigated by IFAD taking on the payment of the salaries of the NPMU staff midway into the implementation of the programme. The application of the proceeds of the IFAD Loan for the reimbursement of all the non-beneficiary contributions for field level activities also mitigated the poor counterpart funding performance at the state and LGC levels.

46. **Disbursement performance by component**. The disbursement performance by component by financier, as at 31 December 2019, is presented in Table 5. Disbursement for Component 1 was 60.5% of the allocated amount, a possible reflection of the delays in implementing the infrastructure activities that were allocated the largest chunk of the funds for VCDP. The disbursement performance for Component 2 of 106.9% was close to the target, while the overachievement for Component 3 of 128.4% was due to limited reallocation to Categories 3 and 6, which are the major expenditure categories in this Component. Also, the design provision in the Original Loan for

Component 3 was only about 7.5% (USD 5.6M), and during the implementation no reallocation was done based on the components to address the shortfalls.

Table 5: Allocation and disbursements under the Original Loan of VCDP by component and financier

Component	IFAD Loan	IFAD Grant	Federal Govt.	State Govts.	LGCs	Benefi-ciaries	Comple-mentary financing	Total
Agric. Market Development								
Disbursed	29.6	-	-	0.7	-	2.8	-	33.1
Allocated	42.3	-	3.4	2.9	3.4	1.2	1.5	54.7
Smallholder Productivity Enhancement								
Disbursed	27.7	-	-	0.5	-	9.1	-	37.3
Allocated	26.5	0.4	3.1	2.1	0.6	0.9	1.3	34.9
Programme Coordination and Management								
Disbursed	16.0	-	0.2	2.8	-		-	19.0
Allocated	5.6	0.1	3.4	5.4	0.3	-	-	14.8
All								
Disbursed	**73.3**	**-**	**0.2**	**4.0**	**-**	**11.9**	**-**	**89.4**
Allocated	**74.4**	**0.5**	**9.9**	**10.4**	**4.3**	**2.1**	**2.8**	**104.4**
Percentage	**98.5**	**0.0**	**2.0**	**38.5**	**0.0**	**566.7**	**0.0**	**85.6**

47. **Disbursement performance by category**. The disbursement performance by IFAD financing category, as at 31 December 2019, is presented in Tables 6. The Civil Works category disbursed according to the target. There was over-achievement in disbursement of Category 3 and Category 6 because of lower reallocations at MTR.

Table 6: Allocation and disbursements by category for IFAD financing under the Original Loan of VCDP

Category	IFAD Loan			IFAD Grant			Total		
	Alloc.	Disb.	%	Alloc.	Disb.	%	Alloc.	Disb.	%
1. Civil Works	27.6	27.8	100.7	-	-	-	27.6	27.8	**100.7**
2. Vehicle, Equipment and Agricultural Material	7.0	5.1	72.8	-	-	-	7.0	5.0	**72.8**
3. Training, Technical Assistance, Service Providers, Studies and Workshops	23.3	27.9	119.7	0.5	0	0	23.8	27.9	**119.7**
4. Matching Grants	10.2	9.1	89.2	-	-	**-**	10.2	9.1	**89.2**
5. Salaries and Allowances	3.8	1.2	31.6	-	-	**-**	3.8	1,2	**31.6**
6. Office Equipment and Maintenance Expenses	2.0	2.2	110.0	-	-	**-**	2.0	2.2	**110.0**
Unallocated	0.5	0	0	-	-	**-**	0.5	0	**0**
All	**74.4**	**73.3**	**98.5**	**0.5**	**0**	**0**	**74.9**	**73.3**	**97.9**

48. **Coherence between AWPB and implementation**. Programme costs and financing were affected by a number of factors during the period of implementation, such as the exchange rate differential between Special Drawing Rights (SDR) and the United States Dollar (USD) and between USD and the Naira. For instance, the Naira exchange rate to 1 USD used by the programme ranged from 197 to 360. This resulted in minor changes to the programme costs. Overall, the actual expenditure was not more than 52% of the planned expenditure, as seen in Table 7.

Table 7: Coherence between AWPB and expenditure

Item/Year	2015	2016	2017	2018	2019	Total
AWPB (N' million)	341.4	9,407.4	9,928.0	11,754.6	7,965.5	39,347.9
Expenditure (N' million)	148.5	2,256.0	6,383.5	7,255.9	4,571.0	20,614.9
Percentage	**44%**	**24%**	**64%**	**62%**	**57%**	**52%**

Source: VCDP Annual Progress Reports

49. The annual budgets were not well completed during the first two years of the implementation period, 2015 and 2016. This was largely due to over-ambitious plans and budgets when many of the needed preparatory tasks were not yet on the ground. Although the intentions of the NPMU are appreciable, it came out with inappropriate annual planning of programme implementation. However, the pace of implementation picked up later, largely driven by expenditures on market infrastructure, strengthening of FOs, and support to small holder production (See Appendix 10b).

50. **State counterpart funding**. Table 8 shows the counterpart fund performance of FGN and the states. The highest contribution of N627.9 million was made by Taraba State which was also the only state that paid counterpart funds yearly during the implementation of the Original Loan of VCDP. The lowest state counterpart funding of N150.5 million was for Niger State. The FGN contributed only N62.3 million. Only Anambra and Taraba states paid counterpart funds in 2019. Intrigued by the high programme implementation performance of Niger State with the lowest counterpart funding, the PCR explored the factors for the apparent inconsistency. The critical factors for success under constrained counterpart funding, as explained by the Niger SPMU are: (i) proper selection of beneficiaries who are really in need of programme support, devoid of elite capture, and who show their commitment by paying their matching grant contributions; (ii) strongly leveraging on beneficiary counterpart contributions for implementing the field activities which were financed 100% by IFAD; and (iii) innovatively generating commitment of programme staff to programme implementation and support even when their salaries are not regularly paid by the state government through counterpart funding.

Table 8: Counterpart fund contributions (in N' million) to VCDP by FGN and the states 2015-2019

Year	FGN	States						
		Anambra	Benue	Ebonyi	Niger	Ogun	Taraba	Total
2015	30.0	94.4	87.0	37.0	10.0	124.6	37.0	**420.0**
2016	22.8	94.9	-	87.1	53.5	-60.0	115.5	**313.8**
2017	9.5	-	166.5	55.8	-	180.0	96.6	**508.4**
2018	-	94.9	-	37.1	87.0	-	116.6	**335.6**
2019	-	5.2	-	-	-	-	262.2	**267.4**
Total	**62.3**	**289.4**	**253.5**	**217.0**	**150.5**	**244.6**	**627.9**	**1,845.2**

E2 Quality of programme management

52. The **NPMU and SPMUs**, after the initial programme start-up delays, demonstrated competence in delivering result-focused implementation. This included a strong drive for result based activities and effective private sector involvement, effective financing drawdown and monitoring, and the maintenance of strong relationships with the government. VCDP's AWPBs were largely a consolidation of cluster-level VCAPs which reflected the priorities of the FOs in their business plans. Management's strengthening of the governance capacity of the beneficiaries at the FO, cluster and LGA level facilitated coherent business planning. The AWBPs included adequate staff capacity building plans for improved overall programme performance, and training outcomes were documented and shared. Quarterly technical review meetings were held between the NPMU and the SPMUs to review implementation challenges. In 2019, the management proactively implemented critical actions for implementation readiness of the VCDP 2018 AF and even the sister IFAD-financed Livelihood Improvement Family Enterprise Project in the Niger Delta (LIFE-ND).

53. The VCDP management was reasonably staffed at the start of implementation (see Appendix 10d for the staff disposition of the programme up to the end of 2019) but the increasing workload on the staff from the MTR required that the staff strength be boosted in critical and emerging areas such as rural infrastructure, financial management, rural finance, nutrition and environment and

climate change. Gender representation at the management level was poor, and the recommendation of supervision missions for a review of VCDP and other projects' salary scale to inform a competitive salary grid to attract qualified experts, was not implemented by the FMARD before the end of 2019. The **National Steering Committee** (NSC) chaired by the Minister of the FMARD, was expected to meet twice in a year to approve the AWPB and track programme performance. Unfortunately, there was no meeting of the NSC during 2014-2016. One meeting each was held in 2017 and 2018 but none in 2019. In the absence of the NSC meetings, the Minister of Agriculture approved the AWPBs of VCDP before submission to IFAD for a no-objection. The steering committees for VCDP at the state level met more regularly, and the SPCs were usually consulted by the state governments on agricultural VC development at the state level. The oversight ministries of VCDP at the federal and state levels consider management performance satisfactory (see Appendix 10c). The quality of management of VCDP is rated **satisfactory**.

54. **Monitoring and evaluation**. VCDP has an adequate M&E set-up with appointed staff at the national and state levels, and designated Monitoring Officers/Liaison Officers at the LGA level. The programme operates a tailor-made MS Access-based Management Information System (MIS) which is a versatile tool for data harvesting and analysis to aid planning and reporting. There is a project Performance Monitoring Plan (PMP) that includes a results framework derived from the logical frame with well-defined targets and protocols, data acquisition, planning and reporting processes, and data quality assessment to verify the validity of data. The PCR team noted that, the PMP has been reviewed. A baseline survey for the 2018 AF was conducted in 2019. However, a supplementary baseline survey incorporating core outcome indicators is to be conducted as recommended by IFAD. There is a need for a smart M&E and MIS set-up design, linking the related costs, the AWPBs and physical monitoring systems, with functions and responsibilities well defined and attributed to respective implementing actors (cost centers) under the standardized and applicable formats of recording and reporting. An output (not activity) and outcome reporting should be emphasized. In addition, more effort is needed to capture all indicators, both core and non-core in the current MIS system, reflecting the appropriate disaggregation for ease of analysis and reporting. The quality of VCDP M&E is rated **satisfactory**.

55. **Knowledge management and communication (KMC)**. Over the years, VCDP has continued to improve on implementation of its KMC strategy based on three strategic objectives: (i) promote knowledge sharing between all stakeholders to enhance learning, sustainability and replication of programme innovations and best practices; (ii) document, produce and disseminate knowledge products on programme impact, approaches and lessons to influence scaling up of programme interventions; and (iii) increase VCDP visibility and results in rice and cassava agricultural VC development in Nigeria. VCDP has capitalized knowledge through knowledge products such as compendium of programme success stories, infographics, newsletters, photo stories, documentaries and sensitization flyers, including on online platforms. VCDP facilitated a landmark First National CAF workshop to create awareness, stimulate buy-in and promote replication of the programme best practices, especially the CAF model, across the country. The programme promoted intra and interstate knowledge exchange visits and learning routes to strengthen staff capacity and enhance programme beneficiaries' knowledge for adoption of best practices. Many success stories are visible at the community level where VCDP mentored farmer groups have demonstrated strong adoption of agricultural technologies and technical innovations which have led to improved livelihood outcomes. The quality of KMC under VCDP is rated **satisfactory**.

56. **Financial management**. The financial management arrangements established at the VCDP, with dedicated staff at the NPMU and the SPMUs met IFAD's minimum requirements. The Finance Team uses the Flexible Accounting Software which is able to generate the necessary withdrawal application forms as well as financial reports. Most of the issues on the Software identified by supervision missions have been resolved. Traceability in terms of flow of funds is satisfactory. Contract registers are now accessible by the Finance Team, and Contract monitoring forms checked for their accuracy. However, at the NPMU, the Finance Team staffing still lacks two accounts assistants to achieve the desired segregation of duties and spread of workload. Attracting staff to fill these positions has not been easy because of the apparent low pay levels. The internal auditor, reporting directly to the NPC, also undertakes field visits. The audits for the period of the Original Loan of VCDP were successfully conducted, submitted mostly on time, and rated moderately satisfactory. From 2018, the audit moved from a private audit firm to the Office of the Auditor General of the Federation. The quality of financial management under VCDP is rated **moderately satisfactory**.

E3 Partners' performance

57. **Federal Government**. The **FGN** showed a strong commitment to VCDP through its two main ministries that were closely associated with the programme, FMFBNP and FMARD. As the Borrower, the **FMFBNP** performed well in resolving the financial agreement issues, and in participating in all the supervision missions to ensure that the programme was delivering on the design targets and aligning its activities with government policy thrust. Unfortunately, it disbursed through the FMARD, only a total of N62.3 million as counterpart funds, representing 2% of the allocated amount to FGN. It is hoped that going forward, the FMFBNP would engage better at the federal and state levels to trigger the payment of counterpart funds. From the second half of 2015, the implementation of the Treasury Single Account (TSA) by FGN trapped some VCDP funds for a while, but this was soon resolved through the intervention of the FMFBNP, the Accountant General's Office, and CBN. The **FMARD**, as the lead programme agency regularly monitored programme implementation, provided policy and technical guidance to the NPMU, and led ad-hoc interventions to facilitate implementation, such as the task force on fast-tracking the start of implementation of the 2018 AF. The scrapping in 2007 of the PCU[4], was a major shortcoming for the FMARD, as it hampered the quality of technical support to agricultural sector projects. The PCU used to provide direct supervision, follow up on supervision mission recommendations, facilitate state government buy-in by periodically briefing the governors of the participating states about programme performance, facilitate inclusion of the programme budget in the Ministry's annual budget and ensure adequate release of the funds, ensure knowledge sharing on the successes of the programme, and harmonize programme interventions with the government development strategies and the implementation of other donor programmes. The performance of the FGN is rated **moderately satisfactory**. The rating would have been better if there were better counterpart fund release for VCDP.

58. **State government and local governments**. Although all the six states professed avowed support for VCDP, there was divergent commitment to providing counterpart funding, as shown in Table 8. In view of the strong involvement of the state governments in the implementation of VCDP, and the policy outcomes of VCDP that have been assimilated by most state governments, the performance of the state governments is rated **moderately satisfactory**. Generally, there was poor performance by the LGCs in the programme, mainly due to limited financial autonomy of the LGCs. Many LGCs were also not involved in the infrastructure developments, limiting the chances of sustainable maintenance of such infrastructure with the exit of VCDP. However, the participating LGCs established the required institutions for programme implementation in their areas.

59. **IFAD** jointly supervised VCDP with FGN, establishing good working relationships with all the programme partner institutions. It showed pro-activity and flexibility in responding to programme implementation issues, conducted the MTR which led to the approval of the 2018 AF, organized thematic training for staff, and facilitated the participation of VCDP staff in the annual IFAD regional workshops for portfolio review and knowledge sharing. The performance of IFAD is rated **satisfactory**.

60. **Private and public sector implementation partners**. VCDP developed effective partnerships with various local, national and international/multinational public and private sector stakeholders for various services needed by the beneficiaries. It successfully pioneered the vibrant 4Ps through the innovative CAF which became a pathway for VCDP partnerships. The all-inclusive public-private partnership model encapsulated in the CAF, has enabled key stakeholders (farmer groups, produce off-takers, input dealers, financial institutions, insurance providers and the public sector) to meet periodically to discuss their needs and develop measures to solve their challenges and meet their economic needs. The main partners for VCDP include: (i) **off-takers** (Olam, Onyx, Popular Rice Ltd, Harvest Feeds, JOSAN etc.) and processors who providing various services to the farmers; (ii) **input suppliers** and their facilitators, International Fertilizer Development Center (IFDC) and Cellulant, for access of programme beneficiaries to input supply chains; (iii) National Agricultural Seed Council (NASC) for **seed certification** and technical support to the

[4] The scrapped PCU structure was first put under the National Food Reserve Agency (NAFRA), which was also scrapped in October 2009. The then Federal Ministry of Agriculture and Water Resources (FMAWR) directed in October 2009 that the coordinating role of all multilateral and bilateral interventions be vested in the Federal Department of Cooperatives. On 29 January, 2010, the FMAWR created a "National Programme for Agriculture and Food Security" as the new secretariat for coordinating donor-assisted interventions. In April 2010, FMAWR itself was split into two ministries as was the situation prior to May 2007 – FMARD and Federal Ministry of Water Resources. PCU was resuscitated in September 2017.

establishment of the seed laboratories in each state; (iv) National Agency for Food and Drug Administration and Control (NAFDAC) and Standards Organization of Nigeria (SON) for **certification of the rice and cassava products** of women processing groups for improved nutrition; (iv) Nigerian Meteorological Agency (NiMET) for pre-season training of farmers on climate change using weather smart predicting equipment; (v) Nigerian Agricultural Insurance Corporation (NAIC) for crop insurance, Nigeria Incentive-based Risk Sharing System for Agricultural Lending (NIRSAL), CBN Anchor Programme, financial institutions to facilitate access to **finance** for farmers; (vi) ADP for the strengthening of **public extension services** and establishment of seeds laboratory; (vii) National Centre for Agricultural Mechanization (NCAM) for **training** of youth entrepreneurs, AfricaRice for training of rice seeds entrepreneurs, CORY for capacity building of youth entrepreneurs, Nigerian Building and Road Research Institute (NBRRI) to build capacity of O&M committees for infrastructures; (vii) National Root Crops Research Institute (NRCRI) on **crop research**; (viii) Tractors Owners Operators Nigeria for land development; and (ix) News Agency of Nigeria (NAN) for **KMC**.

61. The PCR considers that these partnerships effectively facilitated programme implementation. Through the CAF model, VCDP contributed 495,720 MT of rice (USD 243.9 million) and 653,843 MT of cassava (USD 46.2 million) to Nigeria's food security and N94.28 billion (USD 290.1 million) to the national economy, supporting import substitution. Going forward, VCDP needs to: (i) strengthen partnerships with the LGCs to ensure ownership of infrastructure facilities after programme closure; (ii) to deepen its partnership strategy under VCDP-AF for more farmers to leverage resources from the private sector; (iii) strengthen partnership with FIs needs to ensure sustainable access to finance for beneficiaries; (iv) explore partnership with the Federal Ministry of Environment (FME) to mainstream climate-smart agribusiness and track contributions to national greenhouse gases, as well as with the Federal Ministry of Women Affairs and Social Development (FMWASD) for gender transformation and working with people with disabilities, and with the National Water Resources Institute (NWRI) for water use and irrigation. Details of VCDP partnerships are in Appendix 10e.

E4 Quality of supervision and implementation support

62. Field supervision missions were conducted twice a year with the team comprising of IFAD staff and consultants as well as representatives of the key implementation partners - FMARD, FMFBNP, as well as the SMAs. The first annual mission is usually a comprehensive supervision mission while the second is usually a thematic implementation support mission to provide on-the-spot technical and managerial assistance to the programme team and beneficiaries on specific areas of need. Most state Commissioners of Agriculture participated in the wrap-up meetings, along with senior Agricultural Development Programme (ADP) officials. The composition of the supervision or implementation support mission team usually reflected the technical skills required for the priority issues of that particular mission, and the recommendations made were generally strategic in nature.

E5 Programme internal rate of return

63. Using programme and beneficiaries' data up to 2019 as a base, the internal rate of return (IRR) was 59% as against the 11.3% estimated at programme design. With a 20% increase in cost, the IRR dropped to 53%, and with benefit down by 20%, the IRR was still above 40%. Appropriate inflation rate, weighted average cost of capital/discount rate of 13% and 3% investment premium were applied in the calculations. The benefit cost ratio (BCR) even with the foregoing scenarios, just dropped from 1.59 to 1.40. This is a clear indication that the programme has created tremendous returns to the beneficiaries. Details of the methodology used and output of the IRR estimation are in Appendix 10a.

F. Assessment of value for money

64. The VCDP approach was effective in targeting the poorest in remote villages, including women and youth. As at 31 December 2019, 63,088 persons (64% male and 36% female) had benefited from VCDP services at the cost of USD 1,082 per beneficiary. Over the years, VCDP has provided explicit and implicit value to the communities and beneficiaries.

65. Beneficiary-focused assessment of the BCR of the two main VC actors (producers and processors) for rice and cassava derived from beneficiaries' revenues and expenditure showed impressive

results (see Table 9). The overall BCR of the programme – putting together the beneficiaries' and programme's expenditures and the beneficiaries' streams of revenues was **1.6**. These results are further corroborated by the feedback obtained from a sample of beneficiaries who predominantly reported an increase of 75-100% in their sales volume and value as well as profit (see Figure 2). Detailed analysis and charts on assessment of value for money are in Appendix 10f.

66. Although the current VCDP financial system is not fully programmed and integrated into the M&E system to track the direct and indirect costs of each programme output, the PCR team was able to capture some basic value for money for some selected outputs. Some of the outputs captured have indicated the immense benefits that could be derived from little investments. For example, it cost just USD 10 to train one beneficiary on good agronomic practices, which given the number of beneficiaries, has positive effects on yield for the two VC crops. Rice yield has increased from an average of 1.5 MT to 7-8 MT per ha and cassava yield from 3-5 MT to 25-30 MT per ha depending on the location. These huge production gains have had a multiplier effect on job creation. The beneficiaries' capacity to create hired jobs has significantly improved under VCDP, with greater contribution coming from production and value addition/processing. Investment in training of youth entrepreneurs has also yielded positive results as reported from the field. In one cluster, the youth entrepreneurs employed four university graduates. The jobs created have a resultant effect on income. Records show that 80% of the VCDP supported beneficiaries have increased their real agricultural income by average 25% as corroborated by the field evidence presented previously.

67. Based on the recommendations of implementation missions, VCDP has emphasized the implementation of activities focusing on youth and women empowerment and environmental resilience. For example, nutrition focused interventions have reached 4,903 beneficiaries at the cost of USD 34 per beneficiary, and 419 beneficiaries have been trained on financial literacy and inclusion while 46,775 HHs reported adopting environmentally sustainable and climate-resilient technologies and practices. Performance of VCDP in **value for money** is rated **satisfactory**

Table 9: Benefit-cost ratios for rice and cassava enterprises

S/No.	Value Chain Enterprise	Benefit–cost ratio (BCR)
1	Rice Production	4.1
2	Rice Processing	2.5
3	Cassava Production	4.6
4	Cassava Processing	1.2

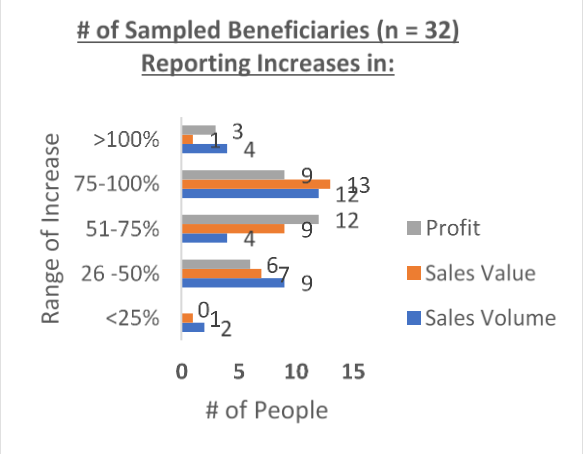


Figure 2: Farmers reporting increase in sales and profit

G. Assessment of sustainability

68. This assessment of sustainability examines the likely continuation of the net benefits of the VCDP, and the likelihood that actual and anticipated results will be resilient to risks beyond the programme's life. The Sustainability and Exit Strategy prepared by VCDP will be the starting point for the assessment made along the criteria – institutional, technical, institutional, social, economic and financial. Perhaps the most crucial element of sustainability of the Original Loan of VCDP is the approval by IFAD of the 2018 AF amounting to USD 89.1 million, aimed at deepening VCDP interventions in the six states, expanding VCDP to three other states, and emphasizing the full incorporation of environmental and climate change (CC) mainstreaming, gender equality, nutrition, and financial inclusion in VCDP activities. IFAD has also approved additional resources for VCDP under the 2019 AF.

69. **Institutional sustainability**. VCDP has evolved an all-inclusive public-private-partnership model encapsulated in the well-functioning CAF. The CAF comprises farmer groups, produce off-takers, input dealers, FIs, insurance providers and the public sector who meet periodically to discuss their needs and come out with measures to solve their challenges and meet their economic needs. The forum is chaired by an off-taker with a lead farmer group member as co-chair. With the private sector as the driving force of the forum, CAF has become a reliable instrument of sustainability of VCDP. Apart from acting as a transaction, market inclusion and empowerment forum for smallholder farmers, it is a forum for policy debate and knowledge sharing, as well as a pathway for replication and scale-up of best practices in commodity VC development. However, outside the state CAF which is strong, VCDP will need to strengthen the LGA level CAF. In some cases, the LGA CAF sees itself only as an exit strategy for when the programme would be completed, without swinging into action to address the current challenges of the programme beneficiaries, especially related to access to financial services. Other areas VCDP wishes to address to enhance institutional sustainability include: (i) formalising the roles of Chairmen of the LGCs as well as the LG Steering Committees to ensure ownership of programme achievements; (ii) strengthening Apex FOs created at LGA level to transform into State Apexes to oversee VC commodity development and continue to influence government policies; (iii) .formalising the engagement of the ADPs on a performance-based contract agreement to enhance public sector extension delivery to farmers; (iv) formation and nurturing of O & M Committees for all VCDP sponsored infrastructure and other innovations; and (v) handing over of programme physical assets to the relevant LG institutions.

70. **Technical sustainability**. VCDP has trained beneficiaries in the areas of production, marketing and processing as well as the management related activities along the two VCs. The enhanced technical capacity of most of the beneficiaries was demonstrated during the field visits of the PCR team. Going forward, VCDP plans to focus on the following areas to deepen the technical sustainability of the programme: (i) provision of capacity building support to VCDP assisted FOs in group dynamics, record keeping, savings and calculating profit margins, etc; (ii) strengthening the project management processes at the FO level; (iii) empowering youths to engage in on-farm and off-farm enterprises as profitable and sustainable business, e.g. mechanization using power tillers and cassava planters, spray teams, thresher teams, rice destoner teams, etc; and (iv) involvement of private sector service providers to build the technical capacity of the FOs and link them to financial resources , off-takers and agro-input dealers.

71. **Financial and economic sustainability**. VCDP operated a matching grant facility, as a quick alternative to increase financial access to farmers. MGs are, however, not sustainable. VCDP also emphasised internal savings mobilization and cross-lending, but the level of financial inclusion of the FOs is still poor. In order to remedy this situation, strong linkages were established by VCDP between farmers and off-takers through CAF. This has reduced market access constraints especially for rice producers, introduced standard weights and measures, and resulted in better quality de-stoned, packaged and branded finished rice, which compares favourably with imported rice. This has increased the demand for land development for improved land access to youth and women, and the adoption of dry season farming. The programme plans to focus on the following areas to enhance financial and economic sustainability: (i) capacity building of FOs to improve their savings mobilization practices; (ii) linkage of farmers to financial institutions. The programme is partnering with AgFin of GIZ to train 12,500 farmers on Agricultural Business and Investment and link them to financial institutions; (iii) provision of subsidy and other support by off-takers to FOs after the signing of MOUs between the parties; (iv) facilitating access to finance for enhanced activities of the VC actors through formal financial service providers and government agencies, such as NIRSAL, Bank of Agriculture, and CBN; and (v) reinforcing business ethics and sanctioning unethical behaviours, such as was observed by the PCR team in one of the states where a youth group was packaging its destoned rice in the bags of popular processors, including some that are already engaged in enhancing market access to VCDP's farmers.

72. **Environmental sustainability**. VCDP had tried to address the environmental and climate change challenges through the provision of solar-powered borehole water supply, bird scaring equipment, and weather readers, as well as the on-going construction of briquetting facilities in the rice processing centres aimed at converting rice husks to briquettes. Other mitigation measures include: wood energy-efficient rice parboiling using the "false bottom", and waste to wealth, involving the conversion of cassava peels to animal feeds, in response to the Green Alternative Policy. Areas to be emphasized in future to enhance environmental sustainability include: (i)

conduct of environmental and social management plans (ESMPs) to address the environmental challenges arising from VCDP project interventions; (ii) establishment of Community Project Management Committee for continuous project management and sustenance of executed projects through user fee collection in collaboration with the LGC, and good will donations and volunteer's services; (iii) continuous sensitization of farmers and other community members on the need to maintain a clean and healthy environment so as to contain disease like HIV/AIDS, malaria, cholera etc; (iv) promote clean technologies that will facilitate the use of by-products of rice and cassava in order to keep the environment clean arising from processing activities; (v) strengthening of partnership with NiMET for weather record information to beneficiaries to guide their production and processing operations; and (vi) strengthening the O&M committees for feeder roads and other infrastructures, and where possible, involving their traditional to back their access control maintenance operations where LGC participation has not yet been secured.

73. **Exit strategy**. VCDP has developed the following four-pronged exit strategy to maximize the benefits of programme intervention and minimize the damage of such intervention: (i) the CAF as the most reliable window with some off-takers already contributing to the FOs counterpart funding for inputs, recoverable at the point of harvest; (ii) continued use of the five firms engaged since 2017 to strengthen the FOs and organise them Apex Value Chain Groups (AVCGs) along the two VCs from LGA to State level, in addition to the Youth Networking Forum being developed; (iii) the emerging seed entrepreneur groups and other profitable youth enterprises; and (iv) the expressed desire of some state governments to replicate the VCDP approach in other LGAs through policy support.

H. Lessons learned

74. The following lessons can be distilled from the VCDP implementation experience:

75. **A wider range of services by the off-taker allows for a more sustainable linkage**. When the service provided by an off-taker is restricted to the purchase of the farmers' produce, there is a high risk that the contractual relation will not be sustainable, especially when markets are segmented and highly competitive, which triggers side selling from the farmers. A better model is when the off-taker, usually a processor, provides a wider range of services to the farmers (access to market, input finance and extension support). In such a situation, the farmers have a lot to lose if the contract is terminated. Accordingly, where off-takers are lacking, VCDP may provide support to the existing ones to widen their range of services.

76. **A guaranteed market for produce stimulates adoption of improved technology**. A guaranteed market for off-taking the produce was a key factor for adoption by smallholder farmers of quality seed of high yielding rice varieties and pro-vitamin A cassava stem cuttings. Similarly, the absence of the assumed off-takers for cassava, mainly the starch mills retarded the adoption of new cassava varieties by farmers, creating a tilt in favour of rice production in most VCDP states. The market for rice was further boosted by government policies, including higher tariffs for rice importation and outright import bans. The market-led approach to value chain development adopted by VCDP, is therefore, in the right direction.

77. **Successful infrastructure development requires strong implementation capacity and upfront maintenance mechanism**. The development of sustainable market facilities requires adequate capacities - Rural Engineers, Agroprocessing Specialists etc. - to ensure that adequate assets are designed (and implemented), taking into account factors that are key for their optimum functioning. Adequate supervision of works is also indispensable to good expected outputs whatever the quality of design. Ideally, one service provider should be responsible for both survey/design and supervision activities so that appropriate adjustments can be made during the execution of the works. Secondly, without a clearly defined road maintenance mechanism (ownership, accountability, availability of funds, technical capacity, etc.) upfront, the sustainability of roads is highly compromised. This mechanism should help guide the level of complexity of targeted technical specifications.

78. **A proactive financial inclusion strategy will enhance sustainability of VCDP**. The most common challenge presented by beneficiaries during the PCR field visit, was access to financial services. In the context of the VCDP programme area where there is: (i) on the supply side, the reluctance of FIs to finance agriculture and agribusiness, perceived as highly risky, due to lack of adapted products and delivery channels; and (ii) on the demand side, a lack of understanding of

the financial services on offer, which may lead to a wrong perception on the beneficiaries' capacity to access loans, there is need to have a proactive strategy combining financial literacy training of the beneficiaries, and technical support to selected FIs to incentivize them to develop adapted products and delivery channels, with focus on a VC financing approach that builds on the VC linkages.

79. **Gender and youth inclusion present a potential for scaling up**. VCDP rightly targeted youths with specific interventions and services geared to them. This has created a self-recruiting and multiplier effect of scaling up youths' activities based on demand and interest. VCDP has not only attracted the youths to agriculture but has empowered them to provide other youths with gainful employment. Strengthening of the partnerships between the public, private and farmer organizations across the VCs including, the provision of agricultural inputs on credit and access to productive assets and markets, empowers the beneficiaries to engage in profitable businesses with potential for growth and expansion. Accordingly, VCDP should endeavour to provide women and youths with adequate amounts of the productive resources they require farming as a business. In particular, VCDP should address the cultural barriers hindering women youth farmers in some states from accessing agricultural farmlands for their rice seed and cassava stem multiplication businesses, and create a favourable environment for them to compete with their male colleagues.

80. **Promotion of agribusiness at the expense of environmental considerations is suicidal**. The emphasis on environmental and climate change considerations was not very strong at the design of the Original Loan of VCDP. This was corrected from the MTR and into the 2018 AF. The unchecked pursuit of yields and revenues in VC development may make the interventions vulnerable to climate change (CC) and can harm the environment. The PCR field visits showed areas, especially in the processing centres, where improvements in waste disposal and sanitation could be a win-win for the beneficiaries and the environment. "Sustainable intensification" should be the goal in production and processing. In any new, related project or a follow-up phase to VCDP, environmental and climate issues must be built in from the start and a Social, Environmental Climate Assessment Procedure (SECAP) undertaken with appropriate follow-up plans. With IFAD's new emphasis on CC mainstreaming this becomes even more important.

81. **A good fit of a project into government strategy boosts results**. VCDP was designed to fit the government's strategy for rural development and poverty reduction, ATA, and has remained relevant till now. The results achieved by VCDP could be attributed mainly to the ownership of the programme objectives at the federal and state government level, as well as the beneficiaries. The design also fitted government's strategy for stronger youth, gender and private sector participation in agribusiness.

I. Conclusions and recommendations

82. The Original Loan of the VCDP implemented over a six-year period, 2014-2019, succeeded in establishing a foundation for sustainable value chain development with special attention to the participation of women and youth. VCDP innovated the 4Ps model anchored on the CAF that brought together all the cassava and rice value chain actors and stakeholders, not only to undertake mutually-profitable business transactions but also influence the policy environment and create visibility for VCDP interventions nationally and globally. The high yields and incomes attained by the beneficiaries have convinced the youth participants, graduates included, that agriculture is indeed a profitable business if the environment is conducive. The impacts of VCDP have already started showing in terms of: (i) poverty reduction for the beneficiaries; (ii) improved food security; (iii) increase in household asset index; (iv) reduction in the prevalence of malnutrition; and (v) the creation of over 5,000 permanent jobs, especially for the youth. The programme contributed in no small measure to the government's drive for food import substitution, especially for rice, and contributed an estimated N94 billion to the national economy. VCDP was a relevant response to government and IFAD's policy and strategic directions for sustainable agribusiness development and poverty reduction. Programme implementation was generally effective, especially through the innovative partnerships formed between the beneficiaries and private sector actors. The efficiency of implementation was also satisfactory, with an IRR that was much higher than the design estimate. The sustainability of VCDP is high, bolstered by two additional financing streams already approved by IFAD, and the requirement for the programme to focus on environmental and climate change mainstreaming, gender equality and financial inclusion, all of

which will further enhance the sustainability of the programme's interventions. **The overall rating of implementation performance is satisfactory**.

83. Based on the lessons learned, the following recommendations are made for the implementation of the additional financing for VCDP as well as future projects similar to the VCDP in Nigeria:

- Emphasize a market-led approach to agricultural value chain development, promoting mutually-beneficial interactions between the more powerful private sector actors and the rural entrepreneurs, especially women and youth.
- Incentivise off-takers to offer the producers a comprehensive range of services rather than focus only the purchase of the products. This ensures a greater stake in the partnership on both sides and minimizes unethical practices on the part of the producers.
- Prioritize financial inclusion involving financial institutions from the onset of implementation for the sustainability of the programme-supported and entrenching a stronger business culture among the programme beneficiaries.
- Design the programme interventions around youth to enhance the opportunities for scaling up, drawing on their futuristic mien and capacity for learning and experimentation. Programmes should consider addressing the access constraints of youth and women an important pathway to sustainable agribusiness development.
- Incorporate environmental and climate change considerations into the design of agribusiness development interventions, rather than a singular focus on productivity and incomes, for sustainability and a win-win for the beneficiaries and the environment. The sustainability of the infrastructure facilities provided under the programme also requires a robust maintenance mechanism upfront.

Appendix 1: Terms of reference of the completion review

FEDERAL MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT
IFAD Assisted Value Chain Development Programme
NATIONAL PROGRAMME MANAGEMENT UNIT
4, Batna Close, off Agadez Crescent, off Aminu Kano Crescent, Wuse 2, Abuja.

TERMS OF REFERENCE (ToR) FOR THE CONDUCT OF FGN (BORROWER/ LEAD IMPLEMENTING AGENCY) PROGRAMME COMPLETION REVIEW (PCR) OF ORIGINAL LOAN OF VALUE CHAIN DEVELOPMENT PROGRAMME (VCDP)

1.0 Background

The FGN and IFAD are jointly implementing a Value Chain Development Programme (VCDP) in six States of Anambra, Benue, Ebonyi, Niger, Ogun, Taraba, and in five (5) Local Government Areas each in all the States (30 LGAs in total). The programme which entered into force on 14 October 2013 is a 6-year development initiative working on rice and cassava. The programme aims to directly improve the livelihoods of approximately 53,480 households (45,000 smallholder farmers, 7,680 processors and 800 traders).

The programme was made effective on 14 October 2013, with the completion date originally scheduled for 31 Dec 2019 and financial closing date originally scheduled for 30 June 2020. The original VCDP total amount is USD101.6 million comprising IFAD Loan of USD74.4 million; IFAD Grant of USD0.5 million; Federal Government of Nigeria (FGN) counterpart fund of USD 9.9 million; State Governments counterpart fund of USD 10.4 million; Local Governments counterpart fund of USD 4.3 million; Beneficiary Contribution (mostly in kind) of USD 2.1 million.

IFAD provided additional financing of USD 89.1 million to the programme at the request of the government in 2018. With the AF, programme implementation has been extended by three years period, with additional 3 States, bringing its completion date from 31 December 2019 to 31 December 2022 and number of participating States to 9. The participating States are: Anambra, Benue, Ebonyi, Niger, Ogun and Taraba (original loan) and Enugu, Nasarawa and Kogi (new States under AF 2018). A total of 63 LGAs are participating in the programme, comprising 48 LGAs in the original states and 15 LGAs in the 3 new States. The estimated total direct beneficiaries are 100,000 households (91,000 smallholder farmers, 8,000 processors and 1,000 traders) target beneficiaries.

VCDP is envisaging another additional financing (AF 2019), of USD 50.0 million from IFAD. The programme completion date with the envisaged additional financing (AF2) is 31st December 2024, and closure is 30th June 2025. The AF 2019 will increase the programme target to 135,000 direct beneficiaries by 2024, comprising 69,000 men (51%) and 66,000 women (49%), a minimum of 150 people with disabilities will be strategically targeted.

The Value Chain Development Programme (VCDP) focuses on enhancing the productivity and profitability of smallholder farmers and small/medium-scale agro-processors by improving their access to markets, and capacity to increase yield as well as add value to locally produced raw materials through improved processing and packaging.

Its primary goal is to reduce poverty and sustainably enhance accelerated economic growth; whilst the specific **Programme Development Objective** (PDO) is to increase the incomes and enhance food security for an estimated 53,480 rural poor households engaged in production; processing and marketing of rice and cassava in the targeted 30 LGAs of the 6 targeted States are enhanced on a sustainable basis.

1.1 Programme focus and components

The Programme is being implemented through three main components at both national, state, local government and community levels. The components include: *Agricultural Market Development, Small Holder Productivity Enhancement* and *Programme Management and Coordination.*

Component 1: *Agricultural Market Development:* The component is divided into two sub-components (i) Support to Value Addition and Market Linkages, and (ii) Support to Market Infrastructure. The component aims to build strong agro-business and value chain orientation to farmers and the farming communities.
Component 2: *Smallholder Productivity Enhancement:* The component has two sub components (i) Strengthening of Farmers' Organization, and (ii) Support to smallholder production. The expected outcome of this subcomponent is 'Farmers' Organizations in Programme areas effectively serve their members (through facilitating access to inputs, improved technologies, credit and information).
Component 3: *Programme Management and Coordination:* This component will ensure that the Programme is efficiently and effectively managed to achieve expected results. Gender, Youth, environmental, knowledge management and communication considerations are integrated in all aspects of Programme.

1.2 Programme Areas and Target Groups

The primary target groups are; (i) poor rural household engaged in the cassava and rice value chain (VCs) who cultivate not more than 5 hectares of land under rice/cassava); and (ii) small-scale processors (processing capacity of an average of 2MT/day for cassava and 4MT/day for rice) and traders, with emphasis on women and youth.
The secondary target group include: (i) downstream stakeholders, particularly processors linked to a large number of the primary target groups; (ii) local government councils (LGAs) and communities strengthened to sustainably manage the marketing infrastructures supported by the Programme; and (iii) private sector operators to provide quality services demanded by smallholder farmers and processors.

The Programme is focusing on poor rural households engaged in the cassava and rice value chains to serve as the primary target group, including smallholder farmers cultivating up to five hectares (5Ha) of land, small-scale processors and traders. The entry point to the Programme is through organized groups of producers and processors, with particular attention to women and youth groups. The entry point will be through organized groups of producers and processors, with particular attention to both women and youth groups. To ensure that programme interventions will be demand-driven and respond effectively to needs, an institutional mapping of these organisations, particularly farmers' organizations, have been undertaken to determine their maturity levels, needs and scope of activities to strengthen them.

2.0 The Programme Completion Review (PCR)

2.1 Justification

As the completion of VCDP Original loan draws to a close, VCDP is required to submit a completion report that comprehensively document the performance of the programmes since inception to date. This is an important opportunity to take stock of VCDP performance including whether the programme in on track to meeting its design objective, good practices and lessons from implementation, issues and challenges confronting implementation. The findings will facilitate learning, guide the ongoing operations (2020 to 2024) and assist Government to make informed decision regarding commodity value chain in Nigeria.

2.2 Objectives of the PCR

The main objective of the first PCR mission is to reconcile and harmonise all information regarding programme performance and provide a synthesis report on the status of VCDP preparatory for an improved performance of the second – Additional Financing, which started in December 2019 with additional 3 States and LGAs. The specific objectives are: (i) document the overall and specific programme performance, including its relevance, effectiveness and weaknesses, efficiency and sustainability; (ii) document implementation performance on the Log-frame in reaching the programme objectives at completion; (iii)reconcile livelihood intervention achievements and situate empirical benchmarks to arrive at deductions on the actual poverty performance, jobs and income injection in the rural economy.

The PCR should provide concise information on the:

i. Contribution of the programme to the national food security; productivity and income, and household assets ownership and jobs created.

ii. Programme performance in cross-cutting issues such as mainstreaming gender, youth, climate change adaptation as well as integrating financial inclusion.

iii. Value for money - economic rate of return and cost/beneficiary (direct economic benefits for targeted smallholder farmers and small-scale processors/marketers) at the various levels of the value chain.

iv. Partnership performance – private sector engagement with rural small holder beneficiaries and impact to domestic food supply.

v. Key success factors and shortcomings ('what worked and what did not work'?). The reasons for success and/or underperformance are also expected to be identified.

vi. Sustainability- institutional, technical, economic, and environmental of the activities implemented by the programme, mechanisms that need to be put in place to ensure that programme gains are consolidated and upscaled/replicated.

vii. Where possible data on achievement should be segregated accordingly to gender (male, female, male youth, female youth).

viii. Innovations/good practices and Lessons from the programmes to inform management and government decision to improve on the AF programming.

2.3 Scope of Work

The review will assess the programme in line with the following IFAD Evaluation criteria:

- **Relevance** - extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country development strategy and needs, global priorities and partners' and donors' policies and in particular its fit in addressing poverty in the benefiting rural communities (are the right things being done?).
- **Efficiency** – how economically have resources/inputs (funds, expertise, time, etc.) been converted to results (have resources been combined in the best way to achieve the results?).
- **Effectiveness** - extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance (what worked well and what did not work well?). Results from VCDP impact Assessment report by IFAD Research and Impact Assessment Division will be reflected in this section (if available).
- **Value for Money in the context of:**

  Equity - services/support to vulnerable/poor people that have been forgotten by government and/or development initiatives;
  Efficiency - cost/beneficiary;
  Economy - filling development gap;
  Effectiveness - meeting stated targets especially on relevant indicators such as jobs, income, productivity; and
  Resilience – climate change and environmental mainstreaming; etc.

- **Impact** – what are the positive and negative, primary and secondary long-term effects produced by the programme intervention, directly or indirectly, intended or unintended (what changes have resulted from the work in the communities?). Any emerging scenarios in the structure and orientation of agriculture and or community (including women and youth) attitude to development brought about by the programme. Results from VCDP impact Assessment report by IFAD will be reflected in this section. Results from VCDP impact Assessment report by IFAD Research and Impact Assessment Division will be reflected in this section (if available).
- **Sustainability** – what benefits from the development intervention can be continued after exit of the donors' assistance; what is the probability of continued long-term benefits; the resilience to risk of the net benefit flows over time (what will be the continuing effects of the work after stoppage of the interventions?). The PCR should look into the programme performance on financial linkage or financial independence of beneficiaries; the institutional setting that could continue to deliver services to members; economic gains that have expanded opportunities including jobs, etc.

2.4 Specific Terms of Reference for Consultants

The team will comprise of Lead Consultant/Economist, M&E Specialist, Agricultural Specialist, Sociologist and Gender/Youth Specialist. Their specific tasks are:

A. **Lead Consultant/Economist:** The lead consultant shall lead the Team of consultants in the overall conduct of the PCR and Reporting; specifically; he/she is responsible for the assessment of the following specific tasks;

   i. management performance regarding efficiency and effectiveness of management including quality of coordination at all levels.
   ii. financial contribution from key partners, including government, off-takers, processors,

input dealers, financial institutions and beneficiaries from inception.
iii. update the outreach and establish if VCDP is on track following design approach.
iv. management performance in climate change/ESMP.
v. the market-led approach -continued performance of VCDP in demand-driven market – led approach.
vi. Status of market infrastructure implementation.
vii. performance of VCDP to scale up the commodity alliance forum (CAF).
viii. Financial and procurement management.
ix. Continued relevance of the exit strategy and sustainability arrangements of VCDP activities in the context of institutional, technical, economic and environmental strategies and mechanisms that need to be put in place to ensure that programme gains are consolidated, up scaled/replicated.

B. M&E Specialist: He/she will be responsible for the following tasks;

i. Assess the poverty impact implementation efficiency and value for money with a view of calculating the economic rate of return of the programme.
ii. Performance on economic parameters: job/wealth creation, poverty reduction, value for money; contribution to national food security incremental revenue to the economy since inception.
iii. Status of implementation against expected outputs and outcomes against the log-frame and the annual work plan and budget/ status of performance indicators cumulative since inception.
iv. Assess the Implementation performance against physical and financial targets since inception.
v. Provide VCDP performance status on the log-frame, including an update on outreach.
vi. Assess knowledge management & communications implementation in the VCDP since inception.
vii. Ascertain the extent of gender disaggregation in reporting, targeting and outreach.
viii. Undertake other related tasks assigned by the team leader and contribute to report preparation in writing.

C. Agricultural Specialist: He/she will be responsible for the following tasks;

i. Assess the productivity and production level of commodities and farmer's contribution to national food basket and revenue to the national economy since inception.
ii. Assess the private extension service support to VCDP beneficiaries by service providers.
iii. Assess the land development of VCDP from inception to date.
iv. Assess the effectiveness and sustainability of farmer organization and youth engagements models.
v. Assess the continued adherence to the business plans by producers and processors organizations in planning and executing farming business.
vi. Assess the farmer organization strengthening support to VCDP beneficiaries by service providers.
vii. Assess relevance of VCDP in targeting including quality of gender/youth inclusion and gender strategy.
viii. Assess VCDP achievement in nutrition mainstreaming and financial inclusion results to date.
ix. Undertake other related tasks assigned by the team leader and contribute to report preparation in writing.

2.5 Methodology of the Review

The PCR will use quick interviews through focused discussions with beneficiaries and implementers, secondary data including review of past missions and internal reports/documents to generate quantitative and qualitative data regarding implementation for analysis and reporting. The draft report will be shared with key stakeholders for inputs before finalization and submission to Government and IFAD.

3.0 Reporting/coordination:

The FMF/FMARD (PCU) will take direct responsibility for the PCR on behalf of the FGN. VCDP will provide logistics and technical support to the team where necessary. The engaged experts will report directly to FMARD (PCU) who will share the draft and final report with FMF, VCDP management and IFAD.

4.0 Time Frame and Deliverables/Outputs

The assignment will be completed within 30 days. The following deliverables will be submitted to FMARD (PCU) / VCDP by the Lead Consultant;

- ✓ ***Inception Report:*** Inception report describing proposed approach and methodology for the preparation of the report including workplan, electronic copy is required for submission (1 week of commencement).

- ✓ ***Draft Report:*** A draft report in electronic copy is to be submitted to the FMARD (PCU) and VCDP management for discussion and clarifications (3 weeks on commencement). The comments/Inputs/observations on the draft report by the FMF/ FMARD (PCU) and VCDP will guide finalization of the PCR report.

- ✓ ***Final Report***. A final report in four (4) hard copies are required with an electronic version of the report to be submitted (4 weeks after commencement).
- ✓ Documentation of good practices and lessons from the programme in a quality resolution printed copy (4 Copies) and electronic copy. FMARD (PCU) to share the final Report to IFAD Country Office.

5.0 Funding

The PCR activity will be funded by VCDP as contained in the 2020 AWPB.

J. PREPARATIONS AND LOGISTICS

VCDP will make the following documents and management tools available to the mission in electronic form:

A. Programme Design Report (PDR).
B. Progress Reports since inception (2015-2019)/Consolidated Progress Report.
C. State Consolidated Progress Report.
D. Log-frame & achievements.
E. Rural Institutions Gender & Youth Achievement.
F. Exit strategy and sustainability framework.
G. Knowledge Management & Communication Achievements.
H. Nutrition Reports.
I. Agricultural Production Achievements.
J. Finance and Accounts Achievements.
K. Procurement Achievements.
L. VCDP Climate Mainstreaming Implementation Report.
M. Study reports carried out in the Programme.
N. Marketing & Enterprise Development Achievement.
O. M&E Documents.
P. Infrastructure Achievement.
Q. Supervision and implementation support mission reports.
R. Financial Inclusion Achievements.

Standard Table of Contents for PCRs

		Pages
Maps		
List of acronyms		
Project at a Glance		**1 page**
Executive Summary		**2 pages**
A.	**Introduction**	**1 page**
B.	**Project Description**	**1- 2 pages**
	B1 Project Context	
	B2 Project Objectives	
	B3 Implementation modalities	
	B4 Target groups	
C.	**Assessment of project relevance**	**3-4 pages**
	C1 Project context	
	C2 Internal logic	
	C3 Adequacy of design changes	
D.	**Assessment of project effectiveness**	**7-8 pages**
	D1 Physical targets and output delivery	
	D2 Project outcomes and impacts	
	D3 Targeting and outreach	
	D4 Innovation, replication and scaling-up	
E.	**Assessment of project efficiency**	**4-5 pages**
	E1 Project costs and financing	
	E2 Quality of project management	
	E3 Partners' performance	
	E4 Quality of supervision and implementation support	
	E5 Project internal rate of return	
F	**Assessment of Value for Money**	**1 page**
G.	**Assessment of sustainability**	**2-3 pages**
H.	**Lessons learned**	**1-2 pages**
I.	**Conclusions and recommendations**	**1-2 pages**
Total		**22-29 pages**

Appendices

Appendix 1	Terms of reference of the completion review mission
Appendix 2	List of persons met and mission's programme
Appendix 3	PCR rating matrix
Appendix 4	Programme logical framework
Appendix 5	Dates of supervision and follow-up missions
Appendix 6	Summary of amendments to the Loan Agreement
Appendix 7	Actual programme costs
Appendix 8	Physical progress tables
Appendix 9	ORMS data
Appendix 10	Programme internal rate of return (detailed analysis)
Appendix 11	Environmental assessment (detailed analysis)

Annex 1: PCR Assessment Template

PROJECT NAME:	
PROJECT ID:	
BOARD APPROVAL DATE:	
ENTRY INTO FORCE:	
PROJECT COMPLETION DATE:	
LOAN CLOSING DATE:	
IFAD LOAN AND GRANT (USD MILLION):	
TOTAL PROJECT FINANCING:	
IMPLEMENTING AGENCY:	
Criterion	**PCR Rating**
Project Performance	
– Relevance	
– Effectiveness	
– Efficiency	
– Sustainability	
Rural poverty impact	
– Households' incomes and assets	
– Human and social capital and empowerment	
– Food security	
– Agricultural productivity	
– Institutions and policies	
– **Overall rural poverty impact**	
Additional evaluation criteria	
– Gender equality and women's empowerment	
– Access to markets	
– Innovation	
– Potential for scaling up	
– Environment and natural resource management	
– Adaptation to climate change	
– Targeting and outreach	
Partners performance	
– IFAD's performance	
– Government performance	
Overall project achievement:	

Appendix 2: List of persons met and the review programme

No.	Name	Designation	Contact
	A1. Initial briefing meeting of PCR team, VCDP, Abuja, 16/08/2020		
1	Garba Bala	National Programme Coordinator (NPC), VCDP	garbasbala60@gmail.com; 08034500349
2.	Nurudeen Mohd Lawal	Planning Monitoring & Evaluation Adviser (PMEA), VCDP	tafidanlg@gmail.com; 08036155215
3	Usman M. Damatar	Financial Controller (FC), VCDP	usmanmohammeddamatar@yahoo.com 07031257415
4	Rodney A. Isiorhovoja	PCR Consultant, VCDP	raisiorhovoja@gmail.com; 08038987998
5	Maiwada Zubairu	PCR Consultant, VCDP	mzubairu3@gmail.com; 08033116655
6	Samuel Eremie	PCR Lead Consultant, VCDP	samueleremie@yahoo.com;09094250055
	A2. Pre-field visit stakeholders meeting of PCR, PCU, Abuja, 16/08/2020 *(in addition to 1-6 in A1)*		
7	Bright Wategire	Director, PCU-FMARD	bwategire@gmail.com; 08037432493
8	B.B. Godobe	Team Leader 1, PCU-FMARD	bbgodobe@gmail.com; 08036046127
9	Bassey Unaowo	Team Leader 3, PCU- FMARD	bazzydelegend@yahoo.co.uk; 08035525435
10	Adewale Ilesanmi	TA (DPCU), PCU-FMARD	aailesanmi@yahoo.com; 08168946610
11	Mustapha Mohammad	SVOI, PCU-FMARD	mustinoe1982@gmail.com; 08065428154
12	Fatima B. Mukhtar	VCDP	fatymbd@gmail.com; 08039606537
13	Vera Onyilo	KMC Adviser (KMCA), VCDP	veraboss@yahoo.com; 08087189938
14	Sunday O. Agama	Management Dev. Officer, VCDP	okoosunday@gmail.com; 08034568608
15	Agbaiza Duke	Procurement Officer, VCDP	obaduke@yahoo.com; 07062225729
16	Seriki Musa	Rural Finance Officer, VCDP	serikimusa@yahoo.com; 08059204606
17	Nura Lawal	SAO, VCDP	elnur3234@gmail.com; 08036354523
18	Taiwo Agboola	PO, VCDP	o.agboola@vcdpnigeria.org; 08035660512
19	Felix I. Oibiokpa	RIE, VCDP	ogaga180903@gmail.com; 08036027469
20	Frank N. Njar	NIE, VCDP	macfrank003@gmail.com; 08057770006
21	Aso Vakporaye	Director Econ. Growth, FMFBNP	vakporayeaso@gmail.com; 07034974477
22	Nnenna Okoli	FMFBNP	nnenna_kene@yahoo.com; 08034747158
23	Olushola Msehelia	FMFBNP	shola_mshelia@yahoo.com; 08032827629
24	Joshua B. Ayebaneru	AD, IERD, FMFBNP	ayebamerubolu@gmail.com; 08036150793
25	Benjamin Egem-Odey	Team Leader 2, SAO, FMFBNP	wukspapa@yahoo.com; 08164750208
26	David O. Efih	SAO, FMFBNP	david.efih@gmail.com; 08066390261
27	Nuhu John Ogar	AOI, FMFBNP	thisisnuhu@gmail.com; 08065716979
	A3. Core PCR Team meeting, PCU, Abuja, 16/08/2020 *(in addition to 2-6 in A1)*		
1	B.B. Godobe	Team Leader 1, PCU-FMARD	bbgodobe@gmail.com; 08036046127
2	Benjamin Egem-Odey	Team Leader 2, FMFBNP	wukspapa@yahoo.com; 08164750208
3	Bassey Unaowo	Team Leader 3, PCU- FMARD	bazzydelegend@yahoo.co.uk; 08035525435
4	Mustapha Mohammad	SVOI, PCU-FMARD	mustinoe1982@gmail.com; 08065428154
5	Adewale Ilesanmi	TA (DPCU), PCU-FMARD	aailesanmi@yahoo.com; 08168946610
6	Aso Vakporaye	Director Econ. Growth, FMFBNP	vakporayeaso@gmail.com; 07034974477
7	Taiwo Agboola	PO, VCDP	o.agboola@vcdpnigeria.org; 08035660512
	A4. Core PCR Team meeting, PCU, Abuja, 17/08/2020 *(in addition to A3)*		
1	Joshua B. Ayebaneru	AD, IERD, FMFBNP	ayebamerubolu@gmail.com; 08036150793
2	Nuhu John Ogar	AOI, FMFBNP	thisisnuhu@gmail.com; 08065716979
3	David O. Efih	SAO, FMFBNP	david.efih@gmail.com; 08066390261
4	Felix I. Oibiokpa	RIE, VCDP	ogaga180903@gmail.com; 08036027469
5	Garba Bala	NPC, VCDP	garbasbala60@gmail.com; 08034500349
6	Bassey Unaowo	Team Leader 3, PCU- FMARD	bazzydelegend@yahoo.co.uk; 08035525435

	B1. Team 3 Field Visit, Ebonyi State, Abakaliki, Initial Meeting with SPMU, 18/08/2020		
1	Sunday M. Ituma	State Programme Coordinator (SPC)	08037792295
2	Boniface O. Eje	M&E Officer	08037740126
3	Francisca C. Anya	Rural Inst. Gender & Youth Mainstreaming Officer (RIGYMO)	08033575063
4	Darlington Ongele	Agric. Production Officer (APO)	08038541082
5	Okoro Agwu	State Business & Marketing Dev. Officer (SBMDO)	07062094545
6	Patrick Ogbuinya	AP	07060579653
7	Engr. Innocent Obiya	State Value Chain Infrastructure Officer (SVCIO)	08032763210
8	Amaka Egba	AO	08035876338
9	Cyprain Oku	State Programme Accountant (SPA)	08037621395
10	Sunday N. Iziogo	Asst. PO	08039697247
11	James N. Alom	Auditor	08135245431
12	Izuchukwu N. Njoku	Asst. APO	07036597002
13	Okorie A. Ede	Asst. M&EO	08063309185
14	Patrick O. Chukwu	Asst. M&EO	08030916818
15	Chioma Okemini		08031995962
16	Fidelis Odomu Nwafor	Asst. PO	08065461772
17	Helen N. Ajana	Fin. Asst.	07038578639
18	Godwin Nwome	Asst. APO	07030093686
19	Samuel Eremie	PCR Lead Consultant, VCDP	09094250055
20	Bassey Unaowo	Team Leader 3, PCU-FMARD	08035525435
21	Mustapha Mohammad	Team Member, PCU-FMARD	08065428154
22	Joshua Ayebameru	Team Member, FMFBNP	08036150793
23	John O. Nuhu	Team Member, FMFBNP	08065716979
24	Taiwo Abiola	Team Member, VCDP	08035660512
	B2. Team 3 Field Visit, Ebonyi State, Ishielu LGA, 19/08/2020 *(in addition to 1-24 in B1)*		
1	Reginald Ogah	Ebonyi Broadcasting Corporation	08136489714
2	Emeka Opara	News Agency of Nigeria	08033610358
3	Patience Ucha	Umuomeka FMCS Ltd, Ezillo	07033301261
4	Nnanna Omori	Nkalagu Junction FMCS Ltd	08065652685
5	Chukwuemeka Nteh	Reformed Brothers FMCS	07064610983
6	Cornelius Ovunna	Urban Ehyibrochiri FMCS Ltd	08085660318
7	Philip Sunday Omeri	Eminence FMCS Ezillo Ltd	08068022891
8	Elizabeth Edu	Youth Rice	07036865059
9	Ndukwe A. Nwite	Udokamma Ezillo FMCS	08020806030
10	Virginia Awoke	Ameku Ngbo FMCS	08032686608
11	Ogechi R. Eze	Ebonyi VCDP	07037346683
12	Chinwe Onyirugim	O&M group, Nkalagu	07038783813
13	Monday Orimja	Ogu na mma FMCS, Umuhali	08131007332
14	HRH Eze Patrick N.	"	09038445926
	B3. Team 3 Field Visit, Ebonyi State, Izzi LGA, 19/08/2020 *(in addition to 1-24 in B1)*		
1	Ebere Orji Odi	Ebere West Agroprocessing, Iboko	07034985933
2	Cynthia Edeze	Green Tech FMCS Ltd, Ndieze Cluster	07036295451
3	Chief Anthony Nwite	Traditional Ruler, Amauzu Road/Bridge	08067953230
4	Fidelix Nwaome	Community member	07037735429
	B4. Team 3 Field Visit, Ebonyi State, Ohaukwu LGA, 20/08/2020 *(in addition to 1-24 in B1)*		
1	Hon Joseph Awoke	Okwor Ngbo	08083009550
2	Hon Simon Onwe	Onwe Simon Garri/Rice Coop	08061697133
4	Hon Joseph Eze	Favour FMCS	08069503248
5	Hon John Onwe	Ike oha ngbo	07038392332
7	Emmanuel Adagba	Efoss ngbo	07031574368
8	Hon Sunday Oguji	Nwa nna dimbo	07010388900
	B5. Team 3 Field Visit, Ebonyi State, Ikwo LGA, 20/08/2020 *(in addition to 1-24 in B1)*		
1	Priscillia Mbam	Ebonyi Broadcating Corporation	09091726011
2	Stephen Eze	Otu Oganiru, Ndiagu Okpera Echara,	08080983956
3	Godwin Nwovu	Concern Friends	07085992071
4	Ogbonnaya Nwankwo	Osondu Agwuike	07083645982
5	Dominic Ezaka	Udoka Farms	08025629834
6	Osondu Omenyi	Olafodoro	09021001808
7	Ngozi Idoma	Ndiagu Okpera FMCS	07087529300
8	Patrick Ugbuloke	Aka Aja Aja	07098984464

	B6. Team 3 Field Visit, Ebonyi State, Ezza North LGA, 20/08/2020 *(in addition to 1-24 in B1)*		
1	Cedric Ogbonna	Keregency Int'l Ltd, Onueke	08026740007
2	Nweke	Chairman Rice Millers FMCS	08066406000
3	Anayo Igboke	Destoning Mech. FMCS	09031886200
	B7. Team 3 Field Visit, Ebonyi State, Wrap-up Meeting, Abakaliki, 21/08/2020 *(in addition to 1-24 in B1)*		
1	Chief Moses Momeh	Commissioner, Ministry of Agriculture and Nat. Resources	08037242445
2	Dr Ritamary Okoro	Perm. Secretary, MANR	08065179403
3	Chiamara Chuwuemeka	Secretary to Commissioner, MANR	07067664414
4	Chima Okoro	Programme Manager, Ebonyi ADP	08037426325
5	Segun Lanwo	QCM, Ebony Agro Ind. Ltd	07034315532
6	Hon S. Ogodo	CM, Abakaliki Rice Mill	08110838005
7	Ebere Oji	CEO, Ebere West Farms	08023327557
8	Lilian Nwibo	Secretary, VCDP	07033094896
9	Fidelis Nwakpu	L/O, Ikwo LGA, VCDP	08088813727
10	Nwambam Iruka	L/O, Izzi LGA, VCDP	07064626170
11	Sabastine Oko	EA, Afikpo South LGA, VCDP	08062328105
12	Sunday Itumo	EA, Ohaozara LGA, VCDP	07064610746
13	Charles Eze	EA, Ishielu LGA, VCDP	08030938530
14	Emmanuel Okorie	Asst. Fin, VCDP	08065146422
15	Helen Ajana	Asst, Fin, VCDP	07038578639
16	Cathie Nwedu	C/O	08098137771
17	Ali Chukwuma	Ezzilo LGA	08134274412
	C1. Team 3 Field Visit, Anambra State, Awka, Initial Meeting with SPMU, 21/08/2020		
1	Hon Obioma Mbanefo	Special Assistant to Governor – Agric.	08030844655
2	E.N. Agwuncha	SPC	08033257985
3	Deborah Onyefulu	SPA	08037549509
4	C.E. Obieneka-Agwaramgbo	SPO	07036045880
5	James O. Mozie	SBMDO	07064845075
6	Victor Azuka	APFO	08032668497
7	N.B. Ezechukwu	Auditor	08062496006
8	Uchenwa Mekoh	PFO	08061145747
9	Lydia I. Nwaegbo	ASPO	08148187601
10	F.N. Ezeani	AO	08064548283
11	Eng. Martins Ugochukwu	SIE	08034744220
12	E.N. Chukwukwelu	APO	08060492086
13	Okoye Ifeanyi G.	PSESP	08064444977
14	Obi Chidozie	SVCIO	08038793547
15	B.A. Muochebe	APQEO	08033578836
16	Eng. Chinedu E. Obiora	AAPQEO	08034820365
17	Ikechukwu Anyasie	RIGYMO	08034178086
18	Samuel Eremie	PCR Lead Consultant, VCDP	09094250055
19	Bassey Unaowo	Team Leader 3, PCU-FMARD	08035525435
20	Mustapha Mohammad	Team Member, PCU-FMARD	08065428154
21	Joshua Ayebameru	Team Member, FMFBNP	08036150793
22	John O. Nuhu	Team Member, FMFBNP	08065716979
23	Taiwo Abiola	Team Member, VCDP	08035660512
	C2. Team 3 Field Visit, Anambra State, Ayamelum LGA, 22/08/2020 *(in addition to 1-23 in C1)*		
1	Humphrey E. Nnebife	L/O Ayamelum LGA	08035040748
2	Sierla C. Nnogo	"	08063460370
3	Nonyelum Orjiakor Ogbonna	EA Ayamelum LGA	08064794030
4	Ngozi Welumkala	"	08063801190
5	Emmanuel Akuako	"	08037193719
6	Nnaji Agada	"	08035679982
7	Patrick Nzekwu	AKMCO, VCDP	07084455990
8	Chinenye Ozoemena	APMEO, VCDP	07036372249
9	Emmanuel Okoye	VCDP	08034281433
10	Oluchukwu Nnalue	Osodieme Rice	08036353502
11	Patrick Nweke	Morning Star Rice	08065783526
12	George Nweke	Opetepe Rice	08136951057
13	Benjamin Okonkwo	Ifite-Ogwari United Rice	08107202040

14	Raphael Udoji	God is Real Rice	08167677147
15	Ndife Uzodimma	Ifechukwu Youth Rice	09034450910
16	David Nweke/Ngozi Ebuo	Divine Destiny Rice	09034450910
17	Simon Okorie	Great Star Youth Farmers Rice	08134755427
18	Gloria Udemezue	Anom Youth Rice	07061376486
19	Peter Okonkwo	Great Rice	07062742925
20	Bartholomew Onyeukwu	Obi nwanne Rice	09039302342
21	Peter Emeka	Rainbow Rice	08030718651
22	Fidelis Ozo Onyia	Obioma Rice	08035226523
23	Josephine Ndife	Chikamma Rice	07036685623
24	Paul Egwuatu	Udoka Rice Processing Mill, Omor	07068993568
25	Ann Anierobi	Nnedimma Rice Processing Mill (Women) – Leader	08063531545
	C3. Team 3 Field Visit, Anambra State, Anambra East LGA, 22/08/2020 *(in addition to 1-23 in C1)*		
1	Virginia O. Emeribe	EA Anambra East LGA	08052211950
2	Ogechukwu Egbuna	L/O Anambra East	
3	Cyprian Ikem	Igbariam Animal Health Cassava	07030450911
4	Peter Umealor	New Land Cassava	08065741103
5	Wilfred Ogboto	Nwa nnedimma mbon Rice	08062494568
6	Modester Ogbodo	Eziokwu bu ndu Cassava	09073329463
7	Catherine Abara	Eminence Cassava	08030927527
8	Francisca Obiefuna	Amarachukwu Umueri Cassava	07065224654
9	Sylvester Odinigwe	Peace and Unity Coop Umueri Cassava	08063782561
10	Tochi Henry	Ofuobi Umueri Cassava	08064242041
11	Felix Anigbogu	Brighter Future Cassava	07034865850
12	Peter Iwuno	Eziafago Cassava	08064290980
	C4. Team 3 Field Visit, Anambra State, Anambra West LGA, 24/08/2020 *(in addition to 1-23 in C1)*		
1	Egodi Ezeudu	Ifeoma Rice	08030996137
2	Uchenna Mmadu	Nne amaka Cassava	07066691213
3	Ifeoma Anthonia Okoye	Ezi-Anam Rice	08035073990
4	Philomena Ogolo	Ezinne amaka Cassava	09063280435
5	Joseph Nwabueze	Oganiru Cassava	08061127580
6	Chief Ralph Chigbeta	Otu-udo Rice	08037890968
7	Paul Okolo	Otu nwanne dimba	08034963283
8	Rufus Imoka	L/O Anambra West LGA	07033662929
	C5. Team 3 Field Visit, Anambra State, Awka North LGA, 24/08/2020 *(in addition to 1-23 in C1)*		
1	Ngozi Welumkalu	EA Awka North LGA	08063801190
2	Theophilus Ekpe	Young Rice dealers	07067930995
3	Maxwell Okafor	Akuebiebi Rice	08124268695
4	Uju Okafor	Destiny Farm Ugbenu Rice	07035157155
5	Alphonsus Ajide	Aji oma Rice	08062986952
6	Ernest Okoye	BPWA Rice	08036152841
7	Jacinta	Ijeoma Rice	08109445736
8	Chinwe Nwasike	Cassava	08038073181
9	Benjamin Onyebuchi	Meengwangwa Cassava	07068936099
10	Oluchi Uzokwe	One Mind Cassava	08032763611
12	Blessing Agudiukwu	Njiko amaka Processing	08144752578
13	Blessing Nwakalor	Eziokwu bundu Mgbakwu Cassava	07034307019
14	Jude Nwankwo	Programme Manager, ADP	08037725172
15	M.A. Nwadihi	PMEO, VCDP	08065845783
16	Chinenye Ozoemena	APMEO, VCDP	07036372249
17	Henry C. Anagboso	KMCO, VCDP	08164008680
	C6. Team 3 Field Visit, Anambra State, Wrap-up Meeting, Awka, 25/08/2020 *(in addition to 1-23 in C1)*		
1	Nnamdi Onukwuba	Commissioner, Min. of Agric, Mech, Processing & Export	08033022182
2	Mrs Stephanie Keri Uzor	Perm. Sec., Min. of Agric, Mech, Processing & Export	08038090634
3	Jude Nwankwo	Programme Manager, ADP	08037725172
4	Florence N. Ezeani	Admin. Officer, VCDP	08064548283
5	Henry C. Anagboso	KMCO, VCDP	08164008680
6	M.A. Nwadihi	PMEO, VCDP	08065845783
7	Chinenye Ozoemena	APMEO, VCDP	07036372249
8	Joseph U. Okonkwo	AAPO, VCDP	07030417239
9	Eng. Calistus Enendu	ASVCIO, VCDP	08037888400

10	Ngozi Nwankwo	EA, VCDP	08035446944
11	Emmanuel Akuako	EA, VCDP	
12	Stella Nnogo	L/O Ayamelum, VCDP	08063460370
13	O.P. Anaenugwu	L/O Awka North, VCDP	08038725786
14	Patrick Nzekwe	AKMCO, VCDP	07084455992
	D1. Team 2 Field Visit, Niger State, Minna, Initial Meeting with SPMU, 18/08/2020		
1	Mathew Ahmed	State Programme Coordinator	08034373253
2	Abubakar Shaba L.	SPO	08164263454
3	Elizabeth Yisa	BMDO	08035959297
4	Isaiah J, Gana	M&E II	08036611870
5	Jeremiah S. Jiya	SIE	08035870325
6	Usman Abubakar Bosso	M&E	09028440330
7	Thomas Yisa	KMCO	07030392968
8	Philemon N. Salawu	ASPO	08039540088
9	Lawal Mohamed	APO	08029106601
10	Abdulhamid Musa Kura	AAPO	07039282435
11	Mohammed Abdullahi Pati	AKMCO	08033164938
12	Moh'd T. Hadarat	Farmer	08034373253
13	Maiwada Zubairu	PCR Consultant	08033116655
14	Benjamin Egem-Ode	Team Leader 2, SAO (Agric), FMFBNP	08164750208
15	Olusola Mshelia	Team Member, FMFBNP	08032827629
16	Adewale Ilesanmi	Team Member, PCU-FMARD	08168946610
	D2. Team 2 Field Visit, Niger State, Kontagora LGA, 19/08/2020 *(in addition to 1-16 in D1)*		
1	Umaru Danlami Ahmed	Agronomist	07038879760
2	Abdullahi Mohammed	EA DEVASS	09098736373
3	Habibah Muh'd Garafizi	EA Kontagora	08066831745
4	Hajiya Asabe	Argungu Processing Centre (Rice)	
5	Hadiza Yunus	Nufawamesa	08134214954
6	Hadiza Haruna	Matan Hausa	08169237219
7	Asabe Danjuma	Tudun Wada	08036744298
8	Aisha Dalha	Matan Arewa	07067716617
9	Aisha Idris	Nufawa masugari	08186869271
	D3. Team 2 Field Visit, Niger State, Kontagora LGA, 19/08/2020 *(in addition to 1-16 in D1)*		
1	Abdullahi Sada	L/O Kontagora	08030451045
2	Hajiya Hassana Zaki	Chairperson, Gari Processing Center, Rahama	08034377914
3	Abubakar Ahmad	Ni'ima farmer	08165953344
4	Umaru Bala	Madara A	07080347914
	D4. Team 2 Field Visit, Niger State, Wrap-up Meeting, Minna, 20/08/2020 *(in addition to 1-16 in D1)*		
1	Dr. U.I. Gbogan	Perm. Secretary., Ministry of Agric. & Rural Development	08065917755
2	Suleiman S. Mohd	Director Admin. "	08034581830
3	Maimuna A. Tanko	DPPC, "	08030703799
4	Musa Danladi	DES, "	08065583846
5	Engr. Nma Baba Tailor	DARD, "	07060936843
6	Larai B. Abdullahi	Dir. Fin &Supply, "	08035899413
7	Adamu Maikasuwa Garba	DAS&L, "	08036746627
8	Aisha Babadoko	Information, MARD	07032867276
9	Ibrahim A. Bida	"	09021665652
10	Idris Aliyu	Director Salary, Ministry of Finance	08033137300
11	Suleiman A. Rijam	Managing Director, NAMDA	08060018022
12	Ahmadu Zegi	Director, FMA	08057984149
13	Engr. Musa Aliyu	Sec., FMARD	08035095592
14	Titus S. Baba	DEVASS EA	08065325114
15	Kolo Yanda	Director Agric. Bida LGA	08036278079
16	Audu Usman	SPA, VCDP	08064424299
17	Lasisi Akinwaye	SIA, VCDP	08035972811
18	Yahaya A. Usman	Infrastructure Engr, VCDP	08063787760
19	Maimuna Abubakar A.	RIGYMO, VCDP	08068585104
20	Gabriel Sule	Asst. RIGYMO, VCDP	08058167683
21	Nelson Adah O.	ABMDO, VCDP	08065697182
22	Aliyu Hassan M.	Office Asst., VCDP	08055542764

	E1. Team 2 Field Visit, Ogun State, Abeokuta, Initial Meeting with SPMU, 24/08/2020		
1	Samuel Adeogun	State Programme Coordinator	08037168892
2	David Onigbinde	PMEO	08037118447
3	Olufemi Olubukonla	SPA	08033685198
4	Faneye Ibikunle	KMCO	08035028008
5	Engr, O.R. Olaniran	VCIO	08033371451
6	Temitope Ajisafe	APO	08034984550
7	A.A. Oyesanwer	BMDO	08023590267
8	Festus Akindele	AO	08034660826
9	Engr. A.B. Williams	APQEO	08268312832
10	Maiwada Zubairu	PCR Consultant	08033116655
11	Benjamin Egem-Ode	Team Leader 2, SAO (Agric), FMFBNP	08164750208
12	Olusola Mshelia	Team Member, FMFBNP	08032827629
13	Adewale Ilesanmi	Team Member, PCU-FMARD	08168946610
14	Nurudeen Moh'd Lawal	Team Member, PMEA, VCDP	08036155215
	E2. Team 2 Field Visit, Ogun State, Ifo LGA, 25/08/2020 *(in addition to 1-14 in E1)*		
1	Abiodun J. Awunu	L/O Ifo LGA	07066473400
2	Sotayo Adesina	EA Ifo LGA	08035729629
3	Tunde Gbadebo	EA Ifo LGA	08033957708
4	Ero-phillips Akinyemi	D.D. Beresh Consulting	08032275926
5	Chf. W.A. Lateef	Fufu, Ifo Cassava Market	07030097252
6	Mrs Toyin Atoba	Starch, Ifo Cassava Market	08139496030
	E3. Team 2 Field Visit, Ogun State, Obafemi Owode LGA, 25/08/2020 *(in addition to 1-14 in E1)*		
1	Anthony Salako	EA Obafemi Owode LGA	08033294559
2	Gege Parfert	Eredo Cassava Processing	-
3	Raymond Bosun	Eredo Cassava Cluster	08165742480
4	Oluwatobi A. Karounwi	"	07066015513
	E4. Team 2 Field Visit, Ogun State, Yewa North LGA, 25/08/2020 *(in addition to 1-14 in E1)*		
1	Pastor Segun Oluyomi	Apex Chairman, Ayetoro Cassava Production Cluster	08030455240
2	Bola Wesley Salako	Ayetoro Cassava Production Cluster	08038805838
	E5. Team 2 Field Visit, Ogun State, Wrap-up Meeting, Abeokuta, 26/08/2020 *(in addition to 1-14 in E1)*		
1	Dr Samson Adeola Odedina	Commissioner, Ministry of Agriculture	08133129359
2	Dr Dotun Sorumbe	Perm. Sec. "	08033371451
3	Bayo Adenekan	SSA to Governor, Donor Funded Projects	-
	F1. Team 1 Field Visit, Benue State, Makurdi, Initial Meeting with SPMU, 18/08/2020		
1	Emmanuel Igbaukum	State Programme Coordinator	07037124485
2	James Ekoja	APO	08039296530
3	Awanger Kanan	AAPO	09060290741
4	Lydia Allageny	M&EO	08034132803
5	Kingsley Ter Akanze	Asst. M&EO	07065818641
6	I.O. Okwu	BMDO	08162170871
7	Peace Onoja	ABMDO	08116019991
8	Dooter M. Ageh	SEC	07034949110
9	Lydia Ishuwa	SPA	08134444431
10	Paul Sombo	FA	08168768229
11	Engr. Gabriel D. Edah	APQEO	07033061744
12	Sandra Agbor	RIGYMO	08038293635
13	Fabian Asemagema	ARIGYMO	08066318414
14	Omega J. Adenyi	PA	08060655155
15	Rose O.Adeyi	IA	08034487949
16	Engr. M.O. Moro	SVCIE	07033384698
17	Engr. M. Gbamwuan	PO	07038281673
18	David Abellegah	KMCO	08032450297
19	Joseph Ihyembe	OA	09076987611
20	Richard Umakau	Admin Officer	07066856898
21	Joy Temaugee	OIA	07034341229
22	R.A. Isiorhovoja	PCR Consultant	08038987998
23	B.B. Godobe	Team Leader 1, Deputy Director, PCU-FMARD	08036046127
24	David O. Efih	Team Member, SAO (Agric), FMFBNP	08066390261
25	Felix I. Oibiokpa	Team Member, RIE, NPMU-VCDP	08036027469

	F2. Team 1 Field Visit, Benue State, Various LGAs and groups, 19-21/08/2020		
1		Aliade Rice Mill Centre Gwer East LGA	
2		Ashna Women Group "	
3		Doshima Cooperative Association "	
4		AIOM Farmers Association "	
5		Onbaso Cooperative Group "	
6		Initiative Multipurpose Group "	
7		Jato Processing Group "	
8		Mappye Widows, Taraku "	
9		Cassava Processing Farmers, Taraku "	
10		Shishi Multipurpose, Taraku "	
11		Mapa Rice Multipurpose, Taraku "	
12		Doshima farmers, Taraku "	
13		Nado Multipurpose, Taraku "	
14		Chakwa Rice Farmers, Taraku "	
15		Ombatu Rice Farmers, Taraku "	
16		Tubakyong Cooperative, Taraku "	
17		Ndiri Farmers, Taraku "	
18		Mapen Processing Group, Taraku "	
	F3. Team 1 Field Visit, Benue State, Wrap-up Meeting, Makurdi, 21/08/2020 *(in addition to 1-25 in F1)*		
1	Dr. Timothy Ijir	Commissioner, Ministry of Agriculture	
	G1. Team 1 Field Visit, Taraba State, Jalingo, Initial Meeting with SPMU, 24/08/2020		
1	Irimiya Musa	SPC	
2	Sirejo Mohammed		
3	Engr Usufu Joro	Procurement Officer	
4	Engr. Ezekiel Mamai	APQEO	
5	Engr. Joseph Irake	SVCIO	
6	Engr. Yakubu Simon	Irrigation Engineer	
	G2. Team 1 Field Visit, Taraba State, Various LGAs, 25-26/08/2020		
	Gassol LGA	Dutse market stores Koppi, cassava processing centre, Kasuwan Buhu Aggregation Centre Mutum Biyu	
	Ardokola	Sunkani Aggregation Centre	
	G3. Team 1 Field Visit, Taraba State, Wrap-up Meeting, Jalingo, 26/08/2020 *(in addition to 1-6 in G1)*		
1	Isaac I. Akes	Permanent Secretary, Ministry of Agriculture	

Appendix 3: PCR rating matrix

PROJECT NAME: Value Chain Development Programme (VCDP)	
PROJECT ID: 1100001594	
BOARD APPROVAL DATE: 03 April 2012	
ENTRY INTO FORCE: 14 October 2013	
PROJECT COMPLETION DATE: 31 December 2019	
LOAN CLOSING DATE: 30 June 2020	
IFAD LOAN AND GRANT (USD MILLION): USD	
TOTAL PROJECT FINANCING: USD 104.4 million	
IMPLEMENTING AGENCY: Federal Ministry of Agriculture and Rural Development (FMARD)	
Criterion	**PCR Rating**
Project Performance	
– Relevance	5
– Effectiveness	5
– Efficiency	4
– Sustainability	5
Rural poverty impact	
– Households' incomes and assets	5
– Human and social capital and empowerment	5
– Food security	4
– Agricultural productivity	5
– Institutions and policies	5
– **Overall rural poverty impact**	5
Value for money	5
Additional evaluation criteria	
– Gender equality and women's empowerment	5
– Access to markets	5
– Innovation	5
– Potential for scaling up	5
– Environment and natural resource management	4
– Adaptation to climate change	4
– Targeting and outreach	5
Partners performance	
– IFAD's performance	5
– Government performance	4
Overall project achievement:	**5**

Appendix 4: Programme revised logical framework

(updated December, 2019)

	Indicators Name	Design target	LoP target	Status of performance as at MTR	Status of performance as at December 2019	Achieve-ment as % of LoP
Outreach	Individuals receiving programme services (men/women)	17480	53480	34957	63,088	118%
	Corresponding number of households reached - **Core 1a**	17,480	53,480	34,957	63,088	118%
	Estimated corresponding total number of household members - ***Core 1.b***	108,800	320,880	209,742	378,528	118%
Project Goal: Rural poverty reduced, food security increased and accelerated economic growth achieved on a sustainable basis	HH below the poverty line (international poverty line of US$ 2.00/day) in target LGA	15%	15%			
Programme Development Objective: Incomes and food security of poor rural HH engaged in production, processing and marketing of rice and cassava in the targeted LGAs of the 6 targeted states enhanced on a sustainable basis	% of VCDP supported beneficiaries (smallholder farmers, processors and marketers) have increased their real agricultural income (by average 25%)	50%	50%	53%	53%	118%
	% increase in number of HH asset index	10%	10%			
	% reduction in the prevalence of child malnutrition	25%	25%			
Outcome 1.1: Increased value addition and access to markets realized by beneficiary smallholder farmers as well as small and medium-scale processors	No of supported rural enterprises or smallholders reporting an increase in profit – ***Core 2.2.2***	10,000	40,000	32,000	36,807	92%
	% of cassava and rice produced by smallholder farmers sold to markets	75%	75%	75%	89.6% produce is marketed for rice and 40% for cassava	
	% of farmers and processors accessing value chain financing	NA	NA	New indicator to mainstream financial inclusion	28,065 farmers accessing VC financing from off - takers	
Output 1.1.1 Improved market linkage and increased market information	No of smallholders using market information	32,080	32,080	5,994	22,177	
Outcome 1.2: Demand-driven infrastructure investments for improved access to markets realized and sustainably managed by the beneficiary organizations	No. of market, processing or storage facilities constructed or rehabilitated – ***Core 2.1.6***	618	618	157	391	63%
	% of smallholders adopt improved processing & storage technique	50%	50%	70%	73%	146%

	Indicators Name	Design target	LoP target	Status of performance as at MTR	Status of performance as at December 2019	Achieve-ment as % of LoP
Output 1.2.1 Enhanced and sustainable access to rural infrastructure	Km of roads constructed, rehabilitated or upgraded - ***Core 2.1.5***	120	300	135	246	82%
	No of drinking water systems constructed or rehabilitated	108	108	32 drinking water system	79 drinking water systems	
	% of targeted processors (18 clusters/state) have been supported with at least one piece of equipment	60% of 108 clusters	60% of 108	54%	57% (84)	
	No of processors trained in recommended technologies	1680	7,680	3710	6792	88%
Outcome 2.1: Farmers' organizations (FOs) in Programme areas effectively serve their members	No of target FOs legally registered with the Department of Cooperatives	750	2,250	3036	4,933	219%
	No of supported FOs strengthened and keep good record, strong business plans, generating profit, linked to finance, etc.	750	2250	NA- until PY5	NA- until PY5	
Output 2.1.1: Capacity of FOs strengthened	No of supported rural producers' organizations members reporting new or improved services provided by their organization – ***Core 2.2.4***	750	2,250	1748	2,339	104%
	No of rural producers' organizations supported **Core 2.1.3**	750	2,250	1748	2,289	102%
	No of farmers trained in crop production practices and technologies (Core 1.1.4)	15,000	45,000	24,000	45,775	102%
Outcome 2.2: Production and productivity of smallholder rice and cassava farmers in the Programme areas increased (MT)	Irrigated land developed and cultivated during the dry season (Ha)	3,000	3,000	1562	6,761	225%
	% Increase in yields for irrigated rice per ha from 2mt/ha baseline	4MT (100%)	4 MT	4.5	4.5	
	% increase in rice and cassava produced by target smallholder farmers (separated by male, female and youth)	20mt	20mt	25mt	25.3 mt rice,	
	No. of target FOs have adopted at least one technology promoted by the Programme	525 (70% of 750)	1575 (70% of 2250)	888 FOs (17,750 farmers)	2,022	385%
	% of women who are reporting improved quality of their diets (Minimum Dietary Diversity for Women, MDDW)	NA	NA	New indicator to mainstream nutrition	New indicator to mainstream nutrition	
	% of poor smallholder farmers are supported in coping with the effects of climate change	NA	NA	New indicator to mainstream climate change	46,775	
	Land brought under climate-resilient practices - **Core 3.1.4**	15,000	45,000	25,057	48,646	324%

Appendix 5: Dates of supervision and follow-up missions

No.	Type of mission	Date	Major observations and recommendations
1	Supervision and implementation support	27 Apr. – 8 May 2015	• Reviewed actions taken since effectiveness on 31 October 2017, and start-up workshop. Visited three states. • Recommendations: develop detailed guidelines for all aspects of project, familiarize staff with the PDR, establish computerized accounting system, conduct market opportunities assessment, and create value chain innovation platforms.
2	Supervision	12-23 Oct. 2015	• Implementation was on track, strong teamwork among staff, counter-part funding a major issue for FGN (N30m.) and some states, but Ogun paid N124.3m. for 2014/2015. Visited three states. • Recommendations: IFAD to pay salaries of direct hired staff at NPMU/SPMUs to mitigate poor counterpart fund, endorse revised target for development objectives from 15,000 t0 45,000 households made September 2015, quarterly technical meetings between NPMU and SPMUs, update of PIM, frontloading of infrastructure to late 2015 and early 2016, establish strong collaboration with LGs for ownership.
3	Supervision	5-25 Jun. 2016	• Implementation behind schedule in physical and financial targets, good M&E established, overspecification of feeder roads, CAF established, FGN counterpart fund still a problem. Visited all six states. • Recommendations: strengthen FOs, prepare ESMPs, recruit infrastructure/irrigation engineers, delink KMC from M&E.
4	Supervision and implementation support (including training of staff in thematic areas)	27 Nov. – 20 Dec. 2016	• Implementation getting back on track and production and productivity results showing, government policy being influenced by VCDP, off-takers supporting farmers, road construction started, poor coordination of extension between ADP and private service providers. • Recommendations: IFAD to continue to pay salaries in 2017, VCDP to adhere to ESMP, limit roads to 4-metre carriageway with gravel finish.
5	Supervision	4-18 Jul 2017	• High achievement on AWPB and LoP targets suggest need to review targets at forthcoming MTR, transparent matching grant management through input delivery by IFDC and Cellulant, visibility of State Programme Coordinators in state value chain development committees, lack of collaboration with closed IFAD finance project. • Recommendations: strengthen FOs and their apexes, fast-track infrastructure development, improve off-taker linkages for cassava.
6	Midterm review	12 Mar. – 17 May 2018	• Implementation is on track. CAF arrangement yielding good results, but challenges of: (a) weak FOs, (b) farmers' dependence on matching grant, (c) herdsmen-farmers conflict, (d) weak FGN funding. • Recommendations: business management training to FOs, focus cassava interventions in locations with demonstrated market, strengthen linkages with AfricaRice for seed production, upscale off-taker value chain financing, delink Central Communication Unit from VCDP.
7	Supervision	11-27 Nov, 2018	• Implementation is on track with increasing production and job creation. • Recommendations: IFAD and FGN to process the FGN request for AF, set up proper accounting software as a condition for AF, complete all engineering designs/drawings before AF starts, fast-track financial inclusion strategy for beneficiaries, avoid herdsmen conflict areas.
8	Supervision	15 Apr. – 30 May 2019	• Implementation is on track with good results from CAF and VCDP contribution to national food security and income, poor counterpart funding persists • Recommendations: modify 2019 AWPB to accommodate AF resources and additional focal areas of nutrition, climate change and environment and financial inclusion, strengthen off-taker arrangements for cassava.

Appendix 6: Summary of amendments to the financing agreement

No.	Date	Summary of amendment
1	04 Mar. 2019	• Additional financing (AF) loan of USD 89.1 million
		• Category reallocation and IFAD financing percentage of 100% net of taxes, Government and beneficiaries' contribution • Counterpart funding (Federal, State and Local levels) of USD 43.4 million • Programme Completion Date and Closing Date to be respectively 31 December 2022 and 30 June 2023 • Target population 100,000 households in nine states and 57 LGAs • Mainstreaming of financial literacy, nutrition, climate smart adaptation measures, farmers-herdsmen conflict mitigation; and enhancement of youths in agriculture

Appendix 7a: Actual programme costs by component

Sources and Uses of Funds (All Financiers) By Component	ANAMBRA						BENUE						EBONYI						NIGER						OGUN						TARABA						NPMU						ALL SITES					
YEAR	2015	2016	2017	2018	2019	total	2015	2016	2017	2018	2019	total	2015	2016	2017	2018	2019		2015	2016	2017	2018	2019		2015	2016	2017	2018	2019		2015	2016	2017	2018	2019		2015	2016	2017	2018	2019		2015	2016	2017	2018	2019	
Reporting Period: 01/01/2014 to 30/11/2019																																															
Reporting Currency: NAIRA																																															
Cumulative up to Last																																															
Balance B/F	-	**64,073,084.75**	**130,937,298.93**	**109,897,507.56**	**197,780,267.01**		-	**81,474,953.20**	**10,468,002.55**	**23,479,578.54**	**230,524,922.05**		**0.00**	**19,379,425.64**	**24,496,293.63**	**199,113,416.94**	**174,010,484.83**		**0.00**	**9,013,829.60**	**22,952,220.06**	**37,139,301.22**	**168,812,585.97**		**0.00**	**127,629,039.00**	**90,006,063.43**	**164,399,571.73**	**244,456,833.45**		**0.00**	**24,309,173.50**	**93,230,375.42**	**193,411,498.62**	**242,206,106.85**		**0.00**	**607,251,600.20**	**2,521,452,410.95**	**7,775,182,191.70**	**12,066,981,400.49**		-	**933,913,905.99**	**2,911,495,620.08**	**8,441,799,183.41**	**14,244,377,800.83**
Sources of Funds (Income)																																														
IFAD Loan: Advances/Replenishments to the Designated Account	52,468,971.00	361,811,639.59	794,980,191.02	670,188,150.85	367,749,703.65		60,040,489.86	455,874,038.36	946,079,519.39	1,008,486,440.87	250,713,312.84		46,413,387.95	350,956,156.11	1,003,447,858.53	850,179,992.90	379,297,950.03		75,179,720.00	400,210,943.49	1052,468,141.51	844,732,144.01	497,262,987.96		41,179,223.69	443,489,874.23	636,672,382.29	495,977,559.44	288,489,999.84		45,210,482.00	235,492,753.12	698,979,634.47	925,705,130.29	345,052,186.74		1,056,648,483.94	2,774,290,913.01	7,080,208,485.78	6,358,197,731.31	3,424,667,783.80		1,375,131,897.54	5,022,848,940.71	12,235,586,232.91	11,361,780,618.17	5,528,153,022.86
IFAD Grant: Advances/Replenishments to the Designated Account																																														
State Governments Funding	94,400,000.00	94,800,000.00	-	94,800,000.00	5,220,000.00		87,000,000.00	0.00	166,500,000.00	0.00	0.00		37,000,000.00	87,000,000.00	55,052,000.00	37,000,000.00	0.00		10,000,000.00	33,550,000.00	0.00	87,000,000.00	0.00		124,600,000.00	60,000,000.00	100,000,000.00	0.00	0.00		37,000,000.00	115,495,000.00	96,650,000.00	116,000,000.00	242,399,000.00		30,000,000.00	22,761,161.00	9,539,571.00	0.00	0.00		429,000,000.00	313,766,161.00	588,521,571.00	334,980,000.00	267,429,000.00
Total funding	**146,868,971.00**	**456,611,639.59**	**794,980,191.02**	**773,068,150.85**	**372,969,703.65**		**147,040,489.86**	**455,874,038.36**	**1,112,579,519.39**	**1,008,486,440.87**	**250,713,312.84**		**83,413,387.95**	**438,006,156.11**	**1,059,229,858.53**	**887,179,992.90**	**379,297,950.03**		**85,179,720.00**	**433,760,943.49**	**1,052,468,141.51**	**931,732,144.01**	**497,262,987.96**		**165,779,223.69**	**503,489,874.23**	**736,672,382.29**	**495,977,559.44**	**288,489,999.84**		**82,210,482.00**	**350,987,753.12**	**795,620,634.47**	**1,041,705,130.29**	**587,451,186.74**		**1,086,648,483.94**	**2,797,052,074.01**	**7,090,747,976.78**	**6,358,197,731.31**	**3,691,829,438.80**		**1,795,131,897.54**	**5,331,015,062.71**	**12,744,107,903.91**	**11,496,780,618.17**	**5,868,375,227.86**
Uses of Funds (Expenditures) by Component																																													
AGRICULTURAL MARKET DEVELOPMENT																																														
Support to Value Addition and Market Linkages	5,523,000.00	25,180,146.00	99,975,305.13	42,933,324.72	74,180,134.40		3,975,000.00	4,814,000.00	25,640,820.00	30,040,920.00	26,170,633.24		1,020,000.00	10,181,818.00	47,384,471.50	31,815,795.67	40,482,636.54		6,283,000.00	8,749,100.00	69,830,560.00	54,178,543.41	49,121,850.00		4,170,500.00	9,774,194.00	22,600,000.00	20,500,872.50	16,451,500.00		2,650,624.00	10,093,132.70	30,340,872.00	16,168,546.00	13,685,919.00		16,755,535.00	1,170,000.00	19,737,919.00	30,371,501.20	23,091,806.60		41,195,559.00	69,170,780.70	314,490,328.63	226,010,843.10	243,395,880.84
Support to Market Infrastructure	1,073,000.00	152,961,783.27	361,755,868.58	380,528,691.79	152,867,325.82		1,038,500.00	199,758,000.00	589,020,930.20	390,000,520.62	227,301,498.86		1,026,000.00	124,761,933.13	345,177,591.60	687,210,776.86	261,908,300.21		1,412,500.00	124,958,476.84	516,841,655.03	420,607,644.46	339,818,982.52		2,799,455.00	192,999,373.99	351,072,700.43	217,968,903.99	129,482,774.36		2,525,500.00	90,047,271.36	314,093,843.84	439,499,236.26	156,000,055.23		19,677,675.00	0.00	142,473,673.16	149,370,569.64	11,000,000.00		31,743,630.00	886,286,857.28	2,499,453,302.92	2,255,364,264.12	1,279,352,954.19
SMALL HOLDER PRODUCTIVITY ENHANCEMENT																																													
Support to Farmer Organizations	2,470,720.00	3,253,810.00	33,392,110.00	44,461,236.07	25,071,200.00		6,375,500.00	11,252,500.00	25,487,360.00	6,350,110.00	14,472,000.00		7,044,000.00	7,350,500.00	34,598,700.00	20,416,177.67	20,207,400.74		6,612,320.00	6,889,000.00	28,510,300.00	18,857,490.00	27,602,200.00		842,000.00	4,619,520.00	19,815,830.40	3,351,100.00	7,969,646.65		982,200.00	16,507,000.00	58,421,600.00	17,474,307.07	1,441,440.00		31,541,640.00	0.00	63,790,897.50	18,300,453.70	51,211,900.00		55,878,190.00	50,130,320.00	255,932,787.90	157,010,865.97	153,977,004.39
Support to Smallholder Production	7,784,020.00	124,196,011.25	245,482,755.37	121,102,748.35	210,430,638.06		9,370,500.00	230,513,540.32	489,187,810.12	280,140,472.86	92,950,686.27		14,015,320.00	214,870,903.14	365,000,452.94	861,103,975.14	130,524,289.47		23,709,725.00	292,930,210.70	291,752,810.55	150,520,982.86	230,540,882.50		3,597,700.00	134,632,436.64	370,589,197.72	114,150,159.33	79,740,094.07		1,221,450.00	853,077,486.00	220,655,648.20	270,851,280.57	166,285,276.15		34,096,400.00	96,516,175.00	881,425,482.00	684,949,366.75	393,890,610.54		93,795,715.00	1,086,543,308.32	2,864,093,064.98	1,709,020,985.86	1,300,170,710.06
PROGRAMME MANAGEMENT AND COORDINATION																																													
Programme Management & Coordination	68,007,954.25	68,185,455.57	71,502,522.90	70,396,102.17	72,520,100.48		30,032,985.86	72,330,322.00	61,798,860.00	48,979,536.50	57,459,352.79		38,617,160.21	72,975,382.10	77,997,166.63	67,172,375.17	67,977,060.83		34,656,545.40	74,410,103.00	98,916,085.69	98,054,276.42	85,835,000.00		22,512,589.69	74,392,979.21	169,038,482.78	40,772,703.81	31,810,243.42		47,997,420.50	76,430,183.13	83,650,720.34	69,944,559.20	62,957,185.23		317,179,260.25	713,354,453.82	496,737,046.30	346,086,286.39	363,229,520.01		559,874,021.16	1,151,665,524.41	1,039,011,472.52	639,397,338.93	730,979,295.94
PME & IRMC	2,787,540.00	10,292,250.00	8,786,028.00	13,704,620.00	18,235,200.00		5,691,950.00	8,952,300.00	14,105,550.00	19,359,950.00	9,559,500.00		9641,850.00	5,980,300.00	12,396,160.00	12,079,100.00	11,412,560.00		2,085,000.00	10,703,200.00	17,786,000.00	24,147,255.00	14,491,500.00		3,503,930.00	7,790,510.00	7,697,332.64	13,884,020.89	5,598,500.00		2,616,500.00	4,378,400.00	12,939,011.00	8,079,600.00	14,713,534.60		43,013,240.00	60,381,013.50	189,489,912.62	119,432,053.16	87,793,562.60		61,123,419.00	107,638,920.90	262,929,984.26	211,487,397.05	161,864,725.20
Financial Management, Audit & Procurement Systems	658,702.00	150,000.00	3,473,614.68	4,121,112.00	6,184,696.43		542,000.00	1,802,500.00	5,358,400.00	5,017,452.30	6,987,400.00		0.00	1,521,750.00	3,384,830.00	4,863,625.00	5,986,340.00		686,000.00	2,204,000.00	6,387,000.00	3,610,750.00	3,267,000.00		643,260.00	4,343,400.00	6,544,697.75	5,957,859.00	7,370,988.50		96,526.00	203,000.00	3,612,816.00	2,203,200.00	3,600,282.00		15,348,646.31	11,847,500.00	48,574,532.36	20,799,205.00	37,941,054.00		17,875,458.31	22,081,150.00	77,335,089.79	47,382,164.38	70,359,648.93
Total Expenditure	**81,995,866.25**	**204,223,852.07**	**824,100,134.68**	**685,247,025.70**	**939,472,304.19**	**2,535,117,272.87**	**61,715,335.86**	**527,863,909.88**	**1,121,696,944.40**	**780,957,893.36**	**430,088,971.42**	**2,929,867,134.21**	**64,055,330.21**	**436,767,676.27**	**866,628,543.85**	**912,782,024.71**	**543,329,190.98**	**2,843,542,703.22**	**76,165,890.60**	**438,868,098.92**	**1,069,553,301.27**	**880,078,938.36**	**749,886,235.01**	**3,120,219,154.85**	**38,550,680.69**	**420,661,534.54**	**847,257,823.71**	**419,683,468.72**	**279,544,347.00**	**2,005,197,874.67**	**57,909,220.50**	**282,196,553.19**	**735,939,931.28**	**823,020,530.66**	**419,163,670.20**	**2,220,019,910.23**	**477,583,428.56**	**883,143,920.92**	**1,862,264,485.82**	**1,269,310,875.50**	**960,344,454.75**	**881,485,886.47**	**3,373,196,424.61**	**7,220,761,568.40**	**5,006,497,957.41**	**3,950,020,198.75**
Income less Expenditure	**64,873,104.75**	**72,440,387.52**	**(29,287,933.66)**	**87,800,225.15**	**(566,521,757.79)**	**7,000,260.84**	**85,324,953.28**	**(71,988,990.65)**	**11,772,575.00**	**227,869,547.51**	**(61,915,568.24)**	**9,014,194.27**	**19,378,825.64**	**1,240,479.74**	**172,601,315.09**	**-25,102,932.21**	**-129,299,129.85**	**8,749,126.38**	**9,013,829.60**	**22,900,044.98**	**-15,765,869.76**	**131,653,206.65**	**-246,382,418.01**	**9,619,128.56**	**127,619,039.00**	**-69,995,660.33**	**-350,685,429.43**	**84,294,461.72**	**-34,040,542.16**	**6,169,029.62**	**347,144,975.50**	**1,913,900,153.09**	**5,268,521,574.68**	**5,888,870,646.01**	**2,528,609,936.55**	**913,645,913.87**	**1,962,296,637.10**	**5,417,344,543.51**	**5,008,340,661.16**	**2,366,315,129.29**
Funds - Inlet (Outlet)	-	-	-	-	-	0.00	7,000.56	-	0.00	0.00	0.00	0.00	9,014.91	0.00	0.00	0.00	0.00	0.00	8,749.36	0.00	0.00	0.00	0.00	0.00	6,169.84	0.00	0.00	0.00	0.00	0.00	7,163.54	0.00	0.00	0.00	0.00	0.00	7,163.54	0.00	0.00	0.00	0.00	0.00	7,163.54	-	-	-	-	0.00
Exchange Gain/(Loss)	-	-	-	-	-	0.00	-	0.00	0.00	0.00	0.00	0.00	-	0.00	0.00	0.00	0.00	0.00	-	0.00	0.00	0.00	0.00	0.00	-	0.00	0.00	0.00	0.00	0.00	-	0.00	0.00	0.00	0.00	0.00	-	-	-	-	-	0.00	-	-	-	-	0.00
Miscellaneous Income	-	1,613,510.66	168,250.27	90,354.38	1,920,256.00		170,000.00	980,000.00	435,000.00	0.00	0.00		1,360.00	3,020,368.25	2,006,607.03	0.00	0.00		0.00	1,010,556.50	0.00	0.00	0.00		10,000.00	7,427,864.74	105,038,947.73	0.00	0.00		0.00	130,000.00	80,000.00	0.00	3,224,915.60		86,624.92	292,457.76	5,220,163.07	2,429,682.70	3,121,837.85		267,985.92	15,283,685.91	112,957,014.90	2,429,957.08	8,266,209.45
Balance C/D	**64,873,104.75**	**138,937,298.93**	**109,897,507.56**	**197,780,267.01**	**103,854,769.22**		**81,474,953.20**	**10,468,002.55**	**23,479,578.54**	**230,524,922.05**	**168,609,262.81**		**19,379,425.64**	**24,496,293.63**	**199,113,416.94**	**174,010,484.83**	**44,410,354.98**		**9,013,829.60**	**32,952,281.08**	**17,199,381.32**	**148,812,585.97**	**2,470,180.96**		**127,629,039.00**	**90,006,063.43**	**164,399,571.73**	**244,456,833.45**	**250,501,491.29**		**24,309,173.50**	**93,230,375.42**	**193,411,498.62**	**242,206,106.85**	**571,997,619.20**		**607,251,600.20**	**2,521,452,411.95**	**7,775,182,191.70**	**12,066,981,400.49**	**15,398,232,274.89**		**933,913,905.99**	**2,911,495,620.08**	**8,441,799,183.41**	**14,244,377,800.83**	**16,210,159,140.39**
Represented By:																																													
CK State Government	56,830,000.75	134,607,724.73	97,842,939.33	97,700,287.01	55,741,395.01		78,057,267.00	9,236,476.45	5,401,729.05	150,526,347.05	117,588,319.97		18,294,910.64	4,000.00	0.00	0.00	0.00		4,101.50	21,932,410.98	534,788.11	48,012,585.70	620,453.70		131,545,200.00	88,458,188.30	101,238,918.24	165,197,199.95	76,526,960.32		13,670,429.00	72,544,340.33	93,024,540.35	266,650,475.85	486,201,980.07		235,388,493.24	7,551,909.80	-3.05	-3.05	-3.05		314,740,709.93	366,681,979.69	297,842,359.03	720,902,992.31	734,682,054.82
DDA: IFAD Loan	8,045,084.00	4,208,566.20	12,252,540.23	90,999,980.00	47,312,379.21		252.92	0.00	0.00	0.00	0.00		0.00	10,766,899.64	131,318,140.98	74,867,133.46	28,454,819.08		9,009,728.10	791,020.09	16,424,673.21	100,000,000.27	1,847,726.26		6,084,839.00	79,547,955.64	63,120,652.49	79,456,810.50	154,055,539.97		11,011,284.50	17,718,867.10	60,396,152.37	95,929,631.00	87,390,710.57		0.00	30,589,902.56	48,630,127.53	318,739,884.37	394,082,463.60		34,150,988.32	143,585,399.83	332,533,884.71	787,990,442.60	911,745,240.11
DDA: IFAD Loan	-	-	-	-	0.00		3,437,132.78	1,241,526.10	17,273,849.49	99,998,576.00	50,010,342.50		9,084,521.00	297.75	0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00		0.00	7,427,864.74	105,038,947.73	0.00	0.00		668,468.00	2,967,860.00	0.00	0.00	3,224,915.60		155,037.81	8,811.81	8,811.81	8,811.81	8,811.81		13,385,142.59	4,218,495.66	17,282,828.30	169,007,207.81	51,019,134.39
Advances/Other Creditors	-	-	-	-	-		-	0.00	0.00	0.00	30,760.26		0.00	13,725,956.64	67,601,838.75	99,848,440.52	10,581,870.64		0.00	0.00	0	0	0		0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00		-	13,725,956.64	67,601,838.75	99,848,440.52	10,582,378.90
Sources and Uses of Funds (IFAD Loan Only) By Component																																													
Reporting Period: 01/01/2014 to 30/11/2019																																													
Reporting Currency: NAIRA																																													
Cumulative up to Last																																													
Balance B/F	-	**0.00/1.004.00**	**4,208,566.20**	**12,252,540.23**	**90,999,980.00**		**0.00**	**3,437,385.68**	**1,241,526.10**	**17,273,846.49**	**99,998,576.00**		**0.00**	**9,084,521.00**	**13,725,953.79**	**67,599,575.96**	**99,843,293.27**		**0.00**	**9,009,728.10**	**791,020.09**	**16,424,673.21**	**100,000,000.27**		**0.00**	**6,084,839.00**	**79,547,955.64**	**63,120,652.49**	**79,456,810.50**		**0.00**	**10,892,210.50**	**17,779,381.10**	**59,704,626.27**	**78,446,902.03**		**0.00**	**607,096,362.49**	**2,503,316,606.92**	**7,748,380,895.67**	**12,029,708,104.66**		-	**653,010,129.49**	**2,630,142,399.34**	**7,984,962,078.32**	**12,413,950,950.60**
Sources of Funds (Income)																																													
IFAD Loan: Advances/Replenishments to the Designated Account	52,468,971.00	361,811,639.59	794,980,191.02	670,188,150.85	367,749,703.65		60,040,489.86	455,874,038.36	946,079,519.39	1,008,486,440.87	250,713,312.84		46,413,387.95	350,956,156.11	1,003,447,858.53	850,179,992.90	379,297,950.03		75,179,720.00	400,210,943.49	**1,052,468,141.51**	844,732,144.01	497,262,987.96		41,179,223.69	443,489,874.23	636,672,382.29	495,977,559.44	288,489,999.84		45,210,482.00	235,492,753.12	698,979,634.47	925,705,130.29	345,052,186.74		1,056,648,483.94	2,774,290,913.01	7,080,208,485.78	6,358,197,731.31	3,424,667,783.80		1,375,131,897.54	5,022,848,940.71	12,235,586,232.91	11,361,780,618.17	5,528,153,022.86
Total Receipts	**52,468,971.00**	**361,811,639.59**	**794,980,191.02**	**670,188,150.85**	**367,749,703.65**		**60,040,489.86**	**455,874,038.36**	**946,079,519.39**	**1,008,486,440.87**	**250,713,312.84**		**46,413,387.95**	**350,956,156.11**	**1,003,447,858.53**	**850,179,992.90**	**379,297,950.03**		**75,179,720.00**	**400,210,943.49**	**1,052,468,141.51**	**844,732,144.01**	**497,262,987.96**		**41,179,223.69**	**443,489,874.23**	**636,672,382.29**	**495,977,559.44**	**288,489,999.84**		**45,210,482.00**	**235,492,753.12**	**698,979,634.47**	**925,705,130.29**	**345,052,186.74**		**1,056,648,483.94**	**2,774,290,913.01**	**7,080,208,485.78**	**6,358,197,731.31**	**3,424,667,783.80**		**1,375,131,897.54**	**5,022,848,940.71**	**12,235,586,232.91**	**11,361,780,618.17**	**5,528,153,022.86**
Uses of Funds (Expenditures) by Component																																													
AGRICULTURAL MARKET DEVELOPMENT																																													
Support to Value Addition and Market Linkages	4,113,000.00	25,482,240.00	95,825,852.13	32,157,224.72	71,115,134.40		3,975,000.00	4,864,000.00	25,640,820.00	30,745,920.00	25,484,820.00		1,020,000.00	10,181,818.00	47,004,471.50	31,815,795.67	39,947,290.77		6,283,000.00	8,691,600.00	69,830,560.00	54,178,543.41	49,121,850.00		4,170,500.00	9,621,194.00	22,600,000.00	20,500,872.50	16,451,500.00		2,650,624.00	10,093,132.70	30,340,872.00	16,168,546.00	13,685,919.00		16,326,535.00	1,170,000.00	19,737,919.00	30,371,501.20	23,053,806.60		39,356,329.00	70,149,936.70	310,654,075.63	231,935,843.10	230,860,720.77
Support to Market Infrastructure	1,073,000.00	152,961,783.27	361,755,868.58	380,528,691.79	141,826,230.84		1,038,500.00	199,758,000.00	589,900,380.20	390,178,520.62	219,079,274.02		1,026,000.00	53,001,711.59	345,177,591.60	687,210,776.86	242,979,913.76		1,412,500.00	124,958,476.84	516,841,655.03	420,607,644.46	339,348,350.52		2,799,455.00	192,953,087.60	239,646,135.36	217,968,903.99	125,380,022.91		2,525,500.00	90,047,271.36	314,093,843.84	439,499,236.26	156,000,055.23		19,221,675.00	0.00	142,473,673.16	149,370,569.64	11,000,000.00		31,247,630.00	886,286,857.28	2,497,012,707.92	2,260,907,548.88	1,264,594,312.71
SMALL HOLDER PRODUCTIVITY ENHANCEMENT																																													
Support to Farmer Organizations	1,945,520.00	3,253,810.00	33,392,110.00	38,521,926.07	24,098,400.00		6,375,500.00	11,252,500.00	25,487,360.00	5,700,110.00	14,472,000.00		5,027,000.00	7,350,500.00	34,598,700.00	20,416,177.67	27,969,790.00		6,512,320.00	6,889,000.00	28,510,300.00	18,857,490.00	27,602,200.00		842,000.00	4,624,520.00	18,170,730.40	3,389,100.00	7,969,646.65		982,200.00	12,006,850.00	58,421,600.00	15,666,012.07	1,441,440.00		31,091,640.00	0.00	63,790,897.50	18,300,453.70	51,211,900.00		53,586,190.00	45,612,310.00	252,717,447.90	138,079,278.97	154,758,595.73
Support to Smallholder Production	5,274,380.00	124,275,101.25	242,181,355.37	120,210,348.35	207,932,114.06		9,370,500.00	230,173,540.32	489,187,810.12	280,140,472.86	87,795,965.50		12,719,320.00	214,870,903.14	365,000,452.94	861,103,975.14	127,443,193.65		23,709,725.00	292,930,210.70	291,667,810.55	150,520,982.86	230,250,232.50		3,597,700.00	106,040,007.14	359,655,648.20	114,150,159.33	79,740,094.07		1,151,450.00	694,964,686.00	220,655,648.20	257,263,280.57	166,285,276.15		33,278,400.00	96,516,175.00	881,425,482.00	684,949,366.75	388,935,610.54		88,031,475.00	1,043,893,979.42	2,838,682,182.70	1,707,759,585.86	1,284,358,487.47
PROGRAMME MANAGEMENT AND COORDINATION																																													
Programme Management & Coordination	27,914,851.00	49,201,231.47	42,954,899.40	37,003,332.17	38,193,115.48		20,017,985.86	48,671,980.00	27,518,841.30	10,858,154.50	29,922,780.79		14,451,869.75	54,354,727.24	51,999,381.55	41,918,188.50	38,998,982.83		24,999,646.90	52,417,203.65	67,372,909.00	51,333,854.00	49,703,870.00		19,447,789.69	44,782,903.01	131,898,378.02	40,027,429.51	14,350,992.24		34,092,961.00	58,387,232.90	63,485,128.10	42,096,288.70	39,921,642.52		291,483,079.62	708,458,415.24	495,975,846.30	345,078,286.39	362,940,730.01		441,189,350.82	1,016,245,196.51	871,181,768.75	477,917,324.93	551,895,146.07
PME & IRMC	2,637,540.00	10,292,250.00	7,986,028.00	13,012,620.00	17,725,200.00		5,691,950.00	7,152,300.00	12,525,200.00	18,941,950.00	9,329,500.00		877,850.00	6,842,448.00	12,202,700.00	12,079,100.00	11,212,420.00		2,745,000.00	10,703,200.00	17,786,000.00	24,147,255.00	12,971,500.00		3,503,930.00	7,790,510.00	7,241,032.64	13,930,172.97	5,598,500.00		2,616,500.00	4,378,400.00	12,939,011.00	8,079,600.00	14,220,534.60		42,079,240.00	60,381,013.50	189,489,912.62	119,432,053.16	87,793,562.60		59,952,459.00	107,638,995.90	258,737,884.26	210,422,749.13	158,082,203.30
Financial Management, Audit & Procurement Systems	658,702.00	150,000.00	3,473,614.68	3,942,212.00	6,184,696.43		542,000.00	1,802,500.00	5,358,400.00	5,017,452.30	6,969,600.00		0.00	1,521,750.00	3,384,830.00	4,863,625.00	5,986,340.00		686,000.00	1,891,000.00	6,387,000.00	3,610,750.00	3,267,000.00		643,260.00	4,343,400.00	6,544,697.75	5,957,859.00	7,370,988.50		96,526.00	203,000.00	3,612,816.00	2,706,700.00	3,600,282.00		15,867,440.31	11,847,500.00	48,574,532.36	20,799,205.00	37,941,054.00		17,884,338.31	21,778,139.00	77,335,089.79	46,986,764.38	70,203,240.93
Total Expenditure	**44,415,303.00**	**365,644,625.97**	**787,098,398.16**	**580,427,288.16**	**499,064,879.31**		**56,520,535.86**	**502,457,265.00**	**1,005,145,019.99**	**745,681,711.36**	**392,444,291.31**		**37,330,039.75**	**349,570,879.97**	**860,227,217.99**	**887,519,620.31**	**493,648,804.29**		**66,169,991.90**	**488,458,779.00**	**1,037,605,214.58**	**703,267,716.95**	**701,490,102.01**		**43,927,761.00**	**245,750,192.96**	**715,290,711.22**	**841,092,244.56**	**575,471,475.06**		**647,648,830.92**	**870,599,964.14**	**1,861,364,602.82**	**1,260,310,875.50**	**961,276,645.75**		**731,897,787.13**	**3,321,285,728.80**	**7,870,242,765.07**	**5,471,320,925.35**	**3,677,870,046.80**

Appendix 7b: Actual programme costs by category

	ANAMBRA					BENUE					EBONYI					NIGER					OGUN					TARABA					NPMU					ALL SITES				
Sources and Uses of Funds (All Financiers) By Category																																							
Reporting Period: 01/01/2014 to 31/12/2019																																							
Reporting Currency: NAIRA																																							
YEAR	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019
Balance B/F	0.00	64,875,004.75	130,937,290.93	109,997,587.56	197,708,267.01	0.00	81,474,952.20	10,468,002.55	22,675,575.50	259,534,923.95	0.00	19,279,425.64	24,496,253.63	199,115,416.94	174,010,464.83	0.00	9,013,827.60	32,955,210.00	17,195,201.22	144,812,585.97	0.00	127,629,859.00	90,006,963.43	164,595,571.73	244,656,833.45	0.00	24,309,173.50	93,230,275.43	155,411,499.62	362,206,104.85	0.00	697,233,690.20	2,521,432,411.95	7,775,102,351.70	12,066,501,400.40	-	226,802,305.69	2,911,495,629.00	8,441,799,183.41	14,244,577,801.85
Sources of Funds (Income)																																							
IFAD Loan: Advances/Replenishments to the Designated Account	52,465,971.00	261,011,578.59	754,900,191.02	670,100,150.85	367,749,703.65	60,048,499.06	455,076,608.36	966,079,549.39	1,004,406,440.07	256,713,312.84	46,443,387.95	350,956,136.11	1,003,447,858.53	816,179,892.60	376,207,950.80	75,179,730.00	480,210,943.49	1,053,468,141.51	844,732,144.01	497,262,907.56	41,170,510.69	443,495,074.32	636,672,380.28	495,977,500.44	260,499,999.84	45,216,482.00	235,492,755.12	698,970,624.47	925,705,180.29	345,032,106.74	1,054,648,410.94	2,774,290,913.01	7,000,200,405.70	6,358,197,721.51	3,424,667,703.80	1,375,131,897.54	3,202,406,390.64	12,235,506,372.91	11,911,706,910.57	5,320,153,852.86
IFAD Grant: Advances/Replenishments to the Designated Account																															0.00	0.00	0.00	0.00	6,499,157.00					
State/Federal Government Funding	94,400,000.00	94,860,000.00	0.00	94,860,000.00	5,220,000.00	87,000,000.00	0.00	166,500,000.00	0.00	0.00	37,000,000.00	87,100,000.00	55,832,000.00	37,100,000.00	0.00	30,000,000.00	53,550,000.00	0.00	87,000,000.00	0.00	124,600,000.00	60,000,000.00	180,000,000.00	0.00	0.00	37,000,000.00	115,495,000.00	96,650,000.00	116,000,000.00	262,209,000.00	30,000,000.00	22,701,161.00	9,539,571.00	0.00	0.00	439,000,000.00	1,375,013,485.94	588,521,571.00	334,960,000.00	267,429,000.00
Total Receipts	146,865,971.00	454,471,619.59	754,900,191.02	772,860,150.85	372,969,703.65	147,048,499.06	455,076,608.36	1,132,579,549.39	1,004,406,440.07	256,713,312.84	83,443,387.95	438,056,136.11	1,059,279,858.53	853,279,892.60	376,207,950.80	105,179,730.00	533,550,000.00	1,053,468,141.51	931,732,144.01	497,262,907.56	165,770,510.69	503,495,074.32	816,672,380.28	495,977,500.44	260,499,999.84	82,216,482.00	350,901,755.12	795,630,624.47	1,041,705,180.29	607,241,706.74	1,086,648,410.94	2,797,052,874.01	7,090,747,976.70	6,358,197,721.51	3,489,659,450.80	1,795,133,897.54	3,538,782,906.59	12,744,107,903.91	11,496,746,910.57	5,000,573,227.86
Uses of Funds (Expenditures) by Category																																							
Civil Works	1,500,000.00	157,700,624.50	364,451,290.03	376,137,596.97	200,779,609.03	240,000.00	244,235,024.96	681,436,115.22	504,702,936.35	227,914,500.83	0.00	122,397,553.13	347,010,162.20	683,743,501.06	386,703,679.21	0.00	214,002,705.43	566,007,595.30	488,796,005.46	399,496,575.01	0.00	191,668,373.99	349,768,452.00	212,530,455.79	144,030,999.44	0.00	107,232,717.30	348,722,843.84	430,065,216.26	190,748,568.44	0.00	0.00	0.00	12,343,602.13	14,628,753.50	1,024,000.00	1,055,348,064.37	2,025,396,498.95	1,698,189,014.02	1,445,111,170.12
Vehicles, Equipment, Materials and Agricultural Inputs	9,641,457.75	63,100,987.50	85,868,772.70	42,535,108.75	26,602,600.00	7,217,500.00	79,000,200.00	12,343,679.20	16,110,882.96	10,597,212.50	5,700,820.50	64,069,450.00	10,860,889.50	3,199,000.00	22,453,401.70	4,355,000.50	2,302,000.00	21,924,700.00	4,941,500.00	13,249,077.00	2,302,455.00	100,571,250.00	158,314,524.20	13,420,979.46	1,207,000.00	2,964,000.00	27,872,279.00	35,466,221.20	4,345,500.00	5,868,000.00	129,420,828.10	255,702,646.66	184,170,881.75	17,398,235.04	41,322,900.00	161,550,842.25	550,755,132.50	434,940,589.63	180,951,916.21	129,730,369.20
Training, Technical Assistance, Service Providers, Studies and Workshops	42,120,905.00	99,342,910.00	210,284,786.70	201,644,307.01	198,000,420.62	48,721,200.00	128,193,648.05	185,114,333.91	103,872,130.05	104,116,128.90	30,275,120.00	145,372,199.66	194,565,555.27	99,845,932.29	106,084,949.74	50,224,025.00	90,374,277.00	239,457,326.00	187,975,867.49	173,545,310.00	24,744,667.00	100,548,916.45	245,525,926.45	82,137,201.14	74,980,852.20	33,458,501.00	94,702,745.43	192,448,481.00	122,497,275.50	70,545,285.20	369,094,511.91	524,161,051.39	1,490,483,112.30	1,117,000,851.72	701,160,656.01	491,450,029.91	660,014,702.59	2,729,071,320.82	1,923,077,976.30	1,498,362,862.35
Marching Grants	1,005,000.00	35,482,212.50	122,202,498.33	17,910,250.00	73,979,307.40	0.00	38,915,000.00	245,098,850.00	121,017,587.20	58,097,002.50	6,725,000.00	74,367,000.00	270,646,190.50	82,987,924.95	102,314,098.20	8,995,225.00	84,379,100.00	212,098,210.00	91,527,450.00	110,572,000.00	12,000.00	520,900.00	61,197,190.83	76,000,681.40	27,896,700.00	0.00	20,845,400.00	126,581,579.00	236,514,730.00	102,838,126.54	0.00	0.00	102,722,854.65	9,542,000.00	0.00	17,280,105.00	254,773,852.50	1,149,627,494.77	630,800,702.95	479,487,096.75
Salaries and Allowances	21,125,000.00	10,799,000.00	26,333,000.00	35,012,500.00	40,610,000.00	15,685,000.00	23,270,000.00	27,000,000.00	28,311,500.00	27,458,000.00	12,740,000.00	16,462,000.00	22,530,000.00	24,779,000.00	35,645,000.00	9,299,000.00	20,195,000.00	35,350,000.00	26,360,000.00	26,540,000.00	10,330,000.00	20,481,000.00	30,053,000.00	21,620,000.00	17,420,364.00	15,035,000.00	17,955,000.00	24,555,000.00	27,350,000.00	27,079,954.20	50,500,397.40	37,302,730.79	40,959,222.86	74,412,653.32	69,038,387.21	136,304,397.40	160,348,480.00	196,482,222.86	237,845,653.32	227,149,668.09
Office Equipment and Maintenance Expenses	5,623,863.50	7,852,309.57	12,747,864.90	12,007,562.17	17,320,358.40	2,135,735.86	12,560,200.00	9,733,960.00	6,002,436.30	5,132,013.95	7,207,198.75	13,890,295.50	24,500,585.12	18,606,867.17	19,127,414.02	3,651,039.50	9,535,956.00	13,405,159.00	11,276,916.41	10,395,035.00	801,562.00	14,523,094.10	13,704,600.16	9,070,000.83	9,109,468.50	5,058,727.50	6,104,420.40	9,753,306.24	8,357,797.50	13,694,471.52	37,399,696.15	69,077,495.91	95,891,210.46	39,620,943.29	90,194,779.00	63,050,009.91	63,393,201.73	181,234,982.57	164,024,994.37	173,158,535.44
Total Expenditure	81,995,806.25	384,223,052.07	824,888,124.66	685,247,325.70	559,472,284.10	65,729,535.86	527,863,509.01	1,121,666,946.69	789,977,992.26	434,905,971.62	64,005,530.25	436,767,376.27	886,628,565.95	912,782,824.71	543,229,108.90	76,165,090.00	430,860,998.53	1,069,253,991.27	880,878,939.26	749,866,229.01	38,190,684.49	426,641,534.54	847,257,021.72	435,683,460.72	275,543,367.00	57,909,228.50	282,196,553.39	735,919,513.28	852,818,530.06	419,563,678.20	477,581,828.56	883,343,920.92	1,842,226,483.82	1,269,318,075.50	908,146,454.75	861,485,984.47	2,373,516,424.61	7,226,761,308.40	5,696,407,957.41	3,950,820,199.75

Schedule of Reallocation of IFAD Funds in March 2019

Category	Original Allocation Allocated (SDR)	Grant Amount Allocated (SDR)	Additional Loan Amount Allocated (USD)	Percentage (net of taxes)
1. Civil works	17 740 000		36 000 000	100%
2. Vehicles, equipment, materials and agric. inputs	4 490 000		4 400 000	100% net of Government and cofinanciers' contribution
3. Training, technical assistance, service providers, studies & workshops	15 020 000	330 000	27 100 000	100% net of Government and cofinanciers' contribution
4. Matching grant fund	6 540 000		9 900 000	100% net of Government, beneficiaries and cofinanciers' contribution
5. Salaries & allowances	2 420 000		1 600 000	100% net of Government contribution
6. Office equipment & maintenance expenses	1 280 000		1 200 000	100% net of Government and beneficiaries' contribution
Unallocated	360 000		8 900 000	
TOTAL	**47 850 000**	**330 000**	**89 100 000**	

Appendix 8: Physical progress tables and charts

Table 1: Total direct beneficiaries (Original Loan)

Direct target beneficiaries			*Estimated indirect beneficiaries
Producers	Processors & marketers	Total	
45,000	8,480	53,480	320,880

*Estimated at 6 persons per direct beneficiary household

Table 2: VCDP Profiled and direct beneficiaries by gender and enterprise - achievement against target

Value chain operators	Total direct beneficiaries (Design target of the Original Loan)				Total profiled beneficiaries (Achievement as at December 2019)				Total beneficiaries supported (Achievement as at December 2019))			
	Male	Female	Total	*Youth	Male	Female	Total	*Youth	Male	Female	Total	*Youth
Producers	29,250	15,750	45,000	11,250	46,094	24,034	70,128	30,506	31,349	15,426	46,775	7,917
Processors & traders	5,512	2,968	8,480	2,120	2,510	4,812	7,322	3,185	2,513	4,279	6,792	1,604
Total	**34,762**	**18,718**	**53,480**	**13,370**	**48,604**	**28,846**	**77,450**	**33,691**	**40,486**	**22,602**	**63,088**	**9,521**
Percentage (%)	**65**	**35**	**100**	**25**	**63**	**37**	**100**	**43**	**64**	**36**	**100**	**15**

*Youth figure is mainstreamed in the total.

Table 3: Status of disbursement and achievement of physical targets on Original Loan by Component (IFAD Loan only)

Component	Design Amount Original Loan (USD million)	Cumulative Disbursement Original Loan (USD million)	% Disbursement on Original Loan	Balance of Original Loan (USD million)	Physical target (2015-2019)	Physical achievement (2015-2019)	% achie-vement	AF 2018 allocated Amount (USD million)
Component 1	42.30	29.55	69.89	12.75	1,024	849	**83.25**	41.08
Component 2	26.50	27.73	104.64	-1.23	1,570	1789	**114.62**	35.91
Component 3	5.60	16.05	286.61	-10.45	1,992	1,892	**95.0**	12.10
Total	**74.40**	**73.33**	**98.56**	**1.06**	**4,586**	**4,530**	**98.78**	**89.09**

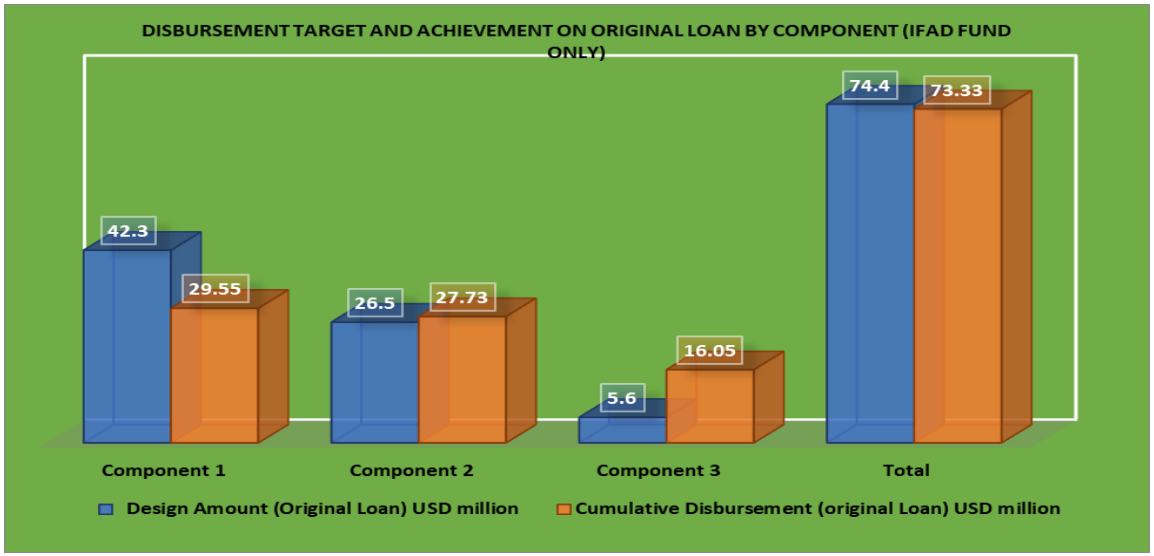


Figure 1: Disbursement target and achievement on Original Loan by component (IFAD fund only)

Table 4: Status of disbursement and achievement of physical targets on Original Loan by Component (All Financiers)

Component	***Design Amount All Financers (USD million)	Cumulative Disbursement (USD million)	% Disbursement on original loan (All financiers)	Balance of Original Loan (USD million)	Physical target (2015-2019)	Physical achievement (2015-2019)	% achievement
Component 1	53.4	*33.13	62.04	20.27	1,024	849	83.25
Component 2	33.50	**37.31	111.37	-3.80	1,570	1789	114.62
Component 3	14.70	18.96	128.98	-4.26	1,992	1,892	95.0
Total	**101.6**	**89.40**	**87.99**	**12.21**	**4,586**	**4,530**	**98.78**

* (USD 30.35m. IFAD and Government, USD 2.77m. Beneficiary contribution in kind)
** (USD 28.17m. IFAD and Government, USD 9.14m. Beneficiary contribution for matching grant)
*** Excludes the USD 2.8 million allocation to Complementary Financing which did not materialize.

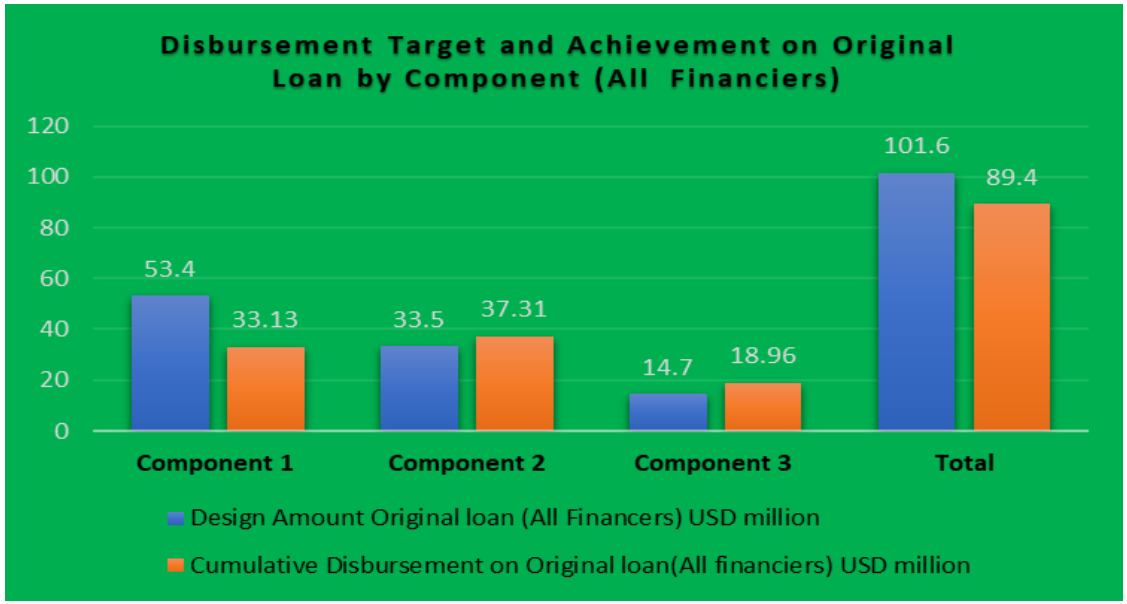


Figure 2: Disbursement target and achievement on Original Loan by component (All financiers)

Table 5: Status of Disbursement on Original Loan by Category (IFAD Loan only)

Category	Reallocated Design Amount (Original Loan) (USD million)	Cumulative Disbursement (Original Loan) (USD million)	% Disbursement on Original Loan	Balance of Original Loan (USD million)	AF 2018 Allocated Amount (USD million)
Category 1: Civil works	27.58	27.83	100.91	-0.25	39.98
Category 2: Vehicle, equipment and agricultural material	6.98	5.05	72.35	1.93	4.93
Category 3: Training, technical assistance, service providers, studies and workshops	23.35	27.93	119.61	-4.58	30.06
Category 4: Matching grants	10.17	9.14	89.87	1.03	11.05
Category 5: Salaries and allowances	3.76	1.16	30.85	2.60	1.79
Category 6: Office equipment maintenance and expenses	1.99	2.22	111.56	-0.23	1.31
Unallocated	0.56	0	0.00	0.56	0
Total	**74.40**	**73.33**	**98.56**	**1.06**	**89.10**

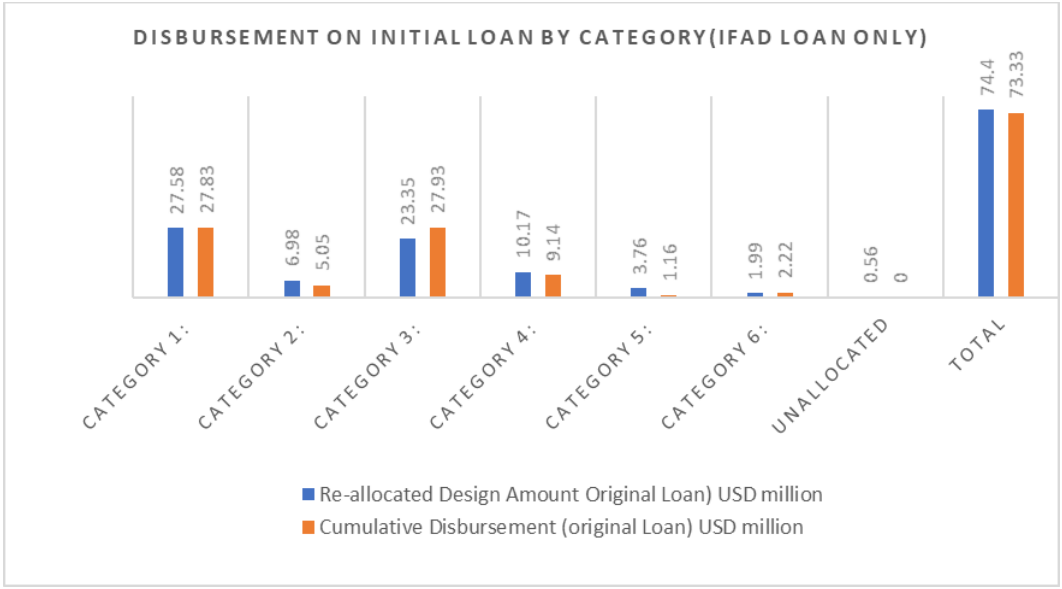


Figure 3: Disbursement target and achievement on Original Loan by category (IFAD Loan only)

Appendix 9: ORMS data

Achievement of core indicators

The analysis of the logframe was based on the original version and taking into account the performance of core indicators which satisfy the standard effectiveness measures from the perspective of funders and implementation effectiveness. Out of the eight core indicators, five have exceeded the LoP targets (Table 1).

Table 1: LoP achievement of core Indicators

Indicators Name	LoP target	Status of performance as at MTR	Status of performance as at Dec. 2019	Achievement as % of LoP
Estimated corresponding total number of household members ***- Core 1.b***	320,880	209,742	378,528	118%
No of supported rural producers' organizations members reporting new or improved services provided by their organization - **Core 2.2.4**	2,250	1748	2,339	104%
No of rural producers' organizations supported – ***Core 2.1.3***	2,250	1748	2,289	102%
No of farmers trained in crop production practices and technologies - **Core 1.1.4**	45,000	24,000	45,775	102%
Land brought under climate-resilient practices – **Core 3.1.4**	45,000	25,057	48,646	108%

Over the five years of implementation, many core indicators have been added. Performance varies depending the year in which the indicator has been added. Table 2 indicates the various performance of the added core indicators over the years.

Table 2: Core performance indicators added to logframe over the years

Core Indicator	LoP target	2015 -2019	
		Actual	% LoP target achieved
Outcome: (Number) Percentage of persons/households reporting using rural financial services – **Core 1.2.5**	108,000	28,065	26%
Output: Number of persons in rural areas trained in financial literacy and/or use of financial products and services – **Core 1.1.7**	28,500	3731	13%
Outcome: (Number) Percentage of persons/households reporting adoption of environmentally sustainable and climate-resilient technologies and practices – **Core 3.2.2**	94,500	46775	49%
Number of persons provided with climate information services - **Core 3.1.2**			
Number of new jobs created – **Core 2.2.1**	13,500	5,373	40%
(Number) Percentage of individuals demonstrating an improvement in empowerment - **I.E 2.1**	94,500	36,807	39%
(Number) Percentage of rural producers' organizations engaged in formal partnerships/agreements or contracts with public or private entities - **Core 2.2.3**	4,235	1,637	39%
Persons trained in income-generating activities or business management -**Core 2.1.2**	36,720	31,589	86%
Rural enterprises accessing business development services – **Core**	700	340	49%
(Number) Percentage of persons/households reporting improved physical access to markets, processing and storage facilities – **Core 2.2.6**	94500	44162	47%
Farmland under water-related infrastructure constructed/rehabilitated – **Core 1.1.2**	4400	13310	303%

Appendix 10: Programme internal rate of return and other efficiency analyses

Appendix 10a: Internal rate of return

The computation the VCDP internal rate of return (IRR) was based on 5 years' (2015 -2019) stream of programme expenditure, income and expenditure of key value chain (VC) actors (producers and processors) of the two crops (Rice and Cassava). Data provided by VCDP are used as basic sources of reference although for values derived from VC actors, a lot have to be estimated because of dearth of programme beneficiary data. Using these data, three scenarios were established: (i) Base case, (2015 -2019), (ii) Cost increase by 20%, and (iii) income decrease by 20% and projected over twenty years to 2039. Appropriate inflation rate, weighted average cost of capital (WACC)/discount rate of 13% and 3% investment premium were applied.

Table 1 below indicates that at programme design in 2012 the EIRR was estimated at 11.3%. Using programme and beneficiaries' data up to 2019 as a base, the IRR was at 59%; with 20% increase in cost it dropped to 53%, and with benefit down by 20%, the IRR is still above 40%. The benefit cost ratio (BCR) even with the foregoing scenarios, just dropped from 1.59 to 1.40. This is a clear indication that the programme has created tremendous returns to the beneficiaries. See Annex 1 for Methodology used and Annex 2 for the outputs of the scenarios projected to 20 years.

Table 1: Programme Indicators Sensitivity Analysis

Indicator	As In PDR	Base case (2019)	Cost increases by 20%	Benefits down by 20%
EIRR	11.3%	59%	53%	46%
NPV Discounted @ 13% (N'billion)		38.49	31.44	19.64
Benefit Cost Ratio (BCR)		1.59	1.54	1.40

Annex 1: Financial analysis methodology

Inputs generated

The programme had the following past data for the year 2015 to 2019. See table below:

Years	2015	2016	2017	2018	2019
Income	2,687,036,000	18,996,248,605	35,761,097,400	7,644,054,000	17,666,353,741
Expenditure	1,638,241,522	10,463,654,327	19,595,543,528	9,824,530,837	11,378,641,717

The above data was used to generate data for a projected period of 20 years.

Assumptions made

Income decreases by 20%

Projection Period	20 years
WACC/Discount Rate	13.0%
Inflation Rate	12.0%
Income Projection	Decrease by 20.0%
Expenditure Projection	Increase by 12.0%

NB: The inflation rate was determined by finding the average inflation rate of from Jan 2009 to date. The data was obtained from the CBN. The expenditure projection was pegged to the inflation rate.

Costs increase by 20%

Projection Period	20 years
WACC/Discount Rate	13.0%
Inflation Rate	12.0%
Investment Premium	3.0%
Income Projection	Increase by 15.0%
Expenditure Projection	Increase by 20.0%

NB: For this scenario, an investment premium of 3% was added to the inflation rate of 12% to determine the Income Projection of 15%. This was done to show that we expect our income to beat inflation by 3% to make the programme worth our while.

Model Output

NPV

I. For each of the above scenarios, we applied the assumed respective projection rates across 20 years using the average income and expenditure data from 2015 to 2019 as the base values.
II. We then determined the present value of each of the generated values for the 20-year projection using the discount factor of 13%.
III. We determined each projected year's net cash flow by subtracting the expenditure from their respective income. Then we determined the present value of the net cashflow using the discount factor of 13%.
IV. We used the expenditure data for year – 2019 as the initial investment outlay for the 20-year projection – 11, 378,641,716.5006.
V. We determined the NPV by summing the initial investment outlay and the present value of the net cash flows for the projected 20 years.

IRR

This was determined by using the MS Excel formula for IRR across the initial investment outlay and net cash flows earlier obtained of the 20-year expenditure projection.

BCR

This was determined by dividing the sum of the present values of the 20-year income projections by sum of the present values of the 20-year expenditure projection.

Annex 2: Outputs of the financial scenarios

Base case (2019)

INPUT TABLE	
Projection Period	20 years
WACC/Discount Rate	13.00%

Historical Data							
Years	Income	Expenditure	Present Value (PV) Income	Present Value (PV) Expenditure	Net Cashflow	Cummulative Net Cashflow	Present Value (PV) Net cashflow
2015	2,687,036,000	1,638,241,522	4,381,141,287	2,671,109,569	**1,048,794,478**	**1,048,794,478**	**1,710,031,718**
2016	18,996,248,605	10,463,654,327	27,409,630,123	15,097,975,438	**8,532,594,278**	**9,581,388,756**	**12,311,654,686**
2017	35,761,097,400	19,595,543,528	45,663,345,270	25,021,549,531	**16,165,553,872**	**25,746,942,628**	**20,641,795,739**
2018	7,644,054,000	9,824,530,837	8,637,781,020	11,101,719,845	**-2,180,476,837**	**23,566,465,791**	**(2,463,938,825)**
2019	17,666,353,741	11,378,641,717	17,666,353,741	11,378,641,717	**6,287,712,024**	**29,854,177,815**	**6,287,712,024**

NPV (Bn NGN)	**38**
IRR	**59%**
BCR	**1.6**

Cost increased by 20%

INPUT TABLE	
Projection Period	20 years
WACC/Discount Rate	13.00%
Inflation	12.00%
Investment Premium	3.00%
Income Projection	Increase by 15.0%
Expenditure Projectio	**Increase by 20.0%**

		Projected Data						
Year Counter	Years	Income	Expenditure	Present Value (PV) Income	Present Value (PV) Expenditure	Net Cashflow	Cummulative Net Cashflow	Present Value (PV) Net cashflow
						(11,378,641,716.50)		**(11,378,641,716.50)**
Year 1	2020	16,675,090,134	10,685,923,610	14,756,716,933	9,456,569,566	**5,989,166,524**	**(5,389,475,193)**	**5,300,147,366**
Year 2	2021	16,799,222,318	10,791,724,834	13,156,255,242	8,451,503,511	**6,007,497,485**	**618,022,292**	**4,704,751,730**
Year 3	2022	16,923,354,503	10,897,526,058	11,728,733,585	7,552,532,203	**6,025,828,445**	**6,643,850,737**	**4,176,201,382**
Year 4	2023	17,047,486,688	11,003,327,282	10,455,542,845	6,748,546,689	**6,044,159,406**	**12,688,010,143**	**3,706,996,157**
Year 5	2024	17,171,618,872	11,109,128,505	9,320,066,760	6,029,589,877	**6,062,490,367**	**18,750,500,510**	**3,290,476,884**
Year 6	2025	17,295,751,057	11,214,929,729	8,307,469,678	5,386,738,533	**6,080,821,328**	**24,831,321,838**	**2,920,731,146**
Year 7	2026	17,419,883,242	11,320,730,953	7,404,506,785	4,811,997,187	**6,099,152,288**	**30,930,474,126**	**2,592,509,598**
Year 8	2027	17,544,015,426	11,426,532,177	6,599,354,417	4,298,202,764	**6,117,483,249**	**37,047,957,375**	**2,301,151,653**
Year 9	2028	17,668,147,611	11,532,333,401	5,881,458,374	3,838,938,883	**6,135,814,210**	**43,183,771,585**	**2,042,519,491**
Year 10	2029	17,792,279,795	11,638,134,625	5,241,398,314	3,428,458,854	**6,154,145,171**	**49,337,916,756**	**1,812,939,460**
Year 11	2030	17,916,411,980	11,743,935,849	4,670,766,557	3,061,616,515	**6,172,476,131**	**55,510,392,887**	**1,609,150,042**
Year 12	2031	18,040,544,165	11,849,737,072	4,162,059,758	2,733,804,111	**6,190,807,092**	**61,701,199,980**	**1,428,255,646**
Year 13	2032	18,164,676,349	11,955,538,296	3,708,582,109	2,440,896,528	**6,209,138,053**	**67,910,338,032**	**1,267,685,581**
Year 14	2033	18,288,808,534	12,061,339,520	3,304,358,845	2,179,201,223	**6,227,469,014**	**74,137,807,046**	**1,125,157,622**
Year 15	2034	18,412,940,718	12,167,140,744	2,944,058,956	1,945,413,295	**6,245,799,974**	**80,383,607,021**	**998,645,661**
Year 16	2035	18,537,072,903	12,272,941,968	2,622,926,146	1,736,575,161	**6,264,130,935**	**86,647,737,956**	**886,350,984**
Year 17	2036	18,661,205,088	12,378,743,192	2,336,717,153	1,550,040,387	**6,282,461,896**	**92,930,199,852**	**786,676,766**
Year 18	2037	18,785,337,272	12,484,544,416	2,081,646,660	1,383,441,235	**6,300,792,857**	**99,230,992,709**	**698,205,426**
Year 19	2038	18,909,469,457	12,590,345,639	1,854,338,084	1,234,659,569	**6,319,123,817**	**105,550,116,526**	**619,678,515**
Year 20	2039	19,033,601,642	12,696,146,863	1,651,779,630	1,101,800,761	**6,337,454,778**	**111,887,571,304**	**549,978,869**

NPV (Bn NGN)	**31.44**
IRR	**53%**
BCR	**1.54**

Income decreased By 20%

Input Table	
Projection Period	20 years
WACC/Discount Rate	13.00%
Inflation Rate	12.00%
Income Projection	**Decrease by 20.0%**
Expenditure Projection	Increase by 12.0%

Projected Data

Year Counter	Years	Income	Expenditure	Present Value (PV) of Income	Present Value (PV) of Expenditure	Net Cashflow	Cummulative Net Cashflow	Present Value (PV) of Net cashflow
						(11,378,641,716.50)		**(11,378,641,716.50)**
Year 1	2020	16,385,448,369.68	10,643,603,120.41	**14,500,396,787.33**	**9,419,117,805.67**	**5,741,845,249.27**	**(5,636,796,467.23)**	**5,081,278,981.66**
Year 2	2021	16,219,938,790.19	10,707,083,854.72	**12,702,591,268.06**	**8,385,217,209.43**	**5,512,854,935.46**	**(123,941,531.77)**	**4,317,374,058.63**
Year 3	2022	16,054,429,210.69	10,770,564,589.04	**11,126,524,769.75**	**7,464,541,536.26**	**5,283,864,621.65**	**5,159,923,089.89**	**3,661,983,233.49**
Year 4	2023	15,888,919,631.20	10,834,045,323.36	**9,744,971,972.41**	**6,644,722,893.34**	**5,054,874,307.85**	**10,214,797,397.73**	**3,100,249,079.07**
Year 5	2024	15,723,410,051.71	10,897,526,057.67	**8,534,037,033.36**	**5,914,740,545.61**	**4,825,883,994.04**	**15,040,681,391.77**	**2,619,296,487.74**
Year 6	2025	15,557,900,472.22	10,961,006,791.99	**7,472,747,844.77**	**5,264,774,641.51**	**4,596,893,680.23**	**19,637,575,072.00**	**2,207,973,203.25**
Year 7	2026	15,392,390,892.73	11,024,487,526.31	**6,542,699,581.66**	**4,686,075,764.90**	**4,367,903,366.42**	**24,005,478,438.42**	**1,856,623,816.75**
Year 8	2027	15,226,881,313.24	11,087,968,260.62	**5,727,741,569.25**	**4,170,848,607.70**	**4,138,913,052.61**	**28,144,391,491.04**	**1,556,892,961.55**
Year 9	2028	15,061,371,733.74	11,151,448,994.94	**5,013,702,220.10**	**3,712,148,240.65**	**3,909,922,738.81**	**32,054,314,229.84**	**1,301,553,979.45**
Year 10	2029	14,895,862,154.25	11,214,929,729.26	**4,388,147,425.94**	**3,303,787,623.29**	**3,680,932,425.00**	**35,735,246,654.84**	**1,084,359,802.64**
Year 11	2030	14,730,352,574.76	11,278,410,463.57	**3,840,168,347.18**	**2,940,255,139.78**	**3,451,942,111.19**	**39,187,188,766.03**	**899,913,207.40**
Year 12	2031	14,564,842,995.27	11,341,891,197.89	**3,360,195,033.83**	**2,616,641,078.09**	**3,222,951,797.38**	**42,410,140,563.41**	**743,553,955.74**
Year 13	2032	14,399,333,415.78	11,405,371,932.21	**2,939,832,742.79**	**2,328,572,086.07**	**2,993,961,483.57**	**45,404,102,046.98**	**611,260,656.72**
Year 14	2033	14,233,823,836.29	11,468,852,666.52	**2,571,718,196.32**	**2,072,152,742.13**	**2,764,971,169.76**	**48,169,073,216.74**	**499,565,454.19**
Year 15	2034	14,068,314,256.79	11,532,333,400.84	**2,249,393,359.61**	**1,843,913,471.02**	**2,535,980,855.96**	**50,705,054,072.70**	**405,479,888.59**
Year 16	2035	13,902,804,677.30	11,595,814,135.15	**1,967,194,609.13**	**1,640,764,118.08**	**2,306,990,542.15**	**53,012,044,614.85**	**326,430,491.05**
Year 17	2036	13,737,295,097.81	11,659,294,869.47	**1,720,155,420.97**	**1,459,952,569.38**	**2,078,000,228.34**	**55,090,044,843.19**	**260,202,851.59**
Year 18	2037	13,571,785,518.32	11,722,775,603.79	**1,503,920,935.27**	**1,299,027,871.18**	**1,849,009,914.53**	**56,939,054,757.72**	**204,893,064.09**
Year 19	2038	13,406,275,938.83	11,786,256,338.10	**1,314,672,952.27**	**1,155,807,361.19**	**1,620,019,600.72**	**58,559,074,358.44**	**158,865,591.08**
Year 20	2039	13,240,766,359.34	11,849,737,072.42	**1,149,064,090.26**	**1,028,347,376.53**	**1,391,029,286.91**	**59,950,103,645.36**	**120,716,713.72**

NPV (Bn NGN)		**20**
IRR		**46%**
BCR		**1.4**

Appendix 10b: Efficiency - coherence between AWPB and expenditure

The programme costs .and financing has, to a certain extent been affected by a number of factors during the period of implementation, such as the exchange rate differential between SDR and US$ and between US$ and Naira. For instance, Naira exchange rate to 1 USD used by the programme ranged from 197 to 360. This has resulted in minor changes to the programme costs. Overall, expenditure had been no more than 52% of planned expenditures as seen from table below:

Coherence Between AWP&B and Expenditure						
Item/Year	**2015**	**2016**	**2017**	**2018**	**2019**	**Total**
AWP&B (N'000)	341,376	9,407,401	9,928,027	11,705,599	7,965,507	39,347,910
Expenditure (N'000)	148,536	2,255,971	6,383,482	7,255,934	4,571,019	20,614,942
Percentage	**44%**	**24%**	**64%**	**62%**	**57%**	**52%**
Source: VCDP Annual Progress Reports						

It can be deduced from the above scenario that the annual budgets were not well completed during the first two years of implementation period, 2015 and 2016. This was largely on account of over ambitious plans and budgets while many preparatory tasks needed to be grounded before on-site implementation. Although the intentions of the NPMU are appreciable, it came out with inappropriate annual planning of programme implementation. However, the pace of implementation picked up in the later part of the programme implementation largely driven by expenditure in support to market infrastructure, strengthening of farmer organization and support to small holder production.

Achievement of Planned Expenditure 2015 (Naira)			
Component/Subcomponent	**AWPB**	**Expenditure**	**% Achieve**
Subcomponent 1.1 (Support to Value Addition & Market linkage)	74,568,080	21,023,840	**28%**
Subcomponent 1.2 (Support to Market Infrastructure)	59,725,000	17,842,000	**30%**
Subcomponent 2.1 (Strengthening of Farmer Organizations)	48,155,000	36,979,210	**77%**
Subcomponent 2.2 (Support to Smallholder Production)	158,927,460	72,691,400	**46%**
Component 3: Programme Management and Cordination	1,281,730,010	640,854,627	**50%**
Total	341,375,540	148,536,450	**44%**
Source: VCDP Annual Progress Reports			

Achievement of Planned Expenditure 2016 (Naira)			
Component/Subcomponent	**AWPB**	**Expenditure**	**% Achieved**
Subcomponent 1.1 (Support to Value Addition & Market linkage)	170,695,000	47,551,505	**28%**
Subcomponent 1.2 (Support to Market Infrastructure)	3,956,836,246	857,695,950	**22%**
Subcomponent 2.1 (Strengthening of Farmer Organizations)	285,530,880	82,348,304	**29%**
Subcomponent 2.2 (Support to Smallholder Production)	3,187,957,309	755,990,868	**24%**
Component 3: Programme Management and Cordination	1,806,381,538	512,383,892	**28%**
Total	9,407,400,973	2,255,970,519	**24%**
Source: VCDP Annual Progress Reports			

Achievement of Planned Expenditure 2017 (Naira)			
Component/Subcomponent	**AWPB**	**Expenditure**	**% Achieved**
Subcomponent 1.1 (Support to Value Addition & Market linkage)	271,473,500	204,156,416	**75%**
Subcomponent 1.2 (Support to Market Infrastructure)	4,558,953,800	2,456,143,048	**54%**
Subcomponent 2.1 (Strengthening of Farmer Organizations)	217,734,000	267,620,654	**123%**
Subcomponent 2.2 (Support to Smallholder Production)	2,110,420,350	1,643,440,154	**78%**
Component 3: Programme Management and Cordination	2,769,445,000	1,812,121,360	**65%**
Total	9,928,026,650	6,383,481,631	**64%**
Source: VCDP Annual Progress Reports			

Achievement of Planned Expenditure 2018 (Naira)			
Component/Sub-Component	**AWPB**	**Expenditure**	**% Achieved**
Subcomponent 1.1 (Support to Value Addition & Market linkage)	270,625,000.00	117,332,854.44	**43%**
Subcomponent 1.2 (Support to Market Infrastructure)	3,839,108,501.00	2,802,228,947.76	**73%**
Subcomponent 2.1 (Strengthening of Farmer Organizations)	3,129,034,730.00	1,844,381,816.83	**59%**
Subcomponent 2.2 (Support to Smallholder Production)	2,737,356,228.00	1,605,457,367.99	**59%**
Component 3:	1,729,474,982	886,532,962	**51%**
Total	11,705,599,441	7,255,933,949	**62%**
Source: VCDP Annual Progress Reports			

Achievement of Planned Expenditure 2019 (Naira)			
Component/Subcomponent	**AWPB**	**Expenditure**	**% Achieved**
Subcomponent 1.1 (Support to Value Addition & Market linkage)	537,800,000	243,395,880	**45%**
Subcomponent 1.2 (Support to Market Infrastructure)	2,393,369,892	1,423,764,072	**59%**
Subcomponent 2.1 (Strengthening of Farmer Organizations)	776,478,615	155,977,004	**20%**
Subcomponent 2.2 (Support to Smallholder Production)	2,299,587,750	1,776,758,388	**77%**
Component 3: Programme Management and Cordination	1,958,270,500	971,123,660	**50%**
Total	7,965,506,757	4,571,019,004	**57%**
Source: VCDP Annual Progress Reports			

Appendix 10c: Efficiency - quality of programme management – government feed back

Feedback from FGN supervisors of VCDP

- **Assessment of NPMU performance:** Satisfactory
- **Strengths of NPMU:** Project management, Coordination, Technical services, Financial management, Team work
- **Areas for improvement in NPMU:** M&E, Procurement, Capacity building of staff, Innovation, Sustainability
- **Assessment of FGN counterpart fund performance:** Moderately satisfactory
- **Assessment of State/LG counterpart fund performance:** Moderately satisfactory
- **From 2020, if only one subcomponent of VCDP to be implemented:** Support to Value Addition and Market Linkages, Support to Smallholder Production
- **What IFAD should avoid in future value chain projects:** No requirement for FGN counterpart funding
- **Lessons to share with others on value chain development:** (a) ensure ownership by community institutions, (b) transparency in financial management and procurement, (c) improve capacity of community institutions.

Feedback from Anambra State Government

- **Assessment of SPMU performance:** Satisfactory
- **Strengths of NPMU:** Management team, Payment of government counterpart fund, Selection of beneficiaries
- **Areas for improvement in NPMU:** Reduce bureaucracy in budgeting and execution, Increase funding of market infrastructure, Recruit extension agents
- **Assessment of State Government counterpart fund performance:** Satisfactory
- **Assessment of LG counterpart fund performance:** Satisfactory
- **From 2020, if only one subcomponent of VCDP to be implemented:** Support to Market Infrastructure
- **What IFAD should avoid in future value chain projects:** Bureaucracy that delays programme implementation
- **Lessons to share with others on value chain development:** (a) job and wealth creation for youth and women, (b) ensure that programme strategies and procedures are tailored for results

Feedback from Benue State Government

- **Assessment of SPMU performance:** Satisfactory
- **Strengths of NPMU:** Private sector and stakeholder engagement, Team work
- **Areas for improvement in NPMU:** M&E, Finance and audit to avoid delays, KMC
- **Assessment of State Government counterpart fund performance:** Moderately satisfactory
- **Assessment of LG counterpart fund performance:** Moderately satisfactory
- **From 2020, if only one subcomponent of VCDP to be implemented:** Support to Market Infrastructure
- **What IFAD should avoid in future value chain projects:** Political interference
  Lessons to share with others on value chain development: (a) engagement of stakeholders using CAF, (b) use off-taker model with credible partners like Olam

Feedback from Ebonyi State Government

- **Assessment of SPMU performance:** Satisfactory
- **Strengths of NPMU:** SPC is well grounded with leadership qualities spilling over to rest of SPMU, Accountability and transparency
- **Areas for improvement in NPMU:** More land development
- **Assessment of State Government counterpart fund performance:** Satisfactory
- **Assessment of LG counterpart fund performance:** Paid centrally through the State
- **From 2020, if only one subcomponent of VCDP to be implemented:** Support to Market Infrastructure
- **What IFAD should avoid in future value chain projects:** Limiting programme to only a few LGAs.
- **Lessons to share with others on value chain development:** (a) select project managers that epitomize true characteristics of good leadership.

Feedback from Niger State Government

- **Assessment of SPMU performance:** Satisfactory
- **Strengths of NPMU:** Market linkages, Agro-input support, Infrastructural development
- **Areas for improvement in NPMU:** Staff capacity building, staff welfare, insurance for staff and infrastructure
- **Assessment of State Government counterpart fund performance:** Moderately satisfactory
- **Assessment of LG counterpart fund performance:** Unsatisfactory
- **From 2020, if only one subcomponent of VCDP to be implemented:** Support to Value Addition and Market Linkages
- **What IFAD should avoid in future value chain projects:** Limiting programme to only a few LGAs.
- **Lessons to share with others on value chain development:** (a) avoid duplication of intervention sites with other donor agencies, (b) take along all value chain actors and use farmer organizations.

Appendix 10d: Efficiency: quality of programme management – staffing

Table 1: Staff disposition at NPMU 2014-2019

S/No	Staff designation	Number					
		2014	2015	2016	2017	2018	2019
1	National Programme Coordinator	1	1	1	1	1	1
2	Financial Controller	1	1	1	1	1	1
3	Agricultural Production Advisor	1	1	1	1	1	1
4	Market & Enterprise Development Advisor	1	1	1	1	1	1
5	Procurement Officer	1	1	1	1	1	1
6	Knowledge Management & Communication Advisor	1	1	1	1	1	1
7	Planning Monitoring Evaluation Advisor	1	1	1	1	1	1
8	Admin/HRA	0	1	1	1	1	1
9	Rural Institution, Gender Youth Mainstreaming Off.	0	1	1	1	1	1
10	Infrastructure Engineer	0	0	0	0	1	1
11	Market Development Officer 1	0	0	0	0	1	1
12	Irrigation Engineer	0	0	0	1	1	1
13	Senior Agric Officer	0	0	0	0	1	1
14	Market Development Officer 11	0	0	0	0	1	1
15	Internal Auditor	0	0	1	1	1	1
16	Rural Finance Officer	0	0	0	0	1	1
17	Accountant	0	0	1	1	1	1
18	MIS Officer	0	1	1	1	1	1
19	Admin Assistant	0	0	1	1	1	1
20	Planning Officer	0	0	0	0	1	1
21	RIGYMO Support	1	1	1	1	1	1
22	KMCO Support	0	1	1	1	1	1
23	Admin Support	0	0	0	0	1	1
24	Procurement Officer Assist.	0	0	1	1	1	1
25	Cleaner	0	0	0	0	0	1
26	Cleaner	0	1	1	1	1	1
27	Drivers	1	2	2	2	3	5

S/No	Name	Position
1	Dr. Ameh Onoja	National Programme Coordinator
2	Usman.M. Damatar	Financial Controller
3	Nurudeen. M. Lawal	Planning Monitoring & Evaluation Advisor
4	Dr. Victor Chyka Unamma	Agricultural Production Advisor
5	Vera Onyeaka Onyilo	Knowledge Management & Communication Advisor (KMC)
6	Kennedy Esinulo	Market & Enterprise Development Advisor
7	Musa Dalang	Rural Institution Gender & Youth Mainstreaming Officer (RIGYMO)
8	Frank Njar	Irrigation. Engr.
9	Seriki Musa Abayomi	Rural Finance Officer
10	Oibiokpa Felix	Rural Infrastructure Engr.
11	Gidado. N. Bello	Admin/ Human Resource Advisor
12	Agama Okoo Sunday	Market Dev't. Officer 1
13	Aigbaze Duke	Procurement Assistant /Ag. Procurement Officer

Table 2: Staff disposition at Anambra SPMU 2014-2019

Staff designation	Number					
	2014	2015	2016	2017	2018	2019
State Programme Coordinator	1	1	1	1	1	1
State Value Chain Infrastructural Officer	1	1	1	1	1	1
State Procurement Officer	1	1	1	1	1	1
Business & Market Development Officer	1	1	1	1	1	1
RIGYMO	1	1	1	1	1	1
APQEO	1	1	1	1	1	1
State Project Accountant	1	1	1	1	1	1
Planning, Monitoring and Evaluation Officer	1	1	1	1	1	1
Agricultural Production Officer	1	1	1	1	1	1
Irrigation Engineer	0	0	0	1	1	1
KMCO	0	0	0	1	1	1
Administrative officer	1	1	1	1	1	1
Master Trainer	0	1	1	1	1	1
Assistant Admin officer	0	0	0	0	1	1
Assistant SVCIO	0	1	1	1	1	1
Assistant APO	0	0	0	1	1	1
Assistant APQEO	0	0	0	1	1	1
Assistant SBMDO	0	0	0	1	1	1
Assistant RIGYMO	0	0	0	1	1	1
Personal Assistant to SPC and VCDP Liaison Officer to Ministry Control Room	0	1	1	1	1	1
Finance Officer	0	1	1	1	1	1
Internal Auditor	0	0	1	1	1	1
MIS Officer	0	1	1	1	1	1
Assistant KMCO	0	1	1	1	1	1
Cameraman	0	1	1	1	1	1
Office Assistant	0	2	2	2	2	2
Cleaner	0	2	2	2	2	2
Assistant SPO/Data Processing Clerk	0	1	1	1	1	1
Assistant M&E	0	0	0	1	1	1
Confidential Secretary	0	1	1	1	1	1
Security	1	1	1	1	1	0
Desk Security/Generator Operator	0	0	0	0	1	1
Driver	0	2	4	4	4	4
LGA Liaison Officer	0	6	10	10	10	10
Extension Agents	0	6	10	10	21	21
Enumerator	0	0	0	0	3	3

Table 3: Staff disposition at Benue SPMU 2014-2019

Staff designation	Number					
	2014	2015	2016	2017	2018	2019
State Programme Coordinator	1	1	1	1	1	1
State Value Chain Infrastructural Officer	1	1	1	1	1	1
State Procurement Officer	0	1	1	1	1	1
Business & Market Development Officer	1	1	1	1	1	1
RIGYMO	1	1	1	1	1	1
APQEO	0	0	0	1	1	1
State Project Accountant	1	1	1	1	1	1
Planning, Monitoring and Evaluation Officer	1	1	1	1	1	1
Agricultural Production Officer	1	1	1	1	1	1
Irrigation Engineer	0	0	1	1	1	0
KMCO	0	1	1	1	1	1
Administrative officer	0	0	1	1	1	1
Assistant Project Accountant	0	1	1	1	1	1
Finance Assistant	0	1	1	1	1	1
Assistant APO	0	1	1	1	1	1
Assistant SBMDO	0	0	1	1	1	1
Assistant RIGYMO	0	1	1	1	1	1
Procurement Assistant	0	1	1	1	1	1

Staff designation	Number					
	2014	2015	2016	2017	2018	2019
Monitoring and Information System Assistant (MISA)	0	0	1	1	1	1
Internal Auditor	0	0	1	1	1	1
Office Assistant I & II	0	1	1	2	2	2
LGA Liaison Officer	0	8	9	9	8	8
Extension Agents	0	8	10	10	10	10
Driver	0	1	4	4	4	4
Security Officer	0	0	2	2	2	2

Table 4: Staff disposition at the Ebonyi SPMU 2014-2019

Staff designation	Number					
	2014	2015	2016	2017	2018	2019
State Programme Coordinator	1	1	1	1	1	1
State Value Chain Infrastructural Officer	1	1	1	1	1	1
State Procurement Officer	1	1	1	1	1	1
Business & Market Development Officer	1	1	1	1	1	1
RIGYMO	1	1	1	1	1	1
APQEO	1	1	1	1	1	1
State Project Accountant	1	1	1	1	1	1
Planning, Monitoring and Evaluation Officer	1	1	1	1	1	1
Agricultural Production Officer	1	1	1	1	1	1
KMCO	0	0	1	1	1	1
Administrative officer	0	0	1	1	1	1
Assistant M&EO	0	0	2	2	2	2
Assistant Admin officer	0	0	0	1	1	1
Assistant Finance Officers	0	0	2	2	3	3
Assistant Procurement Officer	0	1	1	1	1	1
Assistant SVCIO	0	0	1	1	1	1
Assistant APO	0	0	1	1	2	2
Assistant APQEO	0	0	1	1	2	2
Assistant SBMDO	0	0	1	1	1	1
Assistant RIGYMO	0	0	1	1	1	1
ADP Desk Officer	0	0	1	1	1	1
Internal Auditor	0	0	1	1	1	1
Tractor Operator	0	0	0	0	1	1
Office Assistant	0	0	2	2	2	2
Cleaner	0	0	2	2	2	2
Security	0	0	3	3	3	3
Plant Operator	0	0	0	1	1	1
Driver	0	2	3	4	4	4
LGA Liaison Officer	0	8	10	10	10	10
Extension Agents	1	6	10	10	10	10

Table 5: Staff disposition at the Niger SPMU 2014-2019

Staff designation	Number					
	2014	2015	2016	2017	2018	2019
State Programme Coordinator	1	1	1	1	1	1
State Value Chain Infrastructural Officer	1	1	1	1	1	1
State Procurement Officer	0	1	1	1	1	1
Business & Market Development Officer	1	1	1	1	1	1
RIGYMO	1	1	1	1	1	1
APQEO	1	1	1	1	1	0
State Project Accountant	1	1	1	1	1	1
Planning, Monitoring and Evaluation Officer	1	1	1	1	1	1
Agricultural Production Officer	1	1	1	1	1	1
Irrigation Engineer	0	0	1	1	1	1
KMCO	0	1	1	1	1	1
Administrative officer	0	1	1	1	1	1
Finance Officer	0	1	1	1	1	2

Staff designation	Number					
	2014	2015	2016	2017	2018	2019
Assistant M&EO	0	1	1	1	1	1
Assistant Admin officer	0	1	1	1	2	2
Assistant Procurement Officer	0	1	1	1	1	1
Assistant SVCIO	0	1	1	1	1	0
Assistant APO	0	1	1	1	1	1
Assistant SBMDO	0	0	1	1	1	1
Assistant RIGYMO	0	1	1	1	1	1
Assistant KMCO	0	0	0	0	1	1
Internal Auditor	0	0	0	1	1	1
Office Assistant	0	3	3	3	3	3
Messenger	0	1	1	1	1	1
Security	0	2	2	2	2	2
Driver	0	4	4	4	4	4
LGA Liaison Officer	0	6	10	10	10	10
Extension Agents	0	6	10	10	10	10

Table 6: Staff disposition at the Ogun SPMU 2014-2019

Staff designation	Number					
	2014	2015	2016	2017	2018	2019
State Programme Coordinator	1	1	1	1	1	1
State Value Chain Infrastructural Officer	1	1	1	1	1	1
State Procurement Officer	0	1	1	1	1	1
Business & Market Development Officer	1	1	1	1	1	1
RIGYMO	1	1	1	1	1	1
APQEO	1	1	1	1	1	1
State Project Accountant	1	1	1	1	1	1
Planning, Monitoring and Evaluation Officer	1	1	1	1	1	1
Agricultural Production Officer	2	2	2	2	2	2
KMCO	0	0	0	1	1	1
Administrative Officer	0	0	0	1	1	1
Assistant M&EO	0	1	1	1	1	1
Assistant Admin Officer	0	1	1	1	1	1
Assistant Finance Officers	0	2	3	3	3	2
Assistant Procurement Officer	0	0	1	1	1	1
Assistant APO	0	0	0	1	1	1
Assistant SBMDO	0	0	1	1	1	1
Secretary	0	0	1	1	1	1
Assistant Secretary	0	0	0	0	1	1
Internal Auditor	0	0	1	1	1	1
Technician	0	0	1	1	1	1
Cleaner	0	0	1	1	1	1
Gardener	0	0	0	1	1	1
Driver	0	1	4	4	4	4
LGA Liaison Officer	0	6	8	8	8	7
Extension Agents	0	6	10	10	10	10

Table 7: Staff disposition at the Taraba SPMU 2014-2019

Staff designation	Number					
	2014	2015	2016	2017	2018	2019
State Programme Coordinator	1	1	1	1	1	1
State Value Chain Infrastructural Officer	1	1	1	1	1	1
State Procurement Officer	0	1	1	1	1	1
Business & Market Development Officer	1	1	1	1	1	1
RIGYMO	1	1	1	1	1	1
APQEO	1	1	1	1	1	1
APQEO Technical Support	0	0	0	0	1	1
State Project Accountant	1	1	1	1	1	1
Planning, Monitoring and Evaluation Officer	1	1	1	1	1	1
Agricultural Production Officer	1	1	1	1	1	1
KMCO	0	0	0	1	1	1
Irrigation Engineer	0	0	0	1	1	1
Administrative Officer	0	0	0	1	1	1
Assistant M&EO	0	1	1	1	1	1
Assistant Admin Officer	0	0	0	0	1	1
Assistant SPA	0	1	1	1	1	1
Assistant Procurement Officer	0	0	1	1	1	1
Assistant APO	0	0	1	1	1	1
Assistant SBMDO	1	1	1	1	1	1
Assistant APQEO	0	0	0	1	1	1
Assistant RIGYMO	1	1	1	1	1	1
Assistant KMCO	0	0	0	1	1	1
MIS	0	0	0	0	0	1
Internal Auditor	0	0	0	1	1	1
Cleaner	0	1	1	1	1	1
Generator Operator	0	0	0	1	1	1
Driver	0	1	3	4	4	5
Security	0	0	1	2	2	2
LGA Liaison Officer	0	3	5	9	10	10
Extension Agents	0	1	6	9	10	10

Appendix 10e: Efficiency – VCDP partnerships

S/N	Institution/ organisation	Key objectives of the partnership	Results	Remarks
1	Major Off-takers i. OLAM ii. ONYX iii. JOSAN iv. Harvest Feeds v. Stallion (Popular Farms) vi. Atlantic Distilleries vii. Ebonyi Rice World	To off-take farmers produce and support to farmer mobilization, validation, profiling, training, access inputs, extension and credit services	Access to markets was realized by beneficiaries. Through the CAF/4Ps model, VCDP contributed 495,720 MT of Rice (USD 243.9M) and 653,843 MT of cassava (USD 46.2) to the Nigerian food security and N94.28 billion (USD 290.1 million) to the national economy	The 4Ps partner-ship model was effective and should be expanded to solve the issue of lack of strong off-takers for fresh cassava roots
2	AfricaRice	To train youth on rice seed production	VCDP trained/supported 120 pioneer young seed /stem entrepreneurs who are providing improved planting materials to small holder farmers at affordable prices, thereby bridging seed supply gap in rural producing communities through collaboration with AfricaRice. Many millionaires have emerged from amongst them.	The partnership was effective and the scope should be expanded to reach more youths
3	National Root Crop Research Institution (NCRI)	To train youth on cassava stem multiplication/ provision of parent materials of recommended cassava varieties for multiplication of cassava cuttings	90 entrepreneurs were trained on cassava stem multiplication. These entrepreneurs are producing improved quality stems for their communities. Many millionaires have emerged from amongst them.	Partnership was effective
4	Institutional strengthening service providers i. Egalf Ventures Limited ii. Plekes Interlink Limited iii. Beresh Consulting iv. G-consulting v. Rural Life Anambra vi. Rural Life Ebonyi	To strengthen FOs capacity and sustainability after VCDP completion	The capacity of FOs have been built to prepare them for exit/ sustainability beyond VCDP .Areas of capacity building included: leadership and good governance, negotiation skills for engagement with service providers, resources mobilization and linkage to financial institutions for access to credit, revolving groups' funds to develop credit history that will make them attractive to FIs, learning visits to between farmers for experience and knowledge sharing, etc.	Partnership was effective
5	Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN)	To mainstream nutrition sensitive interventions in VCDP	Built the capacity of lead farmers and VCDP staff on mainstreaming nutrition sensitive interventions. The trainings were stepped down to mothers and fathers on essential nutrition actions/consumption of diversified diets. The prevalence of child malnutrition in the programme LGAs has decreased by 20%.	Partnership was effective
6	National Centre for Agricultural Mechanisation (NCAM)	To train youth on operation and maintenance of farm equipment	2,104 were trained and supported with various agro-equipment e.g. power tillers, rice threshers, sprayers, planters, harvesters, etc. They are presently using the equipment to provide services to their community members for incomes.	Partnership was effective
7	International Fertilizer Development Center (IFDC)	Supply chain management of agro-inputs distribution to farmers	VCDP partnered with IFDC to enhance the distribution of fertilizers, agro-chemicals and seed through a voucher system. 2,289 FOs have improved access to fertilizers, agro-chemicals and seeds.	Partnership was effective
8	Cellulant	Supply chain management of agro-inputs distribution to farmers	The establishment of an innovative e-platform (e-wallet) with associated agro-input supply chain and dealer network development, for the registration of varying number of farmers in the six VCDP states to enhance hitch-free Input distribution /delivery.	Partnership was effective

9	Nigerian Meteorological Agency (NiMET)	To provide metrological services for climate smart agriculture	Due to some unforeseen circumstances, the draft MoU between IFAD-VCDP & NiMET could not be signed, the partnership was stalled	Partnership was not effective
10	Agricultural Development Programme (ADP)	Support for seed production and extension services delivery	Through the ADP, six seed laboratories were established in VCDP states. Farmers now test their seeds before planting	Partnership was effective
11	Federal Ministry of Agric, Extension Department	Support for development and promotion of extension policy	With VCDP support, a new extension promotion policy was developed for the agricultural sector	Partnership was effective
12	Federal Ministry of Youth and Sports - Citizen and Leadership Centre	To train leaders of FOs on leadership and good governance	Trained 380 leaders of FOs on leadership and good governance. The practical leadership trainings impacted greatly on the beneficiaries and they are using it well in their respective FOs.	Partnership was effective
13	Nigerian Agricultural Insurance Corporation (NAIC)	To provide insurance for farmers against risks and uncertainties associated with weather and climate change.	The following hectares of Rice were insured by NAIC: 2016 - 10,004Ha; 2017 - 19,622Ha; 2018 - 4,460Ha; 2019 - 7,386Ha.	Partnership was effective
14	German Development Agency (GIZ)	Capacity building and linkage to rural finance	A total of 4,964 (2,594 men and 2,370 women) have accessed credit total N581,624,533.00 (USD1.79 million) which they are using to upscale or diversify their investments.	Partnership was effective
15	Tractor Owners and Hiring Facilities Association of Nigeria (TOHFAN)	To provide mechanisation services	VCDP partnered with TOHFAN to manage the set of tractors bought (1set/State). The partnership collapsed after one-year tenure	Partnership was not effective
16	National Agricultural Seed Council (NASC)	To certify farmers seeds and quality	VCDP seed entrepreneurs registered with NASC and seeds from their farms received quality certification and quality assurance. They now sell certified seeds to buyers.	Partnership was effective
17	National Cereals Research Institute (NCRI)	Provision of foundation seeds of recommended rice varieties for the production of certified seeds by accredited seed companies.	NCRI was unable to meet VCDP's expectations and arrangement was stalled.	Partnership was not effective
18	Standards Organization of Nigeria (SON)	Provision of grading and standards for the products of cassava, rice and vegetables.	VCDP established quality control, grading and standardization systems through collaboration with SON. Resulting from this investment, some state governments have issued an executive advice to farmers to adopt the use of standard weights and measures in commodity marketing.	Partnership was effective
19	National Agency for Food, Drug Administration and Control (NAFDAC)	Certification of product quality.	VCDP products now have NAFDAC certification as a result of the partnership.	Partnership was effective
20	Commercial/ financial services Institutions	Sustainable lending to FOs to finance proven profitable agricultural operations.	VCDP trained FOs on savings mobilisation and linkages to financial institutions such as LAPO as well as partnering with other agencies such as NIRSAL. To date 3,689 FOs have a total savings of N626 million (USD 1.92 million) and 5,149 smallholders (2,744 men and 2,405 women) have accessed loans to the tune of N334 million (USD 1.02 million).	Partnership was effective
21	Harvest Plus	To Train women on production of recipes from Pro-vitamin A cassava	Trained 60 women on production of recipes from Pro-vitamin A cassava. These women are producing various cassava recipes for incomes. Some are selling their snacks to the school feeding programme of their states.	Partnership was effective
22	Agriculture and Food Production Initiative (AFPI)	To Train women on production of recipes from brown rice	60 women were trained on production of recipes from brown rice. The women now are producing various recipes from brown rice for incomes.	Partnership was effective

Appendix 10f: Value for money

Subcomponent/Output	USD As At 31 December 2019		% of Sub Component to Total Expenditure	# of Beneficiaries	Cost Per Beneficiary (USD)
	Sub-Component Expenditure	Output Cost			
Subcomponent 1.1 (Support to Value Addition & Market linkage)	2,960,877		4%		
Capacity Building/Training on Improved Technology for Value Chain Operators		122,039		1,410	87
Capacity Building/Training on Business Management for Value Chain Operators		39,464		1,979	20
Linkages with Financial Institutions		56,428		1,366	41
Subcomponent 2.1 (Strengthening of Farmer Organizations)	2,170,679		3%		
Nutrition Focus Intervention		167,090		4,903	34
Training on Financial Literacy and Inclusion		91,488		419	218
Climate and environmental focus support		25,986		1,464	18
Subcomponent 2.2 (Support to Smallholder Production)	23,359,347		33%		
Training on Good Agronomic Practices		80,030		7,793	10
Input Support		5,418,012		33,339	163
Training for Youth Enterpreneurs		75,465		927	81

Annex 1: Computation of Benefit Cost Ratios – Beneficiaries and Programme

Rice Production

Year	Cash Inflows	Cash Outflows	PV factor @ 13%	PV of Cash Inflows	PV of Cash Outflows
0	-		1.00	-	-
1	727650000	-501014918.25	0.88	643938053	-443376033.85
2	5955363505	-1554500928.00	0.78	4663923177	-1217402246.06
3	14778960000	-3206856640.00	0.69	10242560626	-2222512514.75
4	3039600000	-343629000.00	0.61	1864243605	-210754101.07
5	7975577821	-2208475588.76	0.54	4328824108	-1198672069.21
Total	**32477151326**	**-**	**-**	**21743489569**	**-5292716964.95**
Benefit Cost Ratio	**4.1**				

Rice Processing

Year	Cash Inflows	Cash Outflows	PV factor @ 13%	PV of Cash Inflows	PV of Cash Outflows
0	-		1.00	-	-
1	1222452000	-488980800.00	0.88	1081815929	-432726371.68
2	5897455200	-2358982080.00	0.78	4618572480	-1847428992.09
3	12414326400	-4965730560.00	0.69	8603750926	-3441500370.44
4	2553264000	-1021305600.00	0.61	1565964628	-626385851.16
5	5821441920	-2328576768.00	0.54	3159645444	-1263858177.57
Total	**27908939520**	**-**	**-**	**19029749407**	**-7611899762.94**
Benefit Cost Ratio	**2.5**				

Cassava Production

Year	Cash Inflows	Cash Outflows	PV factor @ 13%	PV of Cash Inflows	PV of Cash Outflows
0	-		1.00	-	-
1	162811000	-35818420.00	0.88	144080531	-31697716.81
2	2513080000	-552877600.00	0.78	1968110267	-432984258.75
3	3202920000	-704642400.00	0.69	2219784226	-488352529.67
4	766800000	-165875116.50	0.61	470292800	-101734315.41
5	1446480000	-312904327.75	0.54	785091392	-169831932.90
Total	**8092091000**	**-**	**-**	**5587359216**	**-1224600753.54**
Benefit Cost Ratio	**4.6**				

Cassava Processing

Year	Cash Inflows	Cash Outflows	PV factor @ 13%	PV of Cash Inflows	PV of Cash Outflows
0	-		1.00	-	-
1	574123000	-463891384	0.88	508073451	-410523348.67
2	4630349900	-3741322719	0.78	3626243167	-2930004478.97
3	5364891000	-4334831928	0.69	3718138578	-3004255971.15
4	1284390000	-1037787120	0.61	787740441	-636494276.04
5	2422854000	-1957666032	0.54	1315028082	-1062542690.24
Total	**14276607900**	**-**	**-**	**9955223719**	**-8043820765.07**
Benefit Cost Ratio	**1.2**				

Programme

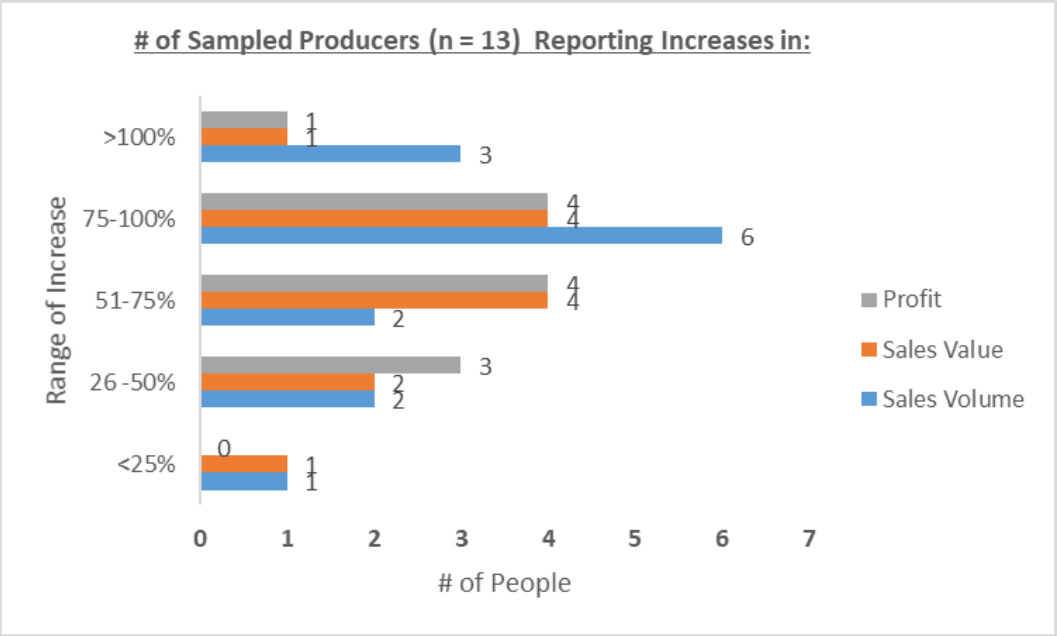
Year	Cash Inflows	Cash Outflows	PV factor @ 13%	PV of Cash Inflows	PV of Cash Outflows
0	-		1.00	-	-
1	2687036000	-1638241522	0.88	2377907965	-1449771258.63
2	18996248605	-10463654327	0.78	14876849092	-8194576182.32
3	35761097400	-19595543528	0.69	24784234356	-13580694622.00
4	7644054000	-9824530837	0.61	4688241474	-6025568752.69
5	17666353741	-11378641717	0.54	9588589026	-6175870849.81
Total	**82754789746**	**-**	**-**	**56315821912**	**-35426481665.44**
Benefit Cost Ratio	**1.6**				

Note- Data have been generated from various sources

1. Production costs and revenues 2015-2019
2. CVC Analysis for various states
3. VCDP beneficiaries impact assessment report
4. Web sources especially where some benchmarks are established for the purpose of estimation of values.

Annex 2: Beneficiaries feedback on increases in sales volume and profit

Producers



Processors



Appendix 11: Environmental assessment (detailed analysis)[5]

Introduction

1. This review addresses observations that IFAD's Nigeria portfolio has been weak in terms of mainstreaming environmental and climate change (Env&CC) concerns. The Value Chain and Development Programme (VCDP) is a renowned success in terms of agribusiness - but this has not been matched by its environmental record. This review first analyses the concerns, and then highlights what action has been taken in 2019 – a pivotal year of changing emphasis within the portfolio. The exercise is informed particularly by achievement data and reports from VCDP under it's "100-day challenge" plan which was established during 2019 to kick-start and invigorate Env&CC within the programme. It also draws attention to the additional financing framework for VCDP which embraces "E&CC-Smart Agribusiness". Evidence is presented in this analysis for a growing sense of optimism - that IFAD's Nigeria portfolio is beginning to embrace environmental and climate change issues as integral to each of its projects. Nevertheless, maintaining this emphasis and mainstreaming these activities will be contingent on a sustained focus - and adequate professional capacity to guide and stimulate progress.

Concerns

2. General concerns have been expressed by IFAD's Executive Board that the Nigeria portfolio has performed poorly with regard to its Env&CC obligations, and the need to mainstream these crucial elements into its projects. On the one hand the VCDP has been rightly criticized as too intent on its business model with little attention paid to the potential effects of climate change, or the project's production and processing impacts on the environment.

3. VCDP's original design made very few allusions to Env&CC, and related targets were scarce: amongst those, the area of extra irrigation for well-managed rice has exceeded targets (6760 ha vs. 4400 ha) and new and more appropriate varieties were adopted by 46,775 farmers - just above the 45,000 farmers targeted. However, flood control has been implemented on only 23% of the 30,000ha expected. Other VCDP targets refer directly to the performance of agribusiness and its impacts on income and poverty. The MTR of 2018 then responded to this imbalance by recommending the drafting of a SECAP note and an associated ESMP. These formed the basis for the "100-day challenge" detailed below.

Action Taken

4. Action taken to address the concerns include a "100-day Challenge" for VCDP and the design of Additional Financing (AF) for VCDP.

5. **Action taken: (i) The "100-day Challenge" for VCDP**
To help kick-start accelerated E&CC action, "100-day challenge" plans were drawn up in February 2019 for VCDP stemming from a recommendation of it's 6th Supervision Mission in 2018. These plans were to run from March through to the beginning of June 2019. The focus was on accelerated implementation, and the concept behind this endeavour was to "kick-start" the process of mainstreaming these thematic areas within the VCDP.

6. Guided by an international and a local consultant, and supported by core IFAD staff, a matrix table was established, outlining priority areas for action within a (more or less) 100-day period. These were drawn, from the ESMP that had been produced some months prior (at the end of 2018). The performance data have been simplified here in the form of one-page overview table. Table 1 summarizes the achievements at 100 days against the original targets. A final column is a "220-day update" (at end October 2019) outlining spill-over achievements and continued momentum.

7. **Results of 100-day Challenge: VCDP**
At a glance, Table 1 (which combines data from the six states) demonstrates that the overall 100-day achievement is impressive – and has continued after the end of that period:
   a. Renewable Energy and Waste Management: Cassava waste conversion to livestock feed installations have exceeded targets. For both biodigester units (which use cassava peels and effluents to generate gas), and briquetting machines (converting rice husks into fuel blocks) the targets of 3 had been achieved at 100 days - and an extra 2 later. The cassava effluent had hitherto been allowed to drain out to pollute the environment with a pungent smell.
   b. Promotion of Health and Safety Standards: This also proved a success. In terms of the personal protection equipment kits, the target was met (60 sets) and almost all the farmers to be "sensitized"

[5] Drawn from an assessment by two consultants – "Implementation of environmental and climate change activities – an assessment of VCDP. Progress Report, 10 November 2019".

have been reached. In terms of cleaner rice and cassava drying technologies, the original target was modified and instead of simply demonstrating the process, modern facilities of concrete drying slabs and solar driers were installed and demonstrated.

c. Reduction of Farmer/Herder conflict: The meetings planned were conducted, and furthermore a study tour (or "learning route") was undertaken to visit the conflict management model pioneered by the commodity agricultural forum (CAF) in Anambra.
d. Awareness Creation/Capacity Building and Planning: The number of people sensitized to Env&CC issues has exceeded the planned target by more than 15 times – achieved through a "training of trainers" (ToT) approach.
e. Promotion of Sustainable Land and Water Management: Irrigation covers the installations required to enable out-of-season rice production which helps farmers buffer the effect of erratic rain during the main wet season. Many more tube wells have been established than planned, and most fitted with pumps. Flood control activities were only achieved post-100 days. Four times as many trees have been planted as planned but the absolute number is considered low as the stand count has excluded trees managed by the farmers, i.e. farmer managed natural regeneration (FMNR) as advocated by VCDP.
f. Enhancing Climate-Smart Agriculture: The number of lead farmers trained in climate-smart agriculture is cited as 2,380 - nearly 15 times the (modest) target of 160. Once again, a ToT approach provided the impetus. Planting of recommended drought-adapted rice varieties has exceeded targets – but outside the 100-day period (because of seasonality). In terms of climate information equipment, the achievement has well exceeded targets, and the hectares of crops insured has almost matched the total project target for risk management.
g. Extra achievements: Various CSA agronomic practices are being adopted in both rice and cassava planting – including intercropping, mulching, agroforestry, bunding etc - but these have not been recognised or recorded by VCDP.

8. **Action taken: (ii) Additional Financing - VCDP**
Throughout the process of designing the AF for VCDP (which took place mid-2019) a strong emphasis was placed on turning VCDP into an "E&CC-Smart Agribusiness" programme by mainstreaming Env&CC. The design report of 03 September 2019 specifies, as an indicator, that the number of beneficiaries "adopting sustainable and climate resilient practices" should be 70% of the total. The document draws continuous attention to Env&CC. For example the text under subcomponent 1.1 specifies the following: "[the project will] …(iii) promote green energy and clean environment by carrying out a profitability analysis for briquettes and cassava peel conversion to support interested entrepreneurs; (iv) train processors on environmental sustainability and climate change; (v) improve awareness on health, environment and safety standards and food production hygiene; (vi) establish drying slabs for cassava and rice; (vii) support the establishment of fuelwood plantations; (viii) conduct periodic environmental audits of processing facilities; and (ix) support cooking demonstrations at processing sites for improved nutrition."

Table 1: VCDP 100-Day Challenge Summary Matrix - March to November 2019

Strategic Aim + subcomponent	Activities	Target at 100 days	Achieved at 100 days	Achieved at 220 days (cumulative)
1.1. Renewable Energy & Waste Management by recycling	*Facilities to convert cassava peel to livestock feed *Biodigesters to convert waste to gas *Briquetters to convert waste to fuel	*4 States with facilities *3 Biodigesters installed *3 Briquetting machines	*5 States with facilities *3 Biodigesters installed *3 Briquetting machines	*6 States with facilities *5 Biodigesters installed *5 Briquetting machines
1.1. Health and Safety Standards	*1st Aid/Personal Protective Equipment (PPE) distributed *Demonstrate drying technologies *Health and Safety Environment	*60 PPEs distributed *60 Demos carried out *3420 Farmers sensitized	*60 PPEs distributed *17 Demos plus 12 drying slabs + 7 solar driers *3110 Farmers sensitized	*60 PPEs distributed *17 Demos plus 16 drying slabs + 7 solar driers *3110 Farmers sensitized
1.1. Farmer/ Herder Conflict	*Strengthen engagement through Commodity Alliance Forum (CAF) *Promote conflict resolution methods	*12 Meetings held and mechanisms defined	*22 Meetings + 25 persons on Study Tour to see Anambra 'best-practice'	*27 Meetings + 25 persons on Study Tour to see Anambra 'best-practice'
2.1. Awareness & capacity built.	*Training/sensitization in Environment and Climate Change	*150 extension agents trained as trainers (ToT)	*2000 (+) sensitized through trained trainers	*2000 (+) sensitized through trained trainers
2.2. Sustainable Land and Water Management	*Irrigation: tube wells & pumps *Flood control measures *Tree planting in land dev. Sites	*10 Tube Wells + pumps *60 flood control actions *2000 trees planted	*258 T. Wells +197 pumps *no flood control yet *8000 (+) trees planted	*258 T. Wells +197 pumps *370 ha flood-protected *8000 (+) trees planted
2.2. Climate- Smart Agriculture	*Promote planting drought resistant and flood tolerant high yield varieties *Supply devices to enhance dissemination & use of climate data *Insure rice against crop failure *Training of Trainers[6] for Lead Farmers	*323 FOs[7] plant varieties *60 Smart Weather Devices *60 Rain Gauges *60 Info Boards *7386 ha insured *160 lead farmers trained	*no planting yet *120 SWD[8] *82 Rain Gauges *75 Info Boards *6485 ha insured *2380 trained through ToT	*10,559 ha planted by 1093 FOs *195 SWD *112 Rain Gauges *125 Info Boards *6485 ha insured *2380 trained thro' ToT

[6] ToT = Training of Trainers
[7] FO = Farmers Organisation (with an average size of 20 members)
[8] SWD = Smart Weather Device

Appendix 12: Success stories

The Original Loan of VCDP, though only a pilot for value chain development in Nigeria, has generated many success stories. Some of these have been documented by VCDP at the national and state level, in print and electronic media, and are available with the KMC Unit of VCDP in Abuja and at the SPMUs. They include:

1. VCDP collection of success stories
2. VCDP success stories updated
3. Transforming lives of rice and cassava farmers in Niger State
4. Pictorial evidence of VCDP implementation activities
5. Fact Sheet - Highlights of FGN/IFAD Value Chain Development Programme Results 2015-2019
6. Highlights from the field, October 2018
7. Transforming Nigeria rural youth into agricultural entrepreneurs
8. Photobook – VCDP in action.

Appendix 13: PCR – reports and pictures from the field

TEAM 3

Team composition: Bassey Unaowo – PCU-FMARD, Team Leader; Samuel Eremie – Consultant; Joshua Boluwaji - FMFBNP-IERD; Mustapha Mohammed – PCU-FMARD; Nuhu John Ogah – FMFBNP; Taiwo Agboola – VCDP.

EBONYI STATE (18-21 August 2020)

Arrival and state presentations
Team 3 arrived Abakaliki on Tuesday 18th August, 2020 and was received by the SPC. At a meeting with the SPMU, the SPC briefed the Team on the activities of VCDP in the State. Thereafter, the programme of activities for the next day was discussed and agreed upon.

1. Visit to seed laboratory in ADP premises
The SPC and the Lab Technician conducted the Team round the moderately equipped (seed germinator, desiccator, electric oven, microscope etc.) facility which runs on 10KVA solar panel. The laboratory was set up and its technicians trained by the Nigerian Agricultural Seeds Council (NASC). It is slightly opened for commercialization. However, there was observation regarding the clarification of ownership of the account where the proceeds are paid into. The SPC gave the following records of revenue payment into the account: (i) 2018 N100,000 and (ii) 2019 Above N100, 000 (no specific figures could be provided immediately). The Lab Technician further informed that the chart being used for charging customers was provided by the NASC, which was relatively very low and he expressed fears that revenue being realized cannot sustain the facility when IFAD intervention ceased.
Team observations/comments: (a) there was no clear evidence of the ownership/management of the Special Account, and therefore advised that such arrangements should be clearly defined whether the account should be managed by VCDP, State Government or Jointly; (b) concerns on the sustainability of the Lab, and advice to the SPC to forward a proposal to IFAD and PCU-FMARD on the intended sustainability plan.


Ebonyi seed laboratory


Interviewing seed entrepreneurs at Ezillo

2. Visit to Ezillo rice field, Ishielu LGA
Out of the entire size of about 1,000ha of the Ezillo Farm, about 250ha of the land was developed by VCDP for the farmers. Among other things was provision of six culverts, access roads (earth road), seed production site, and a proposed site for the construction of about N500 million irrigation site. At the time of visit, farmers were experiencing a mild drought due to temporary cessation of rain in the entire State. The seed entrepreneurs requested for Irrigation facilities to enable dry season farming, provision of agricultural machines to improve mechanization, and more training for women to encourage their participation in agricultural production. It was observed that women are heading most of the farm groups.
Team comments: (i) the State Government should assist in providing irrigation facilities to encourage dry season farming; (ii) the beneficiaries were encouraged to pass knowledge acquired to other youths and also encourage more participation of youths in their association.

3. Visit to Nkwo Nkakagu Market, Ishielu LGA
Comprising of 10 market stores, 10 open market stalls, interaction with the beneficiaries at this market was not feasible as a result of the ongoing crisis in the community. A lady official informed the Team that some of the executive members were affected by the crisis.

4. Inspection of Umuhuali road with a bridge and two culverts, Ishielu LGA

The traditional ruler and the community appreciated VCDP's intervention, construction of a 1.7km earth road and a mini-bridge for market access. While promising to maintain the road and the bridge, the community sought further VCDP assistance for potable water supply.



Market stalls at Nkalagu


Umuhuali mini-bridge over a previous dangerous crossing

5. Visit to Iboko Rice Mill, Izzi LGA

Located about 10km from Abakaliki, this cluster processing facility with a warehouse, drying slabs, destoner, parboiler etc, was intended for the Abakaliki Rice Millers. It is being run as a PPP by an investor, Ebere West Farms. The investor off-takes paddy from the neighbouring rice farmers and custom-mills for farmers at a minimal fee. He plans to upgrade the facility. The location of the processing centre directly opposite a large automated government-owned rice mill could raise competition for paddy from the surrounding area.

Team comments: (i) the location of the Rice Mill far away from the targeted millers and farmers has altered the project objectives. Unintended millers/farmers stand to benefit from the mill; (ii) legal advice should be sought on the ownership/management requirements that would enable the investor sink investment capital in the facility.


Drying slab at Iboko Rice Mill


The piggery operated by Cynthia's group

6. Visit to Ndieze Cluster (Cynthia Group), Izzi LGA

At the Ndeze Cluster Youth Group Farm, the Team met a very vibrant young lady farmer called Cynthia who leads the group of 30 young farmers (20 women and 10 men). They are currently operating on about 8ha of land. At their cassava processing facility within the farm premises known as Greentech Integrated Farms Limited, they made branded garri, with a staff strength of 15, and the members also partaking in the production process. They started in 2017 and their production capacity and revenue have been on a geometric increase. The youth group is very cohesive and effective, and they are very pleased with the knowledge and skills passed to them by VCDP. The practice has improved their food security and financial stability as evidenced in their bank accounts. Group membership has been increasing annually. Currently the group has diversified into piggery, using the cassava peels and locally grown maize as feed. In addition to the cassava processing facility, they have two operational vehicles and plan to acquire more assets for sustainability.

7. Inspection of Akahu Uzor Nkwuda 7km farm road and bridge, Izzi LGA

The team drove through the 7km stretch of road constructed by VCDP and stopped at the major Akahuzo bridge, all in Izzi LGA. The river here is known to have drowned several people before the construction of the bridge. Members of the community could not hide their joy when welcoming the Team. In their words, "we have been waiting to know these people that have come to our rescue by constructing the bridge". They expressed their deepest appreciation and praised the timely intervention of IFAD-VCDP. They also hoped to see more interventions in the future.


The Akahu Uzor bridge


Okwo garri market – very heavily populated

8. Visit to Okwo Market, Ohaukwu LGA

The Okwo Market is one of the most populated in the region. The traders boast of having the best garri in Nigeria, and their patrons come from every part of the country. The beneficiaries expressed profound gratitude to IFAD/VCDP for coming to their rescue by constructing brand new market stalls with concrete floor in 2019; in place of the very muddy market with corrosive floor and open stalls. They however decried the lack of storage facilities in the market and used the opportunity of the visit to request for a warehouse.

Team's comments: (i) need to maintain the infrastructure for sustainability, including judicious management of the revenue collected for same; (ii) concerns were raised on the non-adherence to the Covid-19 protocols for disease prevention; (iii) they were encouraged to improve on use of standard measures to ensure that consumers have value for their money.

9. Visit to Ndiagu Echara Rice Cluster, Ikwo LGA

The 27 rice farmers groups cultivated about 438ha with Faro 44 and 52 rice varieties. Since the inception of IFAD/VCDP in 2015, their incomes have been on a geometric rise as a result of improving yield through new farming techniques. The cluster is effectively organized through capacity building by VCDP. The youth were most pleased with the knowledge acquired in improving their agricultural activities. Nevertheless, they still require more capital to expand and finance the irrigation scheme. On the nutritional impact, the farmers no longer worry about hunger, type of food they eat or even running out of food. Group membership is increasing on a yearly basis, and the keeping of farm records has helped them in drawing up their annual plan and budget estimates.

10. Visit to Onueke Aggregation Centre/Borehole, Ezza North LGA

The area is a rice processing cluster, using traditional method. VCDP has an ongoing aggregation centre (warehouse) with an installed capacity of 400-500MT. The custodian of the 1.6KVA borehole at the market stalls revealed that a lot of people in that community use the water not only for processing activities but also for domestic use at homes. The team raised concerns about the sustainability of the facility, as it does not appear to be properly managed.

11. Field wrap-up with Ebonyi SPMU

The SPMU expressed fulfillment with the level of implementation so far, especially with the cassava youth farmer group, agribusiness, transformation of Okwo market, rice processing centre at Iboko rice mill, and the overall impact VCDP on the lives of Ebonyi people. However, reservations were expressed on the state of the rural roads and their sustainability (maintenance), non-inclusion/expansion of some group membership, and communal clashes at Nkwo Nkalagu area. They also will like to see more interventions in the area of farm mechanization for improved cultivation.

ANAMBRA STATE (21-26 August 2020)

Arrival and state presentations

On arrival in Awka evening of 21 August 2020, the Team had a report presentation with SPMU. In attendance was the Special Adviser to the Governor in charge of Value Chain development. Highlights of the presentation included: (a) commencement of activities in 2014/2015 with 3 LGAs; (b) 5,820 rice farmers linked to 945 off-takers; (c) 1,697 cassava farmers linked to off-takers and processors, such as the Ugomentus processing centre; (d) 4,500 farmers were trained on CBN anchor borrowers scheme; (e) established farmer-herder conflict resolution mechanism; (f) 359 farmers trained on the use of android-based AMIS; (g) 10 roads constructed; (h) over 200ha of land cleared and developed; (i) 13 solar powered boreholes provided; (j) 10 tubewells constructed for irrigation; (k) successful advocacy and campaigns against road side drying of rice and cassava produce; (l) implementation of ESMP for maintenance of road projects; (m) training on waste-to-wealth enterprises for rice husks and cassava peels; and (n) provision of modern rice processing facilities (destoner, parboiler, miller etc) and cassava equipment.

1. Visit to Udoka Rice Mill, rice producers, Nnedimma Women Processing Group, Ayamelum LGA

Youth group leaders: Two group leaders (male and female) expressed delight with the intervention of VCDP, stating that their rice yield has moved from 3.5MT/ha to 7MT/ha. This was due to improved agronomic practice introduced by the project, engagement of private extension agents as well as providing them with input support, such as improved seeds, agrochemicals, fertilizers etc. The youth now see agriculture as a business because they have off-takers coming to buy their produce right from their farms due to improved infrastructure such as rural access roads etc. The youth leaders rated VCDP performance 80% and called for more capacity building and input support.

Divine Destiny Group: Started in 2015 with 15ha which has increased to 45ha in 2020. The group comprised 13 male and 12 female.

Chairman of Udoka Processing Group (and Chairman of CAF in Ayamelum LGA): Stated that the rice mill was almost grounded before the visit of Dr Kanayo Nweze (immediate past President of IFAD) in 2015 who requested that the facility be upgraded. The upgrade took place in 2017 with the total overhaul of the building. VCDP built a drying platform which is currently being used to augment the traditional mat drying method. However, he lamented the lack of the modern rice milling machine promised by VCDP. He feared that their product cannot compete favorably with other rice products. He expressed appreciation to the Governor of Anambra State for buying their products every December as Christmas gift for public servants in the state. The processing facility has over 300 persons on adhoc basis and 10 staff, who are also share holders of the company. The team advised the investor to expand his shares and give room for more investment aimed at ensuring sustainability.

Nnedimma Women Rice Processing Mill: The leader, Mrs Ann Anearobi, was full of praise for the VCDP for providing the mill house, modern milling machine, destoner, moisture meter, solar powered borehole, winnowing machine, drying platform, generator, etc. The group which started benefitting from VCDP intervention in 2016, now has substantial improvement of livelihood of its members. They also benefitted from the various capacity buildings offered by VCDP in the areas of improved agronomic techniques and handling of processing machines. As their strategy for sustainability, they divide their income into 3 parts - 2 parts for salaries and running cost and 1 part saved. They rated VCDP project intervention 100% and also solicited for more capacity building.


The remodeled Udoka Rice Mill


Modern milling machine at Nnedimma Rice Mill

2. Visit to Opetepe Rice Cluster, Ifite-Ogwari, Ayamelum LGA

50ha rice field was developed, with 2km asphalted road linking the villages and the farm lands, The field was hitherto inaccessible, and the road has greatly reduced transport cost, and increased rice cultivation – for the youth leader, from 3ha to 15ha. The youth had received training on improved agronomic practices in IITA Ibadan and are now engaged in training of their people. The women group expressed gratitude to VCDP for supporting their agricultural activities, from whose income they have now diversified into other enterprise such as tailoring and marketing of foodstuffs in the village. They promised the team of sustainability of the project. They were, however worried about the delay in supply of input by the CBN Anchor Borrowers Programme implemented by NIRSAL. They revealed that the profiling usually started in April/March, but the inputs do not usually come till October/November when they have already harvested the rainy season rice. This has deprived them the benefits of the NIRSAL programme for the last three years. They praised the services rendered by the private extension service providers and promised to sustain it even after VCDP. The Team was not very satisfied with the maintenance of the road by the O&M group, and charged them to be up and doing.

3. Visit to Joetech Agro-processing Facility, Omor, Ayamelum LGA

The processing group of 10 members (7 boys, 3 girls) use a destoner, winnower and modern rice milling machine for self processing and for commercialization. The group had been supported by VCDP for rice production but had diversified into processing based on the high demand for milled rice in the area. The low point of the visit to the facility was the act of using branded bags for popular registered rice processing companies like TOMATO and OLAM to bag their finished product. On inquiry, the group told the Team that they have their own bags carrying JOETECH AGRO-PROCESSING logo, but used other companies' bags based on request from their clients. The Team advised the group against the unethical and illegal practice of adulteration and counterfeiting.


2km asphalt farm road in Ifite-Ogwari



Joetech bag displayed, behind is filled Tomato Rice bag

4. Interaction with power tiller beneficiaries, Lower Anambra Imo River Irrigation Project, Omor, Ayamelum LGA

A youth group, Chukwunonso Group, demonstrated the use of the power tiller to the Team. The group used the machine for its members free, but charged N20,000/per hectare for non-members. The machine is said to be suitable in swampy areas that cannot be accessed by tractors. The machine can only till 1-1.5ha of land per day. The group leader complained that some of the spare parts easily wore out and are difficult to find in the market, so they resorted to local fabrications which are very costly and do not last very long. The Team advised the group to collect token use charges from members as well to maintain the tillers for sustainability and replacement.


Youth power tiller beneficiary group


Solar powered borehole at Igbariam

5. Visit to solar powered borehole and lock-up market stores, Igbariam, Anambra East LGA

The production cluster has groups. VCDP had provided 24 lock-up stores on which the Infrastructure Committee collected N1,000/shop monthly from members. The borehole is well fenced and a small token collected for sale of the water to community members.

6. Visit to Umueri cassava cluster and Cassava Processing Centre

The Peace and Unity Cassava Cluster is made up of 7 groups cultivating 25ha of land developed by VCDP. VCDP gave them planting materials, capacity training and smart weather reading equipment which the farmers claimed were very helpful. The VCDP-constructed 3.7km asphalt road has linked several villages with the developed land and yields have risen from 7MT/ha to 25MT.ha, the main cassava varieties being 419, 0581 and Pro-Vitamin A. The cluster has enough off-takers for their produce, Through the cooperation of the traditional leader, the O&M group restricts heavy vehicles from the road and levies the moderate-sized vehicles that use the road. The money realized is used to maintain the roads through weeding of grasses. VCDP also built a modern cassava processing centre (Ofuobi) at Umueri, comprising a processing centre, storage room, bio-digester, dryer and starch extraction facility. They also have a solar powered borehole, toilet facility and generator room. The processing centre and equipment is estimated to have cost N23 million, and the borehole N9 million.

7. Visit to Achalla Rice Processing Cluster, Awka North LGA

The cluster, comprising 10 groups, appreciated VCDP's intervention in the provision of a new mill house worth N15 million, capacity building, aggregation centre of N39 million for storing their produce, and a borehole worth N9 million. The producer members of the cluster confirmed that the training and improved seed supply from VCDP has greatly improved their income and productivity. They also benefited from linkage with off-takers and the use of the AMIS platform. They confirmed positive impacts of VCDP on their social life and the increasing urban-rural migration of unemployed youth due to the lucrative nature of agriculture in the region. Yields have moved from

2.5MT/ha to 7.5MT/ha for rice. The challenge is that the CAF seems not to be active, as if waiting for VCDP programme to wind up before they are active.


Team discussing with Umueri cassava cluster leaders



The Umueri cassava processing centre

8. Visit to Cassava Market, Mmiata-Anam, Anambra West LGA

The 24-stall market has a store, a solar-powered borehole, and four toilets. Cassava stem and paste is sold. to consumers. The market has security and water committees who manage the affairs of the market. They charge a token N10 per 25litres of water and N50 per toilet usage. The PCR team tasked them on accountability in order to sustain the infrastructure.

9. Visit to Njikoamaka Cassava Processing Group, Mgbakwu, Awka North LGA

VCDP provided the group a well-equipped cassava processing facility with solar-powered borehole, and other facilities managed by the group. The associated production group oversees the production and harvesting. The marketing group that takes care of the product enterprise, and uses the AMIS platform. They reported improvements in their livelihoods, with most of them now home owners and farm owners. They expressed satisfaction with the training and inputs they were given by VCDP. They have enough off-takers for their produce.

10. Visit to Awba-Ofemili Mini-bridges, Awka North LGA

The bridges link about 3,000ha of land with 9 FOs cultivating rice. The Team had great concerns on the maintenance culture displayed by the O&M group in the area. The group pleaded with the Team to persuade the VCDP to construct a rice mill in the area. The field visit wrap-up for Anambra State took place at this site.

TEAM 2

Team composition: Benjamin Egem-Odey – FMFBNP, Team Leader; Maiwada Zubairu – Consultant; Adewale Ilesanmi – PCU-FMARD; Olusola Mshelia – FMFBNP; Nurudeen Mohd Lawal – NPMU-VCDP (Ogun State only).

NIGER STATE (18-21 August 2020)

Arrival and state presentations
Team 2 arrived Minna on Tuesday 18th August, 2020. At a meeting with the SPMU, the SPC briefed the Team on the activities of VCDP in the State. The Team executed the following:

i. Embarked on field visits to some project implementation sites to assess activities executed by VCDP and their alignment with the Project Development Objective, Life of Programme (LoP) targets and outcomes.
ii. Conducted desk reviews of project activities.
iii. Collected and collated relevant impact evaluation data based on the instruments/guidelines stipulated by the PCR consultants.
iv. Assessed challenges faced by beneficiaries, SPMU and other relevant stakeholders.
v. Solicited recommendations from all relevant stakeholders.

The highlights of the exercise

❖ Implementation Progress

i. VCDP, based on project design provided capacity building on improved agronomic practices in production and processing
ii. VCDP provided input support to targeted beneficiaries under the two value chains (Rice and Cassava).
iii. There is very clear evidence that VCDP had a women and youth focus especially in the processing stage of the two value chains.
iv. VCDP provided relevant processing and marketing infrastructure for targeted production and processing clusters under both value chains especially clusters with women and youth focus.
v. VCDP has facilitated sustainability of key project activities through the facilitation of quality partnerships (input dealers, financiers, off-takers, etc) across the two value chains (Kanko Rice Production Cluster is a best-case example).
vi. VCDP provided climate smart interventions (biogas energy plant for cassava processing, smart weather readers, etc)

❖ Impact

i. The average production yield for rice and cassava increased from 1.6MT/ha to 7.2MT/ha, and from 8MT/ha to 25MT/ha, respectively, leading to a significant appreciation in the incomes of beneficiaries of 75–100%. Also, the average processing output for the two value chains increased significantly from baseline.
ii. There was clear evidence of production/processing of profitable by-products especially for cassava (Flour, Vitamin A Garri, Fufu, etc.)
iii. The support VCDP has given to beneficiaries has led to poverty reduction, job creation especially for women and youth, increased incomes, improved standard of living, and improved nutrition. Beneficiaries are sponsoring their kids and themselves through school, and providing stepdown trainings to farmers and processors not under the umbrella of VCDP in the state, etc

❖ Challenges

i. Inadequate rural roads infrastructure in production and processing clusters
ii. Record keeping especially on financial management due to the scale and size of business of some production and processing clusters is quite weak
iii. Inadequate production and processing equipment.
iv. The dam that supplies water for irrigation farming in the Kanko Rice Production Cluster has not been desilted. This has grossly reduced the level of water supply and is threatening livelihoods of many beneficiaries.
v. The State Government is yet to pay most of its allocated counterpart funds to VCDP.
vi. Government involvement in VCDP activities is very weak which can negatively impact sustainability.
vii. Inadequate project vehicles for effective project administration, monitoring and oversight.
viii. Environmental issues bordering on wrong disposal of waste in a cassava processing cluster.

❖ Lessons Learnt

i. Consistent and effective monitoring and supervision of project activities is key to the success of the programme.
ii. Collaborations and partnerships along the value chains is definitely a success story and should be replicated and upscaled.

❖ Feedback from State Government

i. The State Government through the Perm. Sec, Ministry of Agriculture informed that the Governor has approved the payment of all outstanding counterpart funds due to the project.
ii. The Government has resolved to fix important rural roads which serve as access points to key agro-production and processing clusters in the state (including VCDP supported clusters)
iii. The Government will complement VCDP's efforts by providing additional production and processing equipment for beneficiaries.
iv. The Government is going to execute irrigation schemes in major rice and cassava production clusters in the state and will pay close attention to the irrigation challenge the Kanko Rice Processing Cluster is facing.

❖ Recommendations

i. VCDP needs to develop a robust national collaboration and partnership strategy document based on the successes and lessons learnt so far which will serve as a guideline for the programme going forward and for subsequent projects.
ii. VCDP should pay more attention to environmental issues in processing clusters.
iii. Record keeping especially with respect to financial management should be enhanced. Technology should be introduced.

The Niger State visit in pictures



Truck of paddy and of processed rice at the Argungu Road Rice Processing Centre, Kontagora LGA



Mill building, drying slab and destoning equipment at the Argungu Road Rice Processing Centre, Kontagora LGA


Team interacting with youth rice farmers, Wushishi LGA


Team interacting with SPMU, Minna

OGUN STATE (24-26 August 2020)

Arrival and state presentations
Team 2 arrived Abeokuta on 24th August, 2020. At a meeting with the SPMU, the SPC briefed the Team on the activities of VCDP in the State. The Team executed the following (same for Niger State).

The highlights of the exercise

- Implementation Progress
  i. VCDP based on project design provided capacity building on improved agronomic practices in production and processing.
  ii. VCDP provided input support to targeted farm beneficiaries under the two value chains (Rice and Cassava) based on the matching grant model.
  iii. There is very clear evidence that VCDP had a women focus especially in the processing stage of the two value chains.
  iv. The project provided and facilitated relevant processing and marketing infrastructure (water, drainages, bridges, facilitated provision of market shelter) for targeted production and processing clusters under both value chains especially clusters with women and youth focus.
  v. VCDP has facilitated sustainability of key project activities through the facilitation of quality partnerships (input dealers, financiers, off-takers, etc) through the Commodity Alliance Forum Platform across the two value chains. (The CAF in Obafemi Owode is the best case of leveraging on quality partnership to ensure the development of the entire value chains)
  vi. VCDP provided climate smart interventions (biogas energy plant for cassava processing, smart weather readers, etc)
  vii. VCDP facilitated market linkage by constructing bridges serving as assess points to key production and marketing clusters.
  viii. VCDP executed significant land development for rice and cassava cultivation.

- Output and Outcomes
  i. The average yield for cassava increased from 8MT/ha to 25MT/ha, leading to a significant appreciation in the incomes of beneficiaries of 100-120%. Also, marketers in the fufu cluster in ifo where VCDP constructed a bridge to improve market access noted that their sales per marketer increased from 10bags to 50bags of fufu per marketer, indicating a sales increase of 400%.

- Impact
  i. Improved sanitation and hygiene as a result of the water supply facilities provided by VCDP in targeted marketing and processing clusters.
  ii. The Fufu Market in Ifo is less vulnerable to rain due to the drainage infrastructure provided.
  iii. The support VCDP has given to beneficiaries has led to poverty reduction, job creation especially for women and youth, increased incomes, improved standard of living, and improved nutrition. Beneficiaries are sponsoring their kids and themselves through school, and providing stepdown trainings to farmers and processors not under the umbrella of VCDP in the state. There is replication of the matching grant financing model between very successful farmer beneficiaries and other farmers not under the umbrella of VCDP etc.

- Challenges
  i. Youths (women and men) involvement in decision making is quite weak.
  ii. Inadequate rural roads infrastructure in production and processing clusters.
  iii. Inadequate production and processing equipment.
  iv. Obvious gaps in the value chain in some VCDP intervention sites are grossly reducing the value that beneficiaries can derive from the programme's intervention
  v. Counterpart funds due to VCDP not paid as at when due.
  vi. Inadequate project vehicles for effective project administration, monitoring and oversight.
  vii. Environmental issues (pollution, wrong disposal of waste, open drains, etc) especially in the fufu market in ifo.
  viii. Production losses experienced by rice farmers due to bird infestation
  ix. Absence of processing facilities in a key rice production cluster in Obafemi Oredo leading to income losses arising from the beneficiaries' inability to add value.
  x. Land development is very expensive and is quite scarce for farming purposes due to land grabbing.

- Lessons Learnt
  i. Consistent and effective monitoring and supervision of VCDP activities is key to the success of the programme.
  ii. Collaborations and partnerships along the value chains is definitely a success story and should be replicated and upscaled.

iii. Transportation of goods should be considered as a value chain propeller.
iv. Government involvement and ownership of programme activities is a necessary condition for sustainability as witnessed in Ogun State. Best case example.
v. Youth involvement especially in decision making and ownership is also a necessary condition for sustainability

❖ Feedback from State Government

v. The State Government through the Perm. Sec, Ministry of Agriculture informed that the Governor has approved the payment of all outstanding counterpart funds due to VCDP.
vi. The Government has resolved to fix important rural roads which serve as access points to key agro-production and processing clusters in the state (including VCDP supported clusters)
vii. The state is leveraging on the success of VCDP to support more beneficiaries in the state. The SPC is the leader of the rice programme in the state based on the success the programme has recorded.
viii. The Government will complement VCDP's efforts by providing additional production and processing equipment for beneficiaries.
ix. Youths under the umbrella of VCDP will be used as vanguard(s)/incubators for other beneficiaries shortlisted by the State Government for support in key stages of the two value chains.

❖ Recommendations

i. VCDP needs to develop a robust national collaboration and partnership strategy document based on the successes and lessons learnt so far which will serve as a guideline for the programme going forward and for subsequent projects.
ii. VCDP should focus on filling the gaps in the value chain of some intervened areas either through direct support or facilitation by leveraging on State Government resources and private sector partnerships.
iii. Counterpart funds should be paid as at when due for effective administration, monitoring, supervision and evaluation of VCDP activities.
iv. VCDP should pay more attention to environmental issues in marketing/processing clusters.
v. Record keeping especially with respect to financial management should be enhanced. Technology should be introduced.
vi. Capacity building on knowledge management and communication for programme staff.
vii. Adopting a modular and integrated approach to value chain interventions in some sites.
viii. VCDP should provide or facilitate provision of bird nets for rice farmers in order to reduce production losses due to bird infestation.
ix. Future activities of VCDP should be more climate sensitive
x. Target more youths and women in the additional financing phase.
xi. Focus on capacity building on financial inclusion for farmers (financial literacy, credit facilitation, etc)
xii. VCDP should facilitate insurance for beneficiaries.
xiii. VCDP should use it successes to leverage on investment from government and stakeholders to fill certain gaps in intervened areas.
xiv. Provide platforms where beneficiaries can learn lessons from each other in production, processing, packaging, financial inclusion etc.
xv. Beneficiaries should be trained to produce investment profiles and design investment product to attract investors.
xvi. VCDP should pay more attention to management and disposal of waste in order to create wealth from by-products (animal feeds, cooking gas, etc) and mitigate environmental issues.

The Ogun State visit in pictures


Team interacting with stakeholders at Ifo Fufu Market


Transactions going on at the Ifo Fufu Market


Link bridge to Ifo Fufu Market


Land development site at Etete planted with cassava


Roori bridge leading to Etete land development site


Team interacting with SPMU

TEAM 1

Team composition: Buba B. Godobe – PCU-FMARD, Team Leader; Rodney Isiorhovoja – Consultant; David Efih – FMFBNP; Felix Oibiokpa – NPMU-VCDP.

BENUE AND TARABA STATES (18-26 August 2020)

Arrival and state presentations
On the day of arrival in Makurdi and Jalingo, respectively, the Team had a meeting with the SPMU, where the SPC briefed the Team on the activities of VCDP in the State.

Objectives of the visit
Mainly to conduct a programme completion review, through:

- Conduct of interviews and desk reviews of VCDP activities of the state VCDP team and beneficiaries.
- Visit and distribute questionnaires, collect and collate relevant impact evaluation data based on the instruments and guidelines stipulated by the PCR objectives.
- Assess challenges faced by beneficiaries, the SPMU and other relevant stakeholders.
- Solicit recommendations from all relevant stakeholders.

Participating LGAs and places visited by PCR Team

State	LGA	Places visited
Benue	Okpokwu	
	Logo	
	Gwer	East: Aliade Rice Mill, Briquette Technical Centre, transformer, borehole West: Taraku Farmers, feeder road, land development site
	Guma	
	Ogbadibo	
Taraba	Wukari	
	Karim Lamido	
	Gassol	Dutse market stores Koppi, cassava processing centre, Kasuwan Buhu Aggregation Centre Mutum Biyu
	Ardokola	Sunkani Aggregation Centre
	Takum	

Disbursement and physical performance
As at 31 December 2019, performance was: (a) Benue: disbursement 49%, physical 77%; and (b) Taraba: disbursement 51%.

In both states, programme implementation focused on:

- capacity building on improved practices in production and processing.
- input support to targeted farm beneficiaries under the two value chains (Rice and Cassava) based on the matching grant model.
- women, especially in the processing stage of the two value chains.
- provision of processing and marketing infrastructure, including roads and bridges for market access.
- provision of market for targeted production and processing clusters under both value chains especially clusters with women and youth focus.
- sustainability of key programme activities through the facilitation of quality partnerships (input dealers, financiers, off-takers through the CAF platform across the two value chains.
- climate smart interventions.
- land development for rice and cassava cultivation.

Notable achievements of VCDP
In both Benue and Taraba states, these include:

- Considerable empowerment and improved market participation of rural poor farmers through the CAF. Crop production by small farmers is driven by group business plans, and for identified markets.
- The CAF, a Public/Private/Producers Partnership (4Ps) model enables farmers to engage the government in policy discussions as well as with the private sector in business transactions. Large amounts have been leveraged from the private sector for many of the farmers.
- Significant contributions to Nigeria's strategic objective of food security by VCDP farmers. The establishment of processing centres also provides economic opportunity for rural dwellers and has increased the market share of local rice in Nigeria.

- Unique income-generating opportunities for women and youth, who are gainfully employed in seed production businesses, leasing of mechanized equipment, extension provision, agri-input distribution, marketing of finished farm produce, and production of various recipes from pro-vitamin A cassava and brown rice to also improve dietary intake of households.
- Revival of the FGN land development initiative to ensure self-sufficiency in rice and cassava.
- Provision of market infrastructure (roads, aggregation centres), extension and input support which have helped the smallholder farmers to double their productivity and meet the market demand of their business partners.
- Construction/rehabilitation of environmental-friendly processing clusters for rice and cassava, with efficient waste management facilities. Cassava peels are being converted to animal feeds, generating additional incomes for small farmers.
- Creation of decent jobs for women and youth through agribusiness supports, including waste to wealth engagements.

Challenges

The challenges of VCDP observed during the exercise include:

- Obvious gaps in the value chain in some intervention sites, which are grossly reducing the value that beneficiaries can derive from VCDP's intervention,
- Youths (women and men) involvement in decision making is quite weak.
- There are inadequate rural roads infrastructure in production and processing clusters.
- Production and processing equipment were not enough,
- Taraba State was up to date with counterpart fund payment during the period 2015-2019. Benue State had outstanding counterpart funds to pay to the Benue State VCDP.
- Project vehicles were not enough for effective project administration, monitoring and oversight.
- Safety environmental issues (pollution, wrong disposal of waste, open drains, etc,
- Postharvest losses experienced by rice farmers due to bird-infestation.
- Land development is very expensive, and farmer-herder clashes were witnessed in 2018-2019.
- VCDP team allowances in form of take-home pay was very small compared with other sister international donor funded projects in the state.

Lessons learnt

- ✓ There was consistent and effective monitoring and supervision of VCDP activities, which is key to the success of the programme.
- ✓ There are collaborations and partnerships along the value chains, which is definitely a success story and should be replicated and up-scaled.
- ✓ Transportation of goods should be considered as a value chain component.
- ✓ Salaries and allowances should be reviewed up-wards as an incentive to project team workers.

Feedback from State Government

The PCR Team was informed that the Governor has approved the payment of all outstanding counterpart funds due to VCDP. The Government has also resolved to fix important rural roads which serve as access points to key agro-production and processing clusters in the state (including VCDP supported clusters) The state is leveraging on the success of VCDP to support more beneficiaries in the state. The SPC is the leader of the rice programme in the state based on the success VCDP has recorded. The Government will complement VCDP's efforts by providing additional production and processing equipment for beneficiaries. Youths under the umbrella of VCDP will be used as vanguard(s)/incubators for other beneficiaries shortlisted by the state government for support in key stages of the two value chains.

Recommendations

i. VCDP needs to develop a robust national collaboration and partnership strategy document based on the successes and lessons learnt so far which will serve as a guideline for the programme going forward and for subsequent projects.
ii. VCDP should focus on filling the gaps in the value chain of some intervened areas either through direct support or facilitation by leveraging on State government resources and private sector partnerships.
iii. Counterpart funds should be paid as at when due for effective administration, monitoring, supervision and evaluation of project activities.
iv. VCDP should pay more attention to environmental issues in marketing/processing clusters.
v. Record keeping especially with respect to financial management should be enhanced. Technology should be introduced.
vi. Capacity building on knowledge management and communication for programme staff.
vii. Adopting a modular and integrated approach to value chain interventions in some sites
viii. VCDP should provide or facilitate provision of bird nets for rice farmers in order to reduce production losses due to bird infestation.
ix. Future activities of VCDP should be more climate sensitive.

x. Target more youths and women in the additional financing phase.
xi. Focus on capacity building on financial inclusion for farmers (financial literacy, credit facilitation, etc)
xii. VCDP should facilitate insurance for beneficiaries.
xiii. VCDP should use its successes to leverage on investment from government and stakeholders to fill certain gaps in intervened areas.
xiv. Provide platforms where beneficiaries can learn lessons from each other in production, processing, packaging, financial inclusion etc.
xv. Beneficiaries should be trained to produce investment profiles and design investment products to attract investors.
xvi. VCDP should pay more attention to management and disposal of waste in order to create wealth from by-products (animal feeds, cooking gas, etc) and mitigate environmental issues.

The Benue State visit in pictures












The Taraba State visit in pictures





Interactions at Sunkani Aggregation Centre



SPMU presentation to the Team



Team with Perm. Sec. Agriculture