



Why MADE?

MADE was designed to help bring about transformative change in Northern Ghana. After identifying opportunities for transformation, the programme chose to focus on agriculture, the major economic activity and employer in the North. MADE thus works with partners to turn the North's comparative advantage over the South in certain agricultural commodities into competitive advantage in order to realise its full agricultural potential.

MADE's immediate objective is to achieve a positive change in the real incomes of over **78,000 women and men smallholder farmers and small-scale entrepreneurs** in its 4 year lifespan. This will be achieved by ensuring that agricultural yields in project areas **increase by 6%** year-on-year across four selected sectors:

- Rice
- Groundnuts
- Onions
- Other vegetables

MADE facilitates the implementation of interventions in these markets that address both demand-side constraints, such as lack of access to quality agricultural inputs for smallholder farmers in the North; and supply-side difficulties, such as lack of access to end-markets in southern Ghana or overseas, where northern agricultural produce could be sold.

MADE also facilitates the implementation of cross-cutting interventions in the fields of Gender, Business Development Services, Business Growth Acceleration, Smart Agriculture, Mechanisation and Access to Finance.

MADE's approach

MADE's market approach emphasises looking beyond symptoms and focusing on the root causes of why markets are not working for the poor. By targeting the root causes, MADE aims to deliver large and sustainable change.

Some examples of elements that are key to our approach include:

1 Addressing crucial bottlenecks

Market diagnostics conducted at the inception phase helped the MADE team to identify bottlenecks, enabling it to focus its attention and resources on catalytic interventions that trigger change across the whole system, delivering large impacts.

2 Facilitating change: motivating capable actors in the public and private sectors

MADE, as facilitator, remains outside the market system. In this way, when MADE ends, its activities and outputs need not end with it so outcomes are more likely to be sustained. Armed with the knowledge of what motivates capable market actors, MADE encourages and incentivises them to develop new practices and innovations that will deliver large scale impact and address underlying market dysfunctions.

3 Avoiding unsustainable subsidy to avoid distortion

MADE identifies private sector players and supports them in finding commercially viable, sustainable solutions that can provide long-term answers to market dysfunctions. MADE is not associated with individual businesses. On the contrary, it works to crowd-in sufficient businesses to change market outcomes, and learns through the use of robust monitoring systems.

The Market Development Programme for Northern Ghana (MADE) is a four-year (2014-2018) market systems development programme implemented by a consortium led by Nathan Associates, funded by UKAid. MADE aims to promote growth and reduce poverty in over 63 districts covered by the Savannah Accelerated Development Authority.

Examples of MADE's work through market actors

MADE stimulates change in the behaviour of market actors to bring about scalable and sustainable change, leading to improvements in the lives of the poor. Some of MADE's partner market actors include:

- **Input Dealers** play a critical role in reaching smallholder farmers. MADE supports them to develop commercial distribution relationships with international input suppliers to ensure these inputs are widely accessible to smallholder farmers.
- **Aggregators** play an important role linking smallholder farmers to end-markets. They offer yield enhancing services and production inputs to smallholder farmers, gather produce from them, and serve as a hub for the dissemination of information. They can double as Gender Champions of Change. MADE is incentivising them to invest in and adopt new business practices which will improve the quality of the services they provide to smallholders.
- **Top of the supply chain buyers and processors** look to source from a local supply-base that combines large volumes, homogenised procedures and minimal management requirements. Sourcing from aggregators allows these end-buyers to build sustainable smallholder farmer supply chains. MADE plays a role brokering this relationship.

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Early 2016 results point towards the success of the MADE approach:

Over 2,500 farmers

placed orders for improved dry season varieties of onions through the relations facilitated by MADE between seed supplier and input dealers. This confirmed an appetite for improved varieties. As a result, international seed suppliers are actively building distribution channels through local input dealers to ensure the improved seed is available and accessible to the farmers.

413 kg of improved vegetable seed

varieties were supplied to agro-input dealers by international seed suppliers partnering with MADE during the last quarter of 2015 alone. This met the demand of an estimated 1,650 farmers.

A 254% increase in demand

for improved vegetable seeds in the last quarter of 2015 alone resulted in input dealers diversifying their source of improved seed varieties beyond the seed suppliers MADE has directly linked them with, a sign of adoption.

More than 6,000 rice farmers

who attended the field days organised by MADE aggregator business partners have replicated at least one of the good practices demonstrated. Two aggregator businesses that MADE introduced to a local top-of-the-supply-chain buyer have agreed supply arrangements and signed supply contracts, and a further nine are at various stages of negotiation: these aggregator companies source paddy from close to 10,000 smallholders.

Results continued:

A functional Groundnut Alliance

was initiated to address the co-ordination failure among market actors and improve information flow among groundnut market actors to enhance the evolution of functional supply chains for seed and aflatoxin free groundnuts.

12MTs of aflatoxin free groundnuts

were procured by a southern based groundnut processor from one of MADE's aggregator business partners in the groundnuts market: a sign of the effectiveness of MADE's brokerage.

Gender @ MADE: Encouraging Progress

Gender and the inclusion of vulnerable groups are a pivotal focus of MADE, which supports economic empowerment for all – a concept that necessitates the active participation of women in gainful economic activities.

MADE gender-screened all its markets and interventions and identified gender entry points and opportunities to ensure women are not disadvantaged as a result of any intervention.

MADE is also supporting partners who are using various innovative ways to get women access to productive land and other inputs. Results already indicate high rate of women's participation and adoption of good practices leading to increased productivity and yields.

MADE is, also, engaging service providers to provide sustainable business development services to women traders and processors for the growth of their businesses.

For more information on MADE activities:

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