

ANNUAL REPORT – YEAR TWO

Market Development (MADE) for Northern Ghana Programme



SUBMITTED TO
DFID Ghana

SUBMITTED BY
Nathan Associates London Ltd

Updated Version: June 2016

Originally submitted in April 2016

Table of Contents

Introduction	1
Section 1. Overall Programme Achievements	2
1.1 Impact and Outcome Levels	3
1.2 Output Level.....	5
1.2.1 Core Output Level.....	5
1.2.2 Supporting Output Level	7
1.2.3 Rules Output Level	8
Section 2. Progress Towards Systemic Change	10
2.1 Onions and Vegetables.....	10
2.2 Rice	12
2.3 Groundnuts	13
2.4 Core Markets Analysis	14
2.5 Cross Cutting Market Interventions.....	14
2.5.1 Irrigation/Climate Smart Agriculture.....	15
2.5.2 Access to Finance	15
2.5.3 Market Information	15
2.5.4 Business Development Services	15
2.6 Market Interventions Lessons Learned.....	16
Section 3. Cross Cutting Areas.....	17
3.1 Gender	17
3.2 Knowledge Management and Communications	18
Section 4. Operational Areas	20
4.1 Monitoring and Results Measurement Systems	20
4.2 Value For Money (VfM)	21
4.3 Project Management.....	22
Annex 1: Risk Matrix	24
Annex 2: Intervention Monitoring Plan.....	28
Annex 3: VfM Indicators.....	29
Annex 4: Organogram.....	32

Introduction

This Annual Report reflects strictly backwards on MADE's achievement of its second year of implementation against its logframe. It also details more specifically the progress and changes in approach to each core and supporting markets over the past year. As well the adjustments and lessons learned with regards to the configuration of the team to properly implement, realise, and measure the goals set out for year 2.

More specifically, the report is set out as follows:

- Section 1 presents the overall programme achievements from year 2 against the logframe;
- Section 2 details the progress towards systemic change broken down by each core market and cross cutting market;
- Section 3 reflects on the how the work in cross cutting areas of gender, communications, and knowledge management was integrated into the MADE programme during the previous year; and
- Section 4 outlines the changes that occurred to MADE's operational areas including Monitoring and Results Measurement (MRM) systems, Value for Money (VfM), and overall programme management and team structure.

Year 2's achievements have confirmed that MADE is progressing in the right direction. Two years of implementation has validated MADE's overall theory of change. There is now some evidence that market actors are beginning to change their behaviour in response to programme facilitation. The early signs of behaviour change confirm the validity of the programme's assessment that the private sector can be incentivised to lead the transformation of Northern agriculture. Enterprise performance (better functioning markets and increased market system capacity) has, also, been largely confirmed as the viable and sustainable route out of poverty (improved incomes) for smallholder farmers and small scale rural entrepreneurs: the programme's target beneficiaries.

These confirmations are reflected in the results MADE has achieved against its core output level targets. By the end of Year 2, MADE has directly facilitated 35 market actors to change their business practices and influenced over 25,000 smallholder farmers and small scale entrepreneurs (9,387 of which are women) to use new or improved inputs designed to improve their profitability. This is further reinforced by the achievement of support output level targets such as MADE's ability to facilitate the development of 10 new or improved services and products being provided to smallholder farmers and small scale entrepreneurs.

Large-scale independent assessments of productivity/yields, turnover and sales increases are yet to be completed as the crop year has just come to an end. Outcome level indicators and targets have thus been assessed and reported based on partner reports. Internal M&E data verification and quality assurance indicate that the figures reported by the partners are significantly robust and realistic. All the same, the programme has begun the process of independent data collection and analysis. This will serve essentially to validate the assessments made from the partner reports and help improve the partner data collection and reporting process.

Following the positive reaction to facilitation (as manifested by achieved logframe targets), MADE is poised to deepen reported initial behaviour change and to leverage it to drive change elsewhere across other market functions. How this will be achieved is set out in the Year 3 Strategy, a separate forward looking document, which includes work plans, forecasting, risk strategy, and updates to the logframe and programme structures.

SECTION 1. OVERALL PROGRAMME ACHIEVEMENTS

This section reports on achievements against the programme logframe for Year 2 (April 2015 - March 2016). Learning from our experience in the first full year of operation, MADE set out to consolidate and build-on the achievements of the previous year and to explore new opportunities and approaches to work. In this regard the programme expanded the number of partner businesses (including seed companies, aggregators, and input dealers/retailers) and sub-facilitators (private consulting firms, NGOs and public sector organisations) we worked with across all its focused markets. Through these partnerships, MADE has made significant progress and is seeing evidence of systemic change in all target market sectors. This evidence is summarised in Section 2 of the report.

MADE currently operates in four market sectors (rice, groundnuts, onions and other vegetables) and is implementing 16 interventions across these markets¹. These interventions can be broadly categorised into ones which focus on core and support market functions. The core market interventions address production level constraints (e.g. access to and use of improved seed and good agricultural practices) as well as more downstream constraints, including improved post-harvest handling, packaging, processing, and marketing. As can be seen from Sections 1 and 2, the production level interventions across all markets are producing very significant results, particularly in terms of improving access to improved seed and adoption of improved agricultural practices. Progress has not been as positive on addressing downstream constraints. Year 3 will see a much stronger focus on addressing these constraints². Similarly, the results generated by the support function interventions have been limited to date. The support functions interventions address issues related to access to finance, skills enhancement (BDS), information dissemination and climate change. Most of these interventions are still at the concept or design phase³, they are however poised to take-off and start producing results next year as detailed in Section 2 below.

The overall management of the programme has evolved and improved during the year. In an attempt to accommodate the loss of the programme director the role was split into two components, programme management and technical support. These roles were filled by [REDACTED] and [REDACTED], respectively, and have worked well during the year. All of the personnel gaps which were there at the start of the year, one of the programme management challenges highlighted in the Year 1 Annual Review, have been filled. Most significantly, strong internal linkages have been developed between the new cross cutting team and the market development team which has resulted in the refinement and strengthening of the programme's portfolio of interventions. Other challenges and recommendations highlighted in the Year 1 Annual Review have also been addressed as shown in the table below.

Table 1: Programme Response to recommendations from Year 1's Annual Review

Annual Review Recommendation	MADE Response
MADE has had some human resource challenges caused by staff turnover. The programme supplier needs to urgently fill existing staffing gaps. It will also need to beef its market facilitation and monitoring and evaluation capacity by quickly recruiting new staff. Target – September 2015.	MADE filled all existing staffing gaps during Year 2. Section 4.3 details the changes and Annex 4, the organogram, reflects the team at the end of Year 2.
MADE should address weak entrepreneurship of market actors by establishing a network of service providers to help MADE partner businesses build their operational structure and linking them to sources of finance. This support will have to be sustainable and non-market distorting. MADE is proposing a new	MADE contracted a consortium led by [REDACTED] toward the end of Year 2 to run the Business Growth Accelerator (BGA) programme. BGA which will be a mentored facilitation service aiming to help the programme's partners define the type of support and finance they need and then link them to the necessary providers, is part of the approach adopted to address the entrepreneurship weaknesses.. The end goal of this service is to help MADE

¹ During the year MADE suspended its activities in the livestock market. The programme still however remains open to opportunities to continue working in this market.

² Refer to MADE's Year 3 Strategy Document

³ The delay is due largely in part to more than anticipated time taken to sell the MADE (market systems development/M4P) approach to actors in support functions who are more used to donor handouts.

intervention around business development services (Market 6)	partners grow their businesses and hence be a position to source more produce from the smallholder farmers supported by MADE in Northern Ghana.
MADE should develop a new strategy of engagement with southern buyers and producers and seek to broker at least one deal with such partners in the 2015/2016 agriculture season. MADE is recruiting a short term private sector market liaison specialist in the Accra. Target – September 2016.	A two part strategy was adopted involving the recruitment of a business engagement advisor at the beginning of Year 2 and the development investment opportunity profiles to stimulate the interest of southern and other investors. The first did not work out well as the advisor failed to engage constructively with the team in Tamale. The second part of the approach resulted in the showcasing of the profiles (prepared in collaboration with Monitor Deloitte, South Africa) during the MADE launch and first agribusiness event in the early part of Year 3 ⁴ . There have since been early indications of interest in the profiles.
MADE and DFID has agreed a scale back strategy and consolidation of particular markets. A key recommendation is to build capacity of project teams focusing on markets where traction has been less evident, with plans for existing team restructuring finalised by September 2015.	In addition to de-emphasising the livestock market (the programme will only re-activate its work if a good opportunity, i.e., a willing and capable market actor, presents itself) two previously stand-alone markets (chilli and other vegetables) have been consolidated into one: other vegetables. Thus the programme has scaled back from six markets and is now actively working in four: rice, groundnuts, onions and other vegetables. The role of a Market Development Coordinator has also been added to strengthen the work of the Market Development Specialists team. This is reflected in the organogram in Annex 4
MADE has a VFM strategy and will assess the suitability of the VFM metrics presented in the original Business Case (used for this AR) advising changes to its VFM metrics to DFID by the end of the 2015/2016 agriculture season.	MADE engaged a Vfm expert in Year 2 who developed a Vfm strategy and framework for MADE moving forward. With the new metrics, MADE has been able to capture and benchmark data to better inform Vfm across the markets and through the programme. This is detailed further in Section 4.2

1.1 IMPACT AND OUTCOME LEVELS

Preliminary assessments (based on partner reports) and projections of achievements against logframe targets of outcome level indicators are provided in Table 2 below. It is important to note that the first two years of programme implementation were focused on testing the appetite of upstream market actors (i.e., those involved mainly in production) in core market functions, e.g., aggregating businesses and input supply companies, for change. While there are clear early signs of behaviour change, the effects of the change, can take a while to show at the outcome and impact levels. This is particularly the case in an agricultural programme which involves farmers trying new practices for some time before adopting and mainstreaming⁵. It can take more than two growing seasons for farmers who are early adopters to go through such a change process. It may take a while longer for other farmers to follow. It is significant, therefore, that as early as two years into the programme targets for some outcome level indicators are already being achieved.

The early achievement of outcomes, as shown in Table 2, is a strong indication of the orientation towards and anticipated achievement of other outcome targets in the years to come and significant contribution to impact level change. Table 2 also highlights remarks explaining the progress or lack of it towards targets and recommendations for logframe revision. The recommendations which will only apply to Year 3 and beyond will be discussed with DFID before the revisions are finalised.

⁴ The launch and event were initially scheduled for the third quarter of Year 2 but had to be postponed a number of times because external circumstances.

⁵ In general, income and productivity increases in market systems development take time to be realised and measured. Unlike direct approaches where a programme would intervene with farmers and record income and yield increases in as short as one crop cycle, a typical market systems approach involves firstly persuading a partner player (e.g. aggregator) to engage with a new approach/model, who in turn will interact and deliver services to farmers. Farmers then need to use this service to improve their on-farm practice, wait at least one crop cycle to see results and to sell produce on the market to record a sales and income increase. This process takes time to come about and it then needs to be measured and verified.

Table 2: MADE Impact and Outcome Indicators

Statements	MADE Measurement	2015/16 Progress (Y2 only)	Recommendation
Impact Level Statement Economic growth and poverty reduction in the Northern Savannah Ecological Zone	Impact Indicator 1: Average daily consumption expenditure per capita in the Northern Savannah Ecological Zone) Northern Region, Upper West and Upper West regions plus northern Brong Ahafo and Volta regions	<ul style="list-style-type: none"> Not to be measured until 2017/2018 (Target \$4.60 Baseline: \$3.71 in 2012) 	Source of information for assessment: USAID Feed the Future Indicators for Northern Ghana
Outcome Level Statement Improve incomes and agricultural yields of poor farmers and small-scale rural entrepreneurs in northern Ghana through systemic change in target markets	Outcome Indicator 1: Income/sales change - no. farmers and small-scale entrepreneurs experiencing a positive change in annual sales/turnover (disaggregated by gender)	<ul style="list-style-type: none"> Target for 2015/2016: 23,291 (3,494) Achieved: 3,550 (1,522) 	The target of 23,291 (3,494) set for 2015/2016 is cumulative comprising a 2014/2015 target of 7,764 and a 2015/2016 target of 15,527. The 2014/15 target was "missed" because it was simply too early to expect outcome level changes. Similarly, as has been pointed in the main text, it has been difficult achieving widespread outcome level changes in Year 2. With hindsight it was unrealistic for an agricultural market system development (M4P) programme to expect a doubling of target (even if it had been achieved in 2014/15) in one year from 7,764 in Year 1 to 15,527 in Year 2. After 2 years of experience the programme is now in a better position to develop a more realistic basis for setting these outcome level targets. This will be discussed with DFID before being finalised. Any changes to be made will only apply from Year 3 onwards
	Outcome Indicator 2: Productivity - no. farmers and/or small-scale entrepreneurs improving their productivity, measured by yield increases (disaggregated by gender)	<ul style="list-style-type: none"> Target (cumulative) for 2015/2016: 11,500 (1,725) Achieved: 6,190 (2,692) 	It is encouraging that the figure of 6,190 in Year 2 represents an achievement of 83% of the Year 2 target of 7,500. (Which was to be added to the 2014/15 target of 4,000). It is also significant that the number of women achieving yield increases in just Year 2 (2,692) has already surpassed the combined target of 1,725. This achievement will be reflected in the increase of women as a proportion of the target moving forward. In principle yield increases should translate to increased sales and income increases. With hindsight again, it was also unrealistic to expect the number of farmers (23,291) experiencing sales increases to be more than double the number (11,500) experiencing yield increases. Going forward, it is proposed that the yield increase targets be maintained while the sales and turnover targets are brought more in line with the expected number of farmers experiencing yield increases.

	<p>Outcome Indicator 3: Business practice/systemic change – no. of market actors (MADE partners) showing significant changes in their business practices</p>	<ul style="list-style-type: none"> • Target for 2015/2016: 2 • Achieved: 35 MADE partners are showing significant changes in their business practices (see Table 3 below for more details) 	<p>This is actually a very significant milestone achievement. This is not only because the target has been exceeded far beyond expectation. More importantly the achievement is significant because as an MSD/M4P programme MADE depends on third party (partner) behaviour change and activity to deliver its expected results. While the effect of the behaviour change may not show immediately, its impact in the long term on programme targets will be significant (especially higher level outcome targets). This provides the basis and confidence that the programme will be able to achieve its overall targets in later years even though they may have been missed in the early years.</p> <p>Going forward, it is proposed that the level of ambition for the target on business practice change be increased significantly. This will help cater for a lowering of ambition in the intervening years for some of the higher level outcome indicators. During a team session on logframe revision it was also proposed that the indicator should be split into two to include an intermediate outcome using the AAER framework: Expansion and Adaptation (see Section 2 for further detail on AAER)</p>
--	---	---	--

In Year 2, various farm-level changes have been observed, particularly improvements in access to new or improved products, services required to increase productivity and sales - resulting from early indications of behaviour changes of the market players that MADE is partnering with. Details of these changes in business practice and behaviour are provided in the output section below and in the subsequent sections on the individual markets.

1.2 OUTPUT LEVEL

MADE's output level results provide evidence of progress towards lasting systemic change in the programme's target market sectors. Outputs are measured at three levels, capturing changes in the core and supporting market actors as well as in rules and regulations of the market.

1.2.1 CORE OUTPUT LEVEL

- **Core Output Level Statement** - "Selected rural market systems work more effectively for smallholder farmers and small-scale rural entrepreneurs"

MADE's output level indicators at the core market level (Table 3) capture and quantify indications of systemic change by firstly measuring the number of core market actors who have bought into and/or taken ownership of and invested-in a pro-poor product, service, and/or business model innovation (output indicator 1.1), and secondly quantifying the nature, recipients and extent of the resulting benefit (output indicators 1.2 and 1.3). The table below sets out the achievements against the logframe targets for 2015/16. From the table it is clear that the results are positive and MADE continues to exceed the targets which have been set for each indicator. It is important to note that the data reported in the right-hand column of Table 3 is an early indicator of systemic change and primarily captures initial partner buy-in around new ways of working. The sustainability of these changes will become evident as the programme progresses. Section 2 of the report provides further details on the nature and extent (i.e. sustainability) of the roles and behaviour changes in the individual market sectors.

Table 3: Output Achievements against Logframe – Core

		2015/16 Target	2015/16 Progress (Y1+Y2)	2015/16 Achievements (Y2 only)
Output 1 - Core	Output Indicator 1.1 - No. of market actors directly facilitated by MADE changing their business practices and/or forming new partnerships in target markets	6	35	<p>Rice</p> <ul style="list-style-type: none"> 10 new rice aggregators opted-in and cost-shared new/improved extension ("managed demos" model) delivery service to smallholder farmers/out-growers <p>Groundnuts</p> <ul style="list-style-type: none"> 6 new groundnut aggregators opted-in and cost-shared new/improved extension ("managed demos" model) delivery service to smallholder farmers/out-growers 1 partner groundnut aggregator (Antika) has agreed supply relationship with end-buyer (Samba Foods) as a result of MADE facilitation 1 partner aggregator has established relationships with SARI for supply of foundation seed for multiplication into certified seed. <p>Onions and Other Vegetables</p> <ul style="list-style-type: none"> 1 major international vegetables seed company, East West International, opted in and cost shared thin/fragmented market entry model to develop market for the use of improved seed by smallholder farmers 12 local input dealers⁶ opted in and cost shared demand generation and sales outreach models for making seed and other input readily available at realistic prices to smallholder farmers
	Output Indicator 1.2 - No. of smallholder farmers and small scale rural entrepreneurs who use new or improved inputs designed to improve their profitability as a result of facilitation by MADE (women in brackets)	17,250 (1,200)	25,009 (11,014)	<p>Rice</p> <ul style="list-style-type: none"> 6,455 (2860) rice farmers have adopted GAP⁷ <p>Groundnuts</p> <ul style="list-style-type: none"> 3,776 (1918) groundnut farmers have adopted GAP <p>Onions and other Vegetables</p> <ul style="list-style-type: none"> 4,921 (1809) onion and other vegetable farmers have adopted GAP required to cultivate improved seed. 2,238 (611) the onion and vegetable farmers have actually also bought and used improved seed to cultivate new varieties.

⁶ Even though 30 have signed partnership agreement with MADE to pilot both demand and sales outreach strategies, only 12 have effectively started implementing these strategies as at the time of reporting

⁷ Defined as the number of farmers who have adopted at least one of the good practices they were exposed to during demonstration field days.

	Output Indicator 1.3 - No. of smallholder farmers and small scale rural entrepreneurs better able to cope with the effects of climate change (women in brackets).	4,408 (661)	9073 (3516)	Rice <ul style="list-style-type: none"> 4,446 (1,956) rice farmers have accessed and used improved drought, resistant seed Groundnuts <ul style="list-style-type: none"> 823 (480) have used improved drought resistant <i>Nkatie</i> groundnut variety of seed and adopted contour ploughing as a means of conserving water Onions and other Vegetables <ul style="list-style-type: none"> 405 (90) farmers have been exposed to and adopted production and correct application of organic manure
--	--	----------------	------------------------------	--

RECOMMENDATIONS

- Output 1.1: Using the results chains developed, the focus will be on those players that have changed their business practice in line with the DCED expected standards and guidelines
- Output 1.2: Moving forward this indicator should also include BDS and access to finance as new or improved inputs and services.
- Output 1.3: MADE will proxy its measurement by tracking access to inputs and services designed to enhance climate resilience moving forward.

1.2.2 SUPPORTING OUTPUT LEVEL

- Supporting Output Level Statement** - "Support functions work more effectively for smallholder farmers and small-scale rural entrepreneurs"

Similarly the outputs at this level capture and quantify systemic behaviour change in the support market functions by firstly measuring the number of support market actors who have bought into and/or taken ownership of and invested in a pro-poor product, service and/or business model innovation (output indicator 2.2), and secondly quantifying the nature and extent of the resulting benefit (output indicators 2.1). Unlike the core outputs level MADE has not been able to achieve all the targets at the support output level. This is mainly because it took quite some time to complete the design of most of the interventions.

The results that have been achieved have primarily been generated by improving access to seed for smallholder onion and vegetable producers. These results will be broader based in the coming year as other interventions start to generate results. Specifically MADE's interventions on disseminating information through commercially sustainable radio programming, warehouse receipts for onions and groundnut, and the business growth accelerator (BGA) will all be launched fully in the coming year.

Table 4: Output Achievements against Logframe – Support

		2015/16 Target	2015/16 Progress (Y1+Y2)	2015/16 Achievements (Y2 only)
Output 2 - Support	Output Indicator 2.1 - No. of smallholder farmers and/or small-scale entrepreneurs accessing financial and business services, research information and cooperative networks as a result of MADE facilitation.	5,750 (862)	4219 (1398)	<ul style="list-style-type: none"> 967 smallholder groundnut farmers (465) had accessed research information through SARI fertiliser on new improved fertiliser. <i>(Failure to achieve the target can be attributed largely to the slow start of some support function interventions as explained in Section 1)</i>

	Output Indicator 2.2 - No. of new or improved services or products being provided to smallholder farmers and/or small-scale entrepreneurs as a direct result of MADE facilitation	8	10	<ul style="list-style-type: none"> 7 new vegetable seed varieties introduced to local market by one partner seed supplier (██████████) 3 BDS products (market linkages, business registration, access to finance) being piloted by one BDS provider BGA launched
	Output Indicator 2.3 - Percentage of surveyed market actors (who do not receive facilitation through MADE) who report positive perceptions of relevant business models facilitated by MADE	25%	Above 60%	<ul style="list-style-type: none"> As in the case of quantitative targets, the assessment of above 60% is based on reports submitted by sub-facilitators who worked with the programme to facilitate the work of the programme's partners. The sub-facilitators were specifically tasked to observe and report on these perceptions in their milestone reports. Now that the year has ended an independent perception survey is due to be launched. The results will serve to validate the observations in the sub-facilitators' reports.

RECOMMENDATIONS

- Output 2.1: Going forward smallholder farmers and small scale entrepreneurs who benefit from market actors in core market activity who provide support services (e.g., input credit) should be counted against this indicator.
- Output 2.2: New or improved services will now also include agricultural inputs (e.g., seeds, fertilizer), financial services (e.g., credit, savings or insurance products), and storage services.
- Output 2.3: Refer to Table 4 above

1.2.3 RULES OUTPUT LEVEL

- Rules Output Level Statement** - "More effective rules and practices of market system in selected sectors"

Outputs at this level capture changes in the rules, regulations and policies which improve the functioning of MADE's target market sectors. There have been as yet no *formal* policy or regulatory changes as a result of MADE facilitation to report, the main reason being that the programme has yet to identify major regulatory or policy issues which impact negatively on the core and supporting market actors. This may change in the coming year. █ What has been observed though is a number of significant changes in informal rules and norms. For instance partner input dealers, with support from MADE, are now formalising their relationships with major seed suppliers (such as ██████████) through the signing of distribution agreements. A number of other partners have also signed MoUs with each other. .

⁸ The seed varieties include three onion varieties (*Prema*, *Dayo* and *Super Vali*); one tomato (*Padam*); one sweet pepper (*Ganga*); one watermelon (*Greego*) and one hot pepper (*Demon/Tongla*). Through MADE facilitation ██████████ has started using local input dealers to build distribution channels for these new seeds; as at the end of the year they have agreed distribution partnerships with 25 local input dealers

Table 5: Output Achievements against Logframe – Rules

		2015/16 Target	2015/16 Progress (Y1+Y2)	2015/16 Achievements (Y2 only)
Output 3 - Rules	Output Indicator 3.1 - No. of regulatory changes and policy reforms brought about as a result of MADE facilitation	1	0	<ul style="list-style-type: none"> There hasn't as yet been any particular development that required significant policy, regulatory or legislative initiative. However increased use of memoranda of understanding (MoU) between market actors resulting from programme facilitation. (Eg. Rice aggregators signed MoUs with [REDACTED]; local input dealers signed [REDACTED])
	Output Indicator 3.2 - Level of satisfaction of surveyed market actors with key aspects of commercial relationships facilitated by MADE	Low to Medium	Medium	<ul style="list-style-type: none"> As in the case of output indicator 2.3 the assessed achieved target of medium is based on reports submitted by sub-facilitators who were also specifically tasked to observe and report on market actors' satisfaction levels in their milestone reports. Now that the year has ended an independent satisfaction survey is also due to be launched. The results will serve to validate the observations in the sub-facilitators' reports

RECOMMENDATIONS

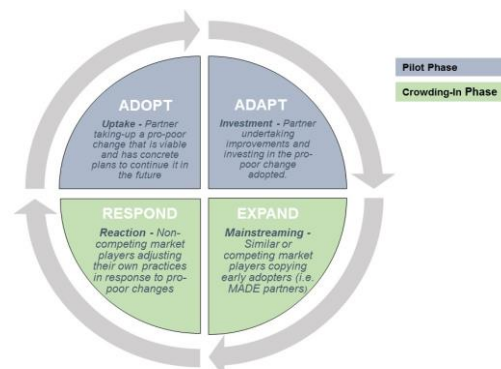
- Output 3.1: It is anticipated that most of the changes expected in the support functions will require corresponding response in the rules and norms function. This indicator should, therefore, be maintained.
- Output 3.2: The indicator should be maintained in the logframe. It is in line with DCED guidelines on qualitative assessments and inclusion of qualitative parameters in the results tracking

SECTION 2. PROGRESS TOWARDS SYSTEMIC CHANGE

Building on the above, this section reports on progress in changing the market systems in MADE's core market sectors, highlighting how market players within these markets have begun to embrace new ways of working. For each market sector, a brief overview is provided of intervention-level signs of change observed during the year. These changes are then assessed and measured against the *systemic change framework* to illustrate the extent to which changes stimulated by MADE have taken root in the market and can be considered systemic (i.e. when changes in roles or the pro-poor product, service, or business model innovations are owned and upheld by market players independent of project support).

The change process envisioned by the systemic change framework is illustrated in the Figure 1. Examples will be provided at each stage of the change process (i.e. adopt, adapt, expand and respond) in the market overviews to follow below. As most of the programme's interventions can still be considered to be at the piloting phase, the majority of the examples which are highlighted are at the adopt and adapt stages.

Figure 1: Pathway to Systemic Change



2.1 ONIONS AND VEGETABLES⁹

The focus of MADE's activities in the onion and other vegetable market during the year has been on promotion and adoption of a *local market entry model* for international input and seed suppliers (Intervention OV1). The model promotes partnerships between international seed suppliers and local actors on the ground (particularly local input dealers/retailers, NGOs, lead farmers, traders/aggregators and extension agents) who can help the seed supplier develop a smallholder farmer client base for their seed. During the first year MADE partnered with one seed supplier, [REDACTED]¹⁰, and piloted and tested this model. The key result which emerged from this pilot was a clear willingness and appetite from smallholder farmers to invest and use improved seed varieties (based on the orders which were placed with [REDACTED] and local input retailers). This sent a strong message to the seed supplier that there is a market for onion and other vegetable seeds in the North. [REDACTED] has responded to this by establishing a sales outlet in Tamale in April 2015 (prior to this year they had outlets in Accra and Kumasi) and developing supply/distribution agreements with input retailers outside Tamale in the three Northern regions (see Figure 2 below).

Onion and Other Vegetable Market Interventions

OV1 - Improve availability of and access to improved inputs (particularly seed) for smallholder farmers in the SADA region

OV2 - Improve smallholder farmers based onion and other vegetable supply chain from Northern to Southern Ghana

This year, MADE has partnered with another seed company, [REDACTED], and promoted and developed the *local market entry model* further. During the rainy season, with MADE facilitation, [REDACTED] partnered with a number of local actors (local sub-facilitators/NGOs, lead farmers and extension agents) to promote its improved seed varieties to smallholder farmers. Significant farm-level

⁹ The approach and partners have been largely the same in the onion and other vegetable market sectors this year. Therefore for the purposes of this section the onions and other vegetables are reported as one market sector

¹⁰ [REDACTED] is the local distributor of the international seed supplier, [REDACTED].

changes have been observed as a result, including large numbers of farmers adopting new practices, accessing better seed (see Table 3 above) and improving yields¹¹.

██████ recognised the market potential and have moved quickly to establish distribution channels through local input dealers, largely without direct facilitation by MADE (see Figure 2). The key lesson learned from this second phase of piloting was the need to focus much more on ensuring the seed is accessible to the smallholder farmer (i.e. that the farmer can access the seed locally when he needs it and at an affordable price) - local agri-input dealers/retailers are key in this regard and are generally the smallholder farmer's first point of call when it comes to sourcing seed and inputs in their local communities¹². The focus of MADE's activities in the dry season therefore moved towards engaging with input dealers and partnering with them to adopt new improved business practices to make them more effective at marketing improved seed and inputs (see Figure 2 below).

Figure 2: Summary of Systemic Change in Onion Market

Adopt	Adapt
<ul style="list-style-type: none"> Seed supplier ██████ cost-shared piloting of <i>local market entry model</i> promoted by MADE. 30 input dealers have opted-in to partner with MADE to build their business capacities to <i>generate demand</i> for improved seed/inputs and improve the <i>outreach</i> of their businesses 	<ul style="list-style-type: none"> Independent of MADE support, ██████ has established a retail outlet in Tamale and has continued to develop relationships with local market actors to develop a smallholder client base for their seed. For example ██████ have continued to use lead farmers to test/promote their seed in local communities and have stocked 12 local input dealers with improved seed.
Expand	Respond
<ul style="list-style-type: none"> ██████ recognised value of <i>local market entry model</i> and have developed model further by building distribution channels through local input dealers/retailers ██████ have established distribution relationships with 25 local agri-input retailers/dealers across the three Northern regions ██████ have also started providing technical advice to input dealers to build their capacities to generate their capacities to deliver information on improved seed to farmers Independent of MADE support another local seed supplier ██████ has begun using local input dealers and lead farmers to establish field demonstrations to test the market for their seed 	<ul style="list-style-type: none"> No evidence of change yet

Over the coming year the shift will now move toward addressing downstream constraints and opportunities including improved post-harvest handling, packaging, processing, trade and marketing for domestic retail and export markets (intervention ov2).

¹¹ For example a total of 1,288 farmers purchased ██████ improved *Prema* onion variety and cultivated alongside the demonstrations. All of these farmers experienced average yield increases of between 47 - 69% (between 16.2mt – 18.6mt /hectare) over an acre of the traditional local Bawku Red variety (11mt/hectare).

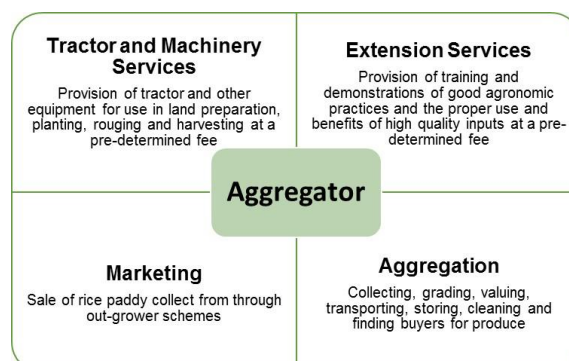
¹² Prior to MADE's intervention the majority of input dealers did not stock improved seed and/or did not have supply relationships with major seed suppliers such as ██████.

2.2 RICE

MADE's activities in the rice market sector during the year have been focused primarily at the production-level, particularly the promotion of the *aggregator model* which aims to improve the smallholder farmer access to yield increasing inputs and services (Intervention R1).

This year MADE partnered with a total of 10 aggregators, businesses who have working relationships with a total of almost 10,000 rice producing smallholder farmers. MADE's partnership this year with these businesses has focused primarily on extension services delivery by these businesses, one component of the *aggregator model* (see Figure 3). Rather than rely on the poorly functioning public extension system, MADE has been encouraging and working with these businesses to invest and build their own in-house capacity to deliver extension to smallholder farmers. To encourage and facilitate the adoption of extension as part of the aggregator's service delivery package to farmers, MADE has co-invested with aggregators in the establishment of field demonstrations to transfer knowledge on good agricultural practices to farmers.

Figure 3: Aggregator Model



Part of MADE's support has included the provision of a service provider or sub-facilitator to work alongside the aggregator in the planning, management and execution of all of the activities involved in the field demonstrations. The purpose of this has been to ensure that the learning from the demonstration is maximised and to transfer knowledge to the aggregator on good demonstration/extension delivery practices. The results of these activities have been encouraging. Most of the aggregators have given strong early indications of their intention to incorporate extension into their businesses models and significant farm level changes have been observed, including the following:

Rice Market Interventions

- R1 - Improve smallholder rice farmers' access to and use of improved yield increasing inputs and services
- R2 - Promote multiplication of certified seeds of market preferred varieties of rice (specifically aromatic or perfumed rice varieties)
- R3 - Develop local smallholder farmer based paddy rice supply chain for market preferred rice varieties.

- 6,800 farmers have been exposed to GAP required to maximise yields through farmer field days
- 6,455 of these farmers have adopted and applied at least one of the GAP practices demonstrated on their own fields
- 4,466 farmers accessed and used new improved seed
- Yield increases ranging from 25-175% reported by farmers who adopted at least one new good practice (Box 1)

Building on this, the approach going forward will be to broaden the scope of the programme's engagement with these businesses. This will involve supporting the businesses to adopt the other components of the aggregator model. This is elaborated further in MADE's year 3 strategy document.

During the final quarter of the year MADE completed a profile of the opportunity for investment into seed production and multiplication (Intervention R2). The investment profile includes a detailed description of the business

Box 1: AE Farms Out-Grower Yield Increases

AE Farms is a partner aggregator working with over 500 out-growers in the three districts (Jirapa, Lawra and Lambussie/Karni) of the Upper West region. To assess the impact of the adoption of GAP by farmers, yields for eight (8) farmers who replicated some of the good practices were calculated and compared to the previous season's yields. The results showed substantial yield increases in 2015 season for all eight farmers, with yield increases ranging from 25- 175%.

Farmer	Plot (acre)	Yields (kgs)		
		2014	2015	% Change
Farmer 1	0.5	250	532	+113%
Farmer 2	0.3	150	414	+175%
Farmer 3	0.5	350	612	+75%
Farmer 4	1	500	1240	+148%
Farmer 5	0.7	300	511	+70%
Farmer 6	0.4	200	250	+25%
Farmer 7	1.2	750	1580	+111%
Farmer 8	0.5	400	600	+50%

model required to take advantage of the investment opportunity. MADE is now in the process of promoting the investment opportunity to potential investors.

In addition there will be a stronger focus on addressing downstream constraints and opportunities including improved post-harvest handling, packaging, processing, trade and marketing of rice (Int: R3). During the year MADE attempted to broker a relationship between [REDACTED] and all of our partner aggregators. Two of the partner aggregators did actually reach a supply agreement with [REDACTED]. However due to delays in operationalising the mill [REDACTED] has so far only purchased close to 1,000 tons of paddy from one aggregator [REDACTED]. It is expected that more than 10,000 extra tons of paddy will be purchased by [REDACTED] over the coming month from the aggregators.

Figure 4: Summary of Systemic Change in Rice Market

Adopt	Adapt
<ul style="list-style-type: none"> 10 partner aggregators piloting the provision of new/improved extension delivery service to smallholder farmers; average of 20% of costs (both direct and in-kind) covered by partner aggregator. 1 major off-taker [REDACTED] has agreed supply arrangement with 2 partner aggregators 	<ul style="list-style-type: none"> No evidence of change yet
Expand	Respond
<ul style="list-style-type: none"> No evidence of change yet 	<ul style="list-style-type: none"> No evidence of change yet

2.3 GROUNDNUTS

Similar to the rice market, this year's groundnut market activities have been focused at the production level, on the promotion of good agricultural practices and improving farmer access to and use of inputs (Intervention G1). In doing this, MADE partnered with 6 groundnut aggregators who have working relationships with up to 6,000 groundnut producing smallholder farmers.

Again, the partnership with these businesses focused primarily on demonstrating to them the value in incorporating extension delivery into the package of services they deliver to farmers. The results of the partnership were not as positive as that in the rice market, primarily due to erratic rainfall which resulted in low yields and widespread crop failure. Nevertheless some farm level changes have been observed, these include the following:

Groundnut Market Interventions

- G1 - Improve smallholder groundnut farmers' access to and use of improved yield increasing inputs and services
- G2 - Promote multiplication of certified seeds of market preferred varieties of groundnuts
- G3 - Develop aflatoxin free smallholder farmer based groundnut supply chain with local and international top-of-the-supply-chain buyers and processors

- 5,550 farmers attended field days and were exposed to good agricultural practices required to maximise yields from groundnut cultivation.
- Of these farmers 3,776 adopted and applied at least one of the good agricultural practices on their own fields.
- Yield increases were not as significant in rice, this did however vary from partner to partner. For example for one of the partners, [REDACTED], the average yields of the demonstration fields were 280% higher than the yield on the lead farmer's own farms which were used as control fields (1.7bags/acre on demos, compared to the average yield of 0.6bags/acre on the lead farmer's own farm). Although overall these yields were low due to weather failure, the superior yield performance of groundnuts under the demonstrations was very clear to the farmers.

On improving access to improved seed (Intervention G2) a relationship was brokered between SARI and one of our partner aggregators [REDACTED] for the supply of foundation seed for the multiplication into certified seed. This allowed [REDACTED] to produce groundnut seed and distribute it to its out-growers for

the first time. [REDACTED] supplied a total of 450kgs of foundation seed which [REDACTED] multiplied into 3,780kgs of certified seed (see Figure 5).

During the year MADE also brokered a relationship between [REDACTED] (an Accra based processor of groundnuts) for low aflatoxin groundnuts (Intervention G3). This was the first time [REDACTED] had agreed a supply relationship with a Northern based aggregator. To date [REDACTED] has supplied three consignments (20 Mts) of groundnuts to [REDACTED].

Figure 5: Summary of Systemic Change in Groundnut Market

Adopt	Adapt
<ul style="list-style-type: none"> 6 partner aggregators piloting the provision of new/improved extension delivery service to smallholder farmers; average of 20% of costs (both direct and in-kind) covered by partner aggregator. 1 major off-taker [REDACTED] has agreed supply relationship with partner aggregator [REDACTED] 5 consignments of groundnuts (20 mts) have already been supplied. 	<ul style="list-style-type: none"> 1 partner [REDACTED] who adopted groundnut aggregation for the first time has invested in seed multiplication and distribution as part of service delivery package to farmers.
Expand	Respond
<ul style="list-style-type: none"> No evidence of change yet 	<ul style="list-style-type: none"> No evidence of change yet

2.4 CORE MARKETS ANALYSIS

Overall MADE is satisfied with the progress which has been made in each market to date. It is important to recognise that each of the markets were at different levels of development from the outset. For instance the rice market was recognised as the most advanced, rice was a sector which has received significant donor support over the years and is one in which systems of production are relatively well organised (particularly when compared to groundnuts) with a number of already well established market actors (potential partners), particularly aggregation businesses. The approach in the rice market has therefore been to build on this and add value by working with these businesses improve the already existing relationships they have with smallholders and also importantly to improve their underlying business fundamentals (for example through BGAM). The starting point in the other markets has been considerably lower. For instance the groundnut sector has received little donor or public support, it's therefore been difficult identifying capable partners to engage with. For instance, one of the current groundnut partners, [REDACTED] was not involved in the aggregation of groundnuts prior to MADE's intervention. It was MADE who encouraged [REDACTED] to actively engage with smallholders and aggregate groundnuts. Antika has progressed quickly and is now supplying an Accra based processor, a major achievement for both the business and MADE. Similarly in the case of onion and other vegetables awareness of as well as access to improved seed and knowledge on good agricultural practices (GAP) amongst farmers was limited prior to MADE's intervention. Starting from this low base there has been very significant progress in building farmers knowledge on GAP and generating demand for improved seed as described above. Overall MADE is satisfied with the progress it has made to date in each market. The emphasis going forward will be increasingly be on increasing volumes and building a functioning supply chain connecting producers in the North with end markets in the South.

2.5 CROSS CUTTING MARKET INTERVENTIONS

With the exception of Business Development Services (BDS), all cross market interventions are still at design phase and will be launched in Year 3. Updates on each are provided below.

2.5.1 IRRIGATION/CLIMATE SMART AGRICULTURE

During the final quarter of the year the International Water Management Institute (IWMI) initiated a scoping assignment to identify potential interventions for MADE to improve climate resilient agricultural systems in Northern Ghana. The scoping assignment will be completed over three months.

2.5.2 ACCESS TO FINANCE

Also during the final quarter of the year the Natural Resources Institute (NRI) were contracted to assess the feasibility of developing a warehouse receipts system for onions and groundnuts.

2.5.3 MARKET INFORMATION

Farm Radio International (FRI) was contracted in the final quarter of the year to carry out the first phase of the “Flagship Radio Programme” intervention, which aims at promoting commercially sustainable agri-programming among northern radio stations. Radio was chosen as a mass media communications sector because of its outreach potential, particularly among women smallholder farmers. FRI’s final deliverable for the first phase will consist on a plan around the commercial viability for northern radio stations to provide agricultural programming on a sustainable basis (expected in June 2016). Pending on their findings, this assignment will be followed up with the roll-out of a capacity-building phase.

MADE Cross Market Interventions

CM1 - Expand and strengthen service delivery of BDS to medium to large agri-businesses (e.g. aggregators) and small-scale entrepreneurs in Northern Ghana including women processors and traders.

CM2 - Promote increased use of market actionable information by smallholder farmers and small scale entrepreneurs in Northern Ghana

CM3 - Promote adoption of improved water management and climate smart agricultural practices by smallholder farmers

CM4 - Improve access to finance for agri-businesses and smallholders (supply side focus)

2.5.4 BUSINESS DEVELOPMENT SERVICES

The BDS intervention was initially implemented by partnering with three service providers and working closely with them through the process of developing, testing and rolling-out commercially sustainable BDS products and services to vegetable processors and traders. A mentor was provided for each of these businesses to guide them through this process. The partnership has worked with one of the service providers, the Accra based firm [REDACTED] consulting. They successfully completed the market research phase of the partnership identified three BDS products which traders and processors would be willing to pay for - the first is access to regular end-markets for their produce, secondly technical assistance to register their businesses and thirdly an access to finance product. They are now in the process of designing the BDS (i.e. developing delivery channels, pricing mechanisms etc.) and have developed a plan for testing and piloting the BDS in a select number of markets in the North in the upcoming rainy season. The BDS piloting costs will be shared between [REDACTED] and MADE. The partnerships with the other two service providers will not be pursued further.

In addition the tendering process for the Business Growth Accelerator was completed in the final quarter of the year and the facility will be fully operationalised in the coming year

Figure 6: Summary of Systemic Change in BDS

Adopt	Adapt
<ul style="list-style-type: none"> 1 partner service has successfully completed market research to identify BDS product; 30% of costs (both direct and in-kind) covered by partner service provider. 	<ul style="list-style-type: none"> No evidence of change yet
Expand	Respond
<ul style="list-style-type: none"> No evidence of change yet 	<ul style="list-style-type: none"> No evidence of change yet

2.6 MARKET INTERVENTIONS LESSONS LEARNED

The progress to date provides evidence that, underpinned by the right incentives, programme facilitation is beginning to catalyse significant behaviour change, the route to systemic change. The evidence of behaviour change includes:

- The willingness of smallholder farmers (SHFs) within a supportive system provided by other market actors, e.g., aggregating businesses, seed companies, input dealers, etc., to invest in: changing agricultural practices; adoption and use of improved seed and other inputs; and subjecting themselves to a lot more market discipline than before. A key learning from this is: the supportive system is a more effective and sustainable route to increased yields, sales, turnover and income for smallholder farmers. More effort needs, therefore, to be focused on this. That may mean missing some targets in earlier years. This will, however, be more than compensated for in later years when the supportive system is more established, robust and commercially viable.
- An increase in the provision of improved inputs and services (e.g., seeds, tractor services, etc.) by aggregating businesses to smallholder farmers and closer engagement/increased transactions between the aggregating businesses and TOSC buyers/processors further downstream. (i.e., the provision of services to smallholder farmers and the engagement with TOSC buyers and processors). This is indication of the appetite of the aggregating businesses to adapt their business models for growth and expansion is further evidence that the appropriate use of the right incentives leads to good results. It is important therefore that the programme continues to use the nudging approach, e.g., showcasing/testing models and practices that work for adoption and adaptation by market actors.
- Early signs of response from players in support functions (radio, research, business development, etc.) to the emerging needs of players in the core market, including in particular SHFs and aggregating businesses. While the response from support functions players may have been unusually too slow because of peculiar circumstances in northern Ghana, it nonetheless draws out the key lesson that in principle support functions activity may realistically kick in only when some good traction has been achieved in core market activities. The programme's experience suggests that this may also hold true for rules of the game activities and interventions.

Above all, the early signs of behaviour changes fostered in the first two years of implementation confirm the validity of the programme's assessment that the private sector can be incentivised to lead the transformation of Northern agriculture. MADE's Year 3 Strategy documents how the programme will respond to these lessons moving forward.

SECTION 3. CROSS CUTTING AREAS

3.1 GENDER

Over 2015-2016, MADE has strengthened its approach for mainstreaming gender across all interventions. Key to this year's success is the involvement of the WISE Development Network as strategic advisers to the MADE programme. MADE's in-house Gender Expert has received support from WISE in the revision and enforcement of the gender strategy. This has resulted in a better understanding of gender by other MADE team members, as well as a more effective engagement strategy with project partners.

Below, we present some **key achievements** from 2015/2016:

- Improved data and information collection on gender:** To strengthen the programme's gender implementation and data collection strategies, the gender team championed internal and external data capture sessions. Within the MADE team, the MADE Gender Strategy was discussed and strategies were developed on how best to involve programme partners in their implementation. Working closely with M&E, gender is now better reflected in MADE's Result Chains and Measurement plans. Externally, workshops were organised for partner aggregators, sub-facilitators, input dealers and AEAs to sensitise and encourage them to mainstream gender in their work. This was done through presentations of economic evidence highlighting the commercial benefits of investing and working with women. The team also developed reporting templates that allow partners to provide gender-disaggregated information on activities, successes and challenges in their periodic reports. These successes are shared with other partners, and the challenges inform intervention activities. This new approach has allowed the programme to better capture information as shown below:

Progress area	Description
Replication and yield	Through better understanding of gender constraints, demonstrations and partner meetings are now organised during periods when women are less engaged at home or in the market. This has led to increased participation of women in demonstrations and training activities: in the rice and groundnuts sectors, over 50% of participants in all demonstration activities were women. Yield data analysis of [REDACTED], one of MADE's partner rice aggregators, indicate women who replicated GAP experience average increase in yield of over 100% while their male counterpart had 89%.
Women perceived as economic agents	MADE continuously provides evidence to aggregators and input dealers on the benefits of considering women as economic agents. Some progress can be linked to these efforts: in the onion and vegetable sectors in Year 2, women farmers represented 37% respectively of buyers and adopters of improved seeds and GAP. One of MADE's most efficient tool for gender mainstreaming is through presentations given by MADE Champions of Change: [REDACTED], a partner aggregator in groundnuts, negotiated the release of land to 43 landless women and widows in Biu, supporting them to access input credit and buying back their produce. [REDACTED] is negotiating with chiefs of surrounding communities for the replication of this model. Adakant is given a platform to speak at every aggregator meeting held by MADE, as are aggregators [REDACTED]. They have prioritised providing inputs and ploughing services to women out-growers, due to their abilities in replicating GAP and in repaying input credit. [REDACTED] supplied all its available fertiliser and 88% of its available certified rice seeds to women. MADE encourages them to share their experience and findings.
Enhanced decision-making authority at community level	Some evidence points towards greater decision-making power of women beneficiaries. For instance, gender sensitisation carried out by PARED, a sub-facilitator in onion and vegetables, has resulted in [REDACTED] No.1 community participating in decisions in allocation and control over

household resources. Women groups in three communities which have been trained by [REDACTED] in row planting and fertiliser application also have a voice in community decisions. This is a result of their increased access to resources, which allows them to lend out to community members part of the income they receive.

- **Direct targeting of women:** MADE's interventions that directly target women traders and processors are BDS and BGA. One of the consulting firms engaged under BDS, [REDACTED] Consulting, has completed market research and is developing suitable products for processors and traders in rice, groundnuts and vegetables, which will be piloted in Year 3. The Gender team is collaborating with the BDS and BGA teams to ensure that gender considerations are at the core of both initiatives. The BDS has an 80% target for women.

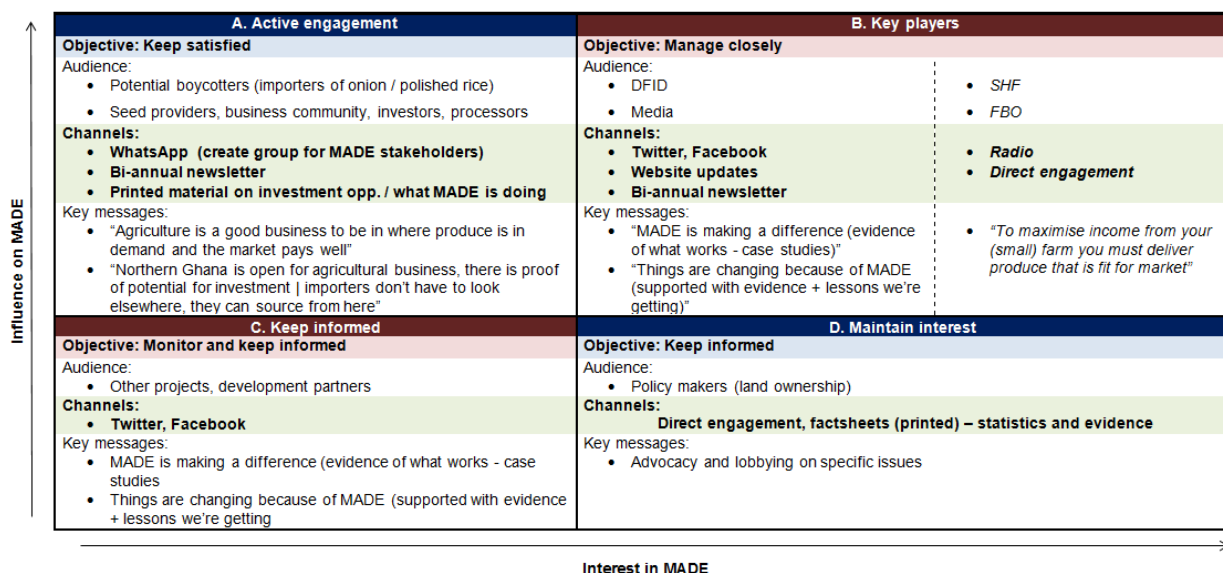
A key lesson that the gender team has learnt over the last year, is that household dynamics are not dissociable from economic participation. There is a need for aggregators, sub-facilitators and other stakeholders to develop interest in household gender dynamics that could affect the production ability of beneficiaries, particularly women. Addressing these can involve carrying out gender sensitisation activities for men and women at community level, as the PARED example above shows.

3.2 KNOWLEDGE MANAGEMENT AND COMMUNICATIONS

During the past year, MADE's Knowledge Management and Communications System has evolved to better serve the objectives of the programme. A new team with a better coordinated approach has resulted in an increasingly efficient approach to content generation and dissemination. Improved systems have been implemented where the KM Specialist transforms material shared by other team members into tailored content that the Communications Specialist ensures reaches the right audiences.

Both the Communications and the KMAR strategies underwent revisions in 2015/16. These have led to a more accurate understanding of MADE's stakeholders, as shown in the engagement strategy summarised in the graph below that was developed in September 2015:

Figure 7: Stakeholder Engagement Summary



The section below provides an overview of the **key results** under Communications and KMAR activities:

- **Improved branding and online presence:** following the redesign of the programme's Website, www.Ghana-made.org now has added features including lead nurture / Newsletter distribution lists that contribute to efficient dissemination. The Web redesign placed a strong emphasis on Search Engine Optimisation, which has resulted in greatly improved Google search rankings: this contributes to ensuring MADE achieves greater exposure.
- **Effective dissemination strategies:** MADE developed a stakeholder engagement strategy to maximise the use of appropriate channels for the project's dissemination efforts. Thanks to this new

approach, MADE now has over 250 signatories to lead nurture and Newsletter material. It also has a growing follower base on Twitter and Facebook, as well as an improved leaflet. MADE has produced and effectively disseminated illustrative case studies including: the rice aggregation case study which was directly forwarded to aggregators; and the gender case study which was shared on the BEAM Exchange for the benefit of the development community. In order to reach smallholder farmers, MADE is building on work undertaken with the University of Development Studies. The programme partnered with Farm Radio International to develop actionable agri-programming in radio stations in the north. FRI are currently finalising the first phase of their engagement.

- **Increased presence in development fora:** through a MADE page developed on the BEAM Exchange, MADE further increased its visibility and be better positioned to share lessons with other development projects. Also with BEAM, MADE has been preparing a presentation on the project's M&E approach at the BEAM Development Conference which will take place in May: this effort is being led by the Communications and M&E Specialists. The Team Leader and the M&E Manager, at the invitation of the organisers, will also make presentations at the conference.
- **Promising Action Research efforts:** MADE has identified a further six action research areas, and are in talks with the partners that will take these forward.¹³

The key **lesson learned** that the Communications and KM team have identified over the course of the past year concerns the difficulty of developing actionable information for MADE partners (i.e., aggregators or input dealers), and ensuring that it reaches them. This is an area the team is currently addressing by testing a tool with selected aggregators that will be aimed at mainstreaming gender. Their feedback will determine whether the approach for targeting aggregators with printed material needs to be reconsidered, or if it is effective to proceed with the dissemination of such handouts.

¹³ For further details please refer to the MADE's Year 2 Quarter 4 Report

SECTION 4. OPERATIONAL AREAS

4.1 MONITORING AND RESULTS MEASUREMENT SYSTEMS

The following section provides an overview of **key progress** achieved during Year 2:

- **Developed Intervention Monitoring Plans.** Led by the M&E Manager, each intervention now has an associated Intervention Monitoring Plan. These Excel spreadsheets (see Annex 2 for snapshot) include the necessary tabs to track progress under each sector: they include each intervention results chain, associated qualitative and quantitative indicators, measurement plans, and projections. Importantly, the M&E team adopted an inclusive approach to developing the result chains by involving the Market Development Specialists (MDS) at every stage of the process, which were then validated by the Team Leader to ensure they were aligned with MADE's strategic vision.
- **Improved quality of the data collection cycle.** MADE relies on a variety of sources to estimate progress towards the achievement of its goals. These range from sub-facilitator and implementing partner reports, to data collection exercises undertaken by the team. Over the past year, progress has been made in terms of the timing of data collection, as well as over the verification of data quality. The table below provides an overview of main areas:

Data area	Progress achieved
Baseline Assessments	During Y2, a methodology for conducting a baseline survey of the onions and other vegetables sector was developed after several rounds of discussions with the MADE team, Nathan, the external evaluators and [REDACTED]. This built on the lessons learned gained from the first iteration of the baseline process, led by the University for Development Studies that did not meet MADE's data needs (see lessons learned below). This methodology places particular emphasis on the timing of these surveys, as MADE has adopted a rolling baseline approach. All subsequent assessments will follow a similar robust approach and methodology for data collection. A narrative version of the baseline is available upon request.
Annual Surveys¹⁴	As part of its rolling baseline approach, the M&E team conducted annual surveys for groundnut and rice to follow up on the baseline surveys conducted in 2015. A concept paper detailing the process, methodology, sampling and analysis was developed by the M&E team, then shared with the wider programme team for input and feedback. The survey was aimed at triangulating the data reported by respective partners, assessing the progress of MADE interventions, and determining the level of adoption by smallholder farmers of the services being rolled out. MADE measured the changes in knowledge, attitudes and practices of smallholder farmers compared to baseline, compared the types of Good Agricultural Practices (GAP) being delivered by the partners to farmers who opt in to the markets, and ascertained changes in yields among participating farmers and estimate earnings (income) from the sale of farm produce. The findings are detailed in the narrative version of the annual survey, available upon request.
Data Quality Assurance (DQA)	The M&E Manager completed the development of a DQA tool which was shared with the MADE team. The tool will be fully applied in Y3 after orienting MADE staff on how to use and apply the tool in the various markets. The full tool is available upon request.

- **Better understanding of partners.** The Data Collection Specialist, in collaboration with the MDS, built a database of smallholder farmers partnering with MADE that the programme has engaged with through its interventions. There is now a consolidated database for each of the four core markets: potential duplicates have been identified in order to avoid double counting. The consolidated databases also provide a sampling platform for MADE's baseline and annual surveys. This will help

¹⁴ Detailed findings are contained in MADE annual survey reports

the programme robustly conduct verification of beneficiary numbers, which would otherwise be self-reported by market partners.

Over the past year, the MRM team has incorporated a variety of key **lessons learned**. The DCED pre-audit concluded that there are still areas for improvement in MADE's M&E system, mainly in the areas of attribution, aggregation and quality control¹⁵. The team is addressing these with a workplan which has detailed an owner, timeline, and milestones for each observation from the DCED pre-audit recommendations. Another lesson learned from last year has been the potential to increase MADE's collaboration with [REDACTED], the programme's Independent Evaluator. They facilitated a Theory of Change (ToC) workshop in January, and the programme is now exploring areas for cooperation for the conduct of qualitative assessment. In terms of developing the MADE Results Measurement System, the team found that while developing and defining indicators and projections took longer than expected due to different levels of understanding among staff members, it was key for all MDS to engage in the process so they can actively use the results chains to guide their activities moving forward. The challenges faced in reporting on data have begun to be addressed with the new M+E team now in place. Baseline surveys of markets were conducted and there are surveys for market actors are being developed to capture the necessary data including sales and yield increases. A key lesson learned of implementing data collection measures was the disappointing results of outsourcing the groundnut and rice baseline surveys (which resulted in a further survey exercise conducted in-house).

4.2 VALUE FOR MONEY (VfM)

During this reporting year, MADE engaged a VfM expert to support the development of a VfM framework. This Framework will form an integral part of the programme and will rely on both quantitative and qualitative analysis. This is because in M4P programmes, capturing complex pathways quantitatively has limitations, so that a balance has to be sought between quantitative and qualitative analysis. The VfM Framework is led on by the Finance team strongly supported by the M&E Team.

In order to do this, MADE is capturing

- **VfM Indicators**, as well as more qualitative
- **VfM Good Practice** applied throughout the programme.

The **VfM Indicators** selected for MADE are spread across different classification categories to provide information on VfM from different angles, times, and purposes. The categories are:

- the **VfM dimension** (the three Es and sustainability),
- the **level** at which they are being measured (e.g. intervention, market, programme),
- what **type** of indicator they are (qualitative, quantitative or monetary),
- what **approach** is taken for comparisons (over time, stand-alone, benchmarking within the programme), and
- the **frequency** of measuring and reporting.

Together, the different indicators will enable the programme to drive and demonstrate VfM, and deepen the evidence base. Box 2 provides an example of an economy and efficiency indicator being used to provide comparisons of VfM performance over time, across markets, and respective management decisions. On recommendation of the VfM expert, effectiveness indicators were set in the framework to be measured in accordance to the harvesting season. Therefore data will not be collected until Mid-2016. See Annex 3 for the full list of indicators and analysis.

¹⁵ More detail of DCED Pre-Audit findings is contained in the Pre-Audit report

Box 2: Example of MADE VfM indicators

Economy indicator	Level	Type	Approach	Frequency	Indicative targets	Actual value
% expenditure on local consultants versus international consultants	Programme	Monetary	Trend over time	Quarterly	■	■

Efficiency indicator	Level	Type	Approach	Frequency	By end of Y1	By end of Y2
Cost of GAP training per smallholder farmer (Grant cost and partner cost for GAP training / number of farmers being trained)						
Groundnuts market	Market Programme	Monetary	Benchmarking across markets and with other projects in Northern Ghana; Trend over time	Annual	■	■
Rice market					■	■
Onions market					■	■
Vegetables market					■	■

See Annex 3 for full list of VfM indicators

VfM Good Practice is important to capture as many activities that MADE is engaged in on a daily basis generate cost savings and provide good VfM but cannot be captured in VfM indicators. Learning from other M4P programmes, MADE identified those areas with the greatest potential to drive VfM and has started to encourage staff to record examples of good practices in these areas including cost savings. Good practice areas range across the 3 Es, from using mobile money and a personal vehicle allowance as detailed in the two examples below.

Example 1: MADE VfM good practice of cost savings: Mobile Money

Challenge: MADE partners, sub-facilitators, and grantees are not able to submit milestone reports on time due to a lack of supporting documentation for reimbursable claims and that sub-facilitators spent most of their time and resources travelling to pay Agric Extension Agents (AEAs) and inputs dealers instead of focusing on key deliverables

Action: Finance manager recommended using MTN mobile money platform for paying expenses in June 2015

Results: After 6 months the benefits are that MADE has conducted timely bulk payments for allowances of approx. ■■■■■ to 250 AEAs and M&E Enumerators, (managed by 21 sub-facilitators). This has resulted in MADE saving approx. ■■■■■ for each of the 21 sub-facilitators per month ■■■■■ for a total savings of ■■■■■

This solution means partners do not have to pre-finance such payment anymore, service providers are receiving payment on a timely bases, and MADE is receiving timely milestone reports. Specifically, for the MADE finance team, it provides a convenient means of payment, an added layer of security in transactions, and confidence in their records for future audits.

Example 2: MADE VfM good practice of cost savings: Personal Vehicle Allowance

Challenge: Before March 2014, consultants would rent vehicles and employ drivers for business related transportation rather than using their personal vehicles.

Action: MADE piloted a vehicle consumption test using log sheets and google maps (when possible) to measure the amount of mileage and fuel consumption to determine the average cost per mile for the vehicle is GHs 0.48. It was determined that a vehicle allowance of ■■■■■ per mile should be paid to include the maintenance cost of the vehicle

Results: In Year 2, MADE began providing log sheets to sub-facilitators, partners, and grantees allowing them to use their business vehicles for MADE work. They are then reimbursed at the MADE approved vehicle mileage rate of 0.75 GHs. This past year MADE saved 50% (over ■■■■■) compared to what was originally budgeted as expenses for car rental and fuel

Market	No of Partners	Budgeted total	Actual total	Savings
Rice	6	■	■	■
Ground nut	1	■	■	■
Onion/Other Veg	5	■	■	■
Total	11	■	■	■

4.3 PROJECT MANAGEMENT

During the past year, there has been some adjustment to the personnel of the MADE team to ensure the delivery of the programme. The first year and half of the programme saw high staff turnover but was to be expected given the new market development approach. Certain team members were unable to adapt to this new way of working and left the programme. Those who have stayed, particularly the Market Development Specialists (MDS), have benefited from over two years of training and hands on experience. We are now confident that the team has the knowledge and skills to ensure effective delivery of the programme. See Annex 4 for an overview of the team structure at the end of Year 2.

Market Development team

A Market Development Coordinator, [REDACTED], started full time at the beginning of March 2015, to oversee the MDS and provide private sector development expertise for a period of one year. This position has been extended as the resources for recruiting a Livestock MDS are no longer required. This is due to the agreement that MADE would take a more opportunistic approach going forward in the livestock market. An additional MDS responsible for the vegetables market was recruited for Year 2. However the initial candidate chosen resigned from this role in January 2016. [REDACTED] was able to cover this role until [REDACTED] was contracted in February 2016.

Cross-cutting team

Due to the re-structuring and changes in the cross-cutting team, the Knowledge Management Expert, [REDACTED] (Nathan's in-house staff), spent 3 months in Tamale starting in August 2015 to provide initial technical support for the new team members.

The full time Action Research and KM Manager, [REDACTED] started in September 2015. The Communications specialist who started the year resigned due to personal reasons and was replaced by [REDACTED] in January 2016

WISE Development was contracted in November 2015 as the short term International Gender Expert. In year 2, a Business Engagement Advisor was contracted for 60 days. However the consultant hired did not engage the job well and his inputs remained largely unused. Therefore it was agreed the leftover resources to be reallocated to the Gender Expert. It was determined that by giving the Gender Expert the resources for more scope, MADE would be able to better improve and fulfil its gender goals.

M&E

A restructuring of the M&E team so that it would work more effectively led to the re-staffing of all M&E positions in year 2. To summarise, the M&E team now consists of the following positions:

- M&E Manager (full time)– [REDACTED] (started in October 2015)
- M&E Data Collection Specialist (full time)– [REDACTED] (started in September 2015)
- M&E Advisor – [REDACTED]
- M&E and Impact Assessment Expert – [REDACTED]
- VFM consultant – [REDACTED]

Programme Support

The new role of Entrepreneurship & Grants Manager was contracted in June 2015 this past year but was let go in February 2016. [REDACTED] was recruited in March 2016 as the replacement.

Nathan Home Office Support

The Programme Manager [REDACTED]

RECOMMENDATIONS

- In Year 3 technical assistance (TA) will, also, be used more strategically (e.g., to develop more business cases and models) in addition to its “traditional” use in Years 1 and 2 (interventions aimed at maintaining and scaling up benefits already experienced, e.g., yield increases and productivity improvements)
- Given the increasing scope of the programme, it has become necessary to provide the team leader (TL) with team management support. A proposal detailed in the Year 3 strategy for a deputy team leader (DTL) would allow the TL to focus on provide strategic guidance to the team (under the general direction of the Programme Director); scout and prime engagements with prospective major players/partners, e.g., in Accra; engage more with DFID, other donor projects (including the priming possible strategic collaborations) and key stakeholders; and provide more visibility for the programme.
- Beginning, in Year 3 gender targets across all markets will, therefore be increased from 15% to 25% for women's participation. Therefore the programme will deploy the services of international gender experts to help it adopt a more strategic approach and support its partners who are using various innovative ways to get women access to land, mechanisation and other inputs, BDS, access to finance, etc

ANNEX 1: RISK MATRIX

A) INTERVENTION LEVEL RISK MATRIX

Risk Profile of Interventions			
Intervention Number	Current Status	Risk Level (Traffic Light Rating)	Comments on Risk Level Changes or Initial Rating
O1	On-going	Green	None
O2	On-going	Green	None
O3	On-going	Amber	MADE has contracted a consultant to undertake analysis of onion and vegetable supply chain and identify potential entry points for MADE
O4	On-going	Green	Work is starting on a Warehouse Receipt System study
V1	On-going	Green	None
V2	On-going	Amber	MADE has contracted a consultant to undertake analysis of onion and vegetable supply chain and identify potential entry points for MADE (similar to O3)
V3	On-going	Green	None
R2	On-going	Green	MADE has engaged ██████ in exploring the possibility of turning their smaller mill into a seed production mill
R3	On-going	Green	None
R4	On hold	Amber	Waiting for findings from the pilot BDS intervention in vegetables
G1	On-going	Green	None
G2	On-going	Green	Groundnut Aflatoxin Control Consultancy assignment proposal from ██████ evaluated and approved. Contracting in progress.
G3	Delayed	Green	Concept for Alliance has been finalised
G4	On-going	Amber	Waiting for findings from the pilot BDS intervention in vegetables
G5	On-going	Green	A contract has been signed with ██████ of the UK for a warehouse receipt system (together with O4)

B) PROGRAMME LEVEL RISK MATRIX

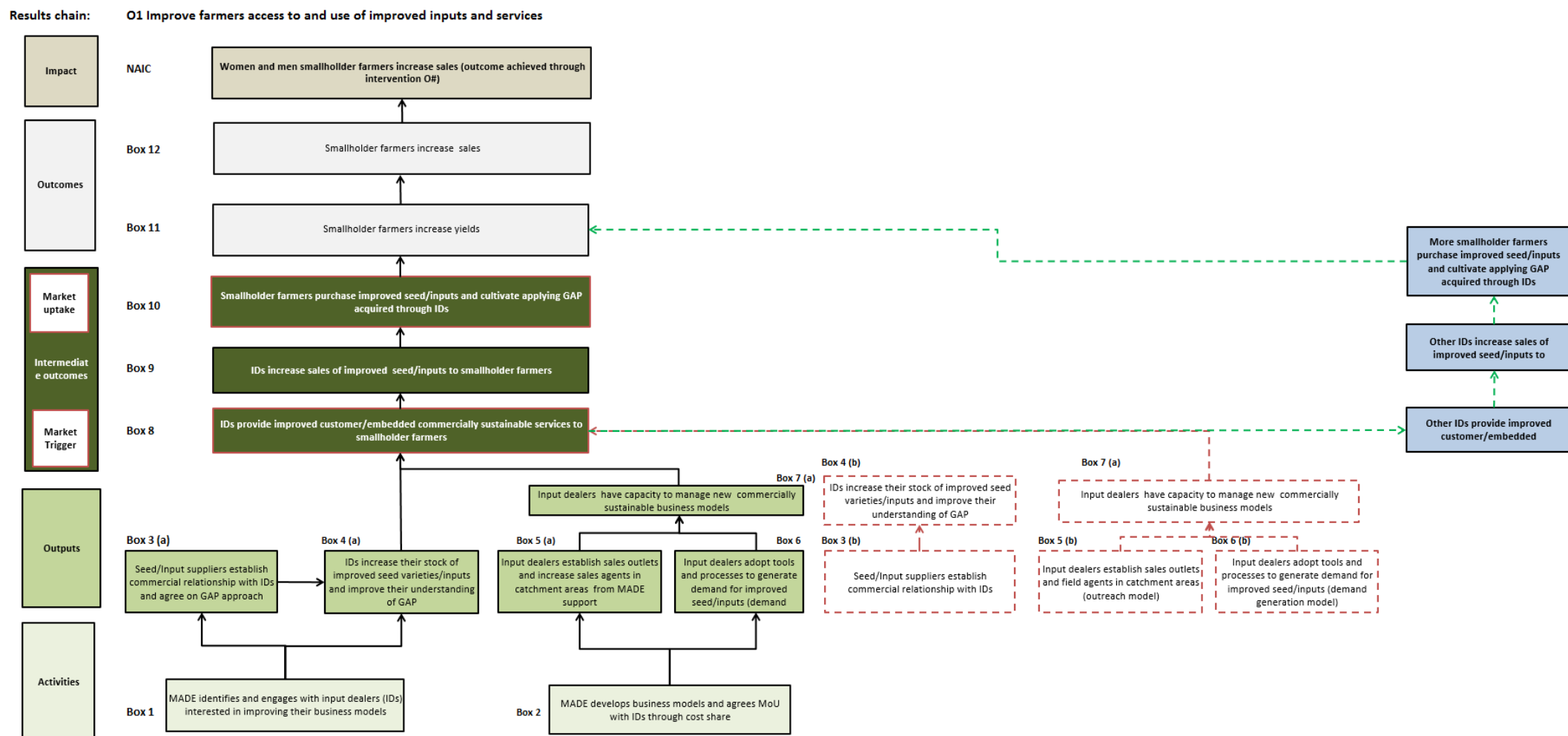
Risk	Impact	Probability	Management & Mitigation Strategies
Political Risks			
Change in GoG attitudes towards private sector led inclusive growth	High	Low	<ul style="list-style-type: none"> Influencing attitudes through evidence and advocacy. Factoring in policy risks into ex-ante assessments of all interventions and developing mitigation strategies. An assessment of risks and mitigation strategies specifically about the 2016 election's impact on MADE was developed by the team and submitted to DFID this past quarter
Capacity and willingness of GoG to support market development	High	Low	<ul style="list-style-type: none"> Generating and deploying evidence of the impact of MD interventions to mobilise constituencies for reform. Engaging stakeholders through radio and television programmes Leveraging civil society support for pro-market reforms. Building in mitigation of effects of potential crowding-out into interventions.
Conflicts between traditional/local authorities and GoG	Medium	Medium	<ul style="list-style-type: none"> Engaging with both to obtain buy-in to MADE. Assessing interventions for potential sources of conflict. Building in mitigating strategies for interventions at risk. Continuing to update risk profiles for interventions Refer to the election risk assessment submitted to DFID this past quarter
Lack of support and engagement from SADA in implementation	High	Low	<ul style="list-style-type: none"> Reach out and support new leadership of █████ in its re-organisation and rebranding effort through our team leader, █████. Continuous knowledge sharing and capacity building to realise the potential impact and benefits of the programme, particularly utilising an M4P approach. Continuing to involve █████ members in the Advisory Committee.
Upcoming election hinders innovation for change	Medium	Medium	<ul style="list-style-type: none"> MADE is currently working at the (small) private sector level so it is unlikely to be affected by changes in the government. Refer to the election risk assessment submitted to DFID this past quarter
Economic Risks			
Macro conditions: crowding out, high inflation and interest rates, potential Dutch disease	High	High	<ul style="list-style-type: none"> Factoring economic risk into ex-ante assessments of all interventions. Operating in sterling defrays the exchange rate risk as depreciation continues to be more of a factor than appreciation. Alternative solutions to partnership agreements to overcome the lack of capital
Increase in withholding tax) creates uncertainties among staff, price hike among essential commodities (fuel, gas) leads to increase in cost of goods	High	Medium	<ul style="list-style-type: none"> MADE is asking all its team members to comply with the new tax regulation. An amendment came out in mid-February only increasing the WHT from 5% to 7.5% rather than to 15% We will assess how the increase in cost of goods will affect farmers' participation in production.

Risk	Impact	Probability	Management & Mitigation Strategies
Fluctuations in local, regional, and world market demand for agricultural products	High	Medium	<ul style="list-style-type: none"> At the moment there is high demand for agriculture products within Ghana and in the region that local production is not able to meet. Monitoring economic trends in world and regional markets and helping interventions to be aware of and take precautions against downside risks through spreading market risks across market and product segments. Conducting market analyses to predict demand in advance and, to the extent that the demand changes, reassessing and altering individual interventions.
Lack of private sector capability, interest in core and related markets.	High	Medium	<ul style="list-style-type: none"> Flexible BDS partnership/BGA arrangement to mentor companies and to strengthen their capacity Included in criteria for market selection, excluding those that do not have private sector capabilities or interest. Effective outreach activities to incentivise businesses to innovate. Programme team proactively targeting innovative businesses and developing appropriate risk sharing instruments. Monitoring systems in place to identify early risks of project incompletion Milestone payment schemes prevent moral hazard issues
Gender and Social Risks			
Social tensions create difficulty or inability to meet targeted 15% of MADE benefits reaching women	Medium	Low	<ul style="list-style-type: none"> Constructive engagement with traditional and religious leaders. MADE has raised the target to 25% MADE has contracted WISE to provide a training workshop for the team to better mainstream gender in the programme
Interventions focused on women that are successful draw in men who subsequently crowd out women	Medium	Low	<ul style="list-style-type: none"> Selection of a portfolio of interventions involving a variety of activities that create opportunities for men and women.
Environmental and Climate Change Risks			
Adverse effects of climate change, weather and disease. Rainfall varies throughout the North, generating a risk of floods and droughts.	High	Medium	<ul style="list-style-type: none"> Adaptation trials of climate resilient seed varieties combined with good agricultural practices help mitigate the effects More climate smart agricultural interventions such as small-scale irrigation and drainage systems Climate Change and Environment experts and strategies to ensure all interventions address potential issues. Contracted International Water Management Institute to scope out options for intervention along with entry points.
Interventions have a negative impact on environment	Medium	Low	<ul style="list-style-type: none"> Climate Change and Environment experts and strategies to ensure all interventions address potential issues.
Operational Risks			
Sub facilitators and grantees do not perform and/or deliver necessary results	High	Low	<ul style="list-style-type: none"> Results based funding/reimbursement. Grant and financial management systems to track progress and expenditure and mitigate potential damage by identifying budding issues. Pro-active engagement and technical monitoring from MADE to prevent delays and ensure results are achieved.

Risk	Impact	Probability	Management & Mitigation Strategies
Research conducted through programme does not lead to changes in the market	High	Low	<ul style="list-style-type: none"> • Outreach and communications guarantee information dissemination. • Actions research undertaken only when capable partners have committed to implement.
Programme not delivering outputs on time and in budget	High	Low	<ul style="list-style-type: none"> • Robust financial management systems including frequent expense reconciliations, evaluations and forecasting. • Clear defined roles and accountability for all team members, experts, sub facilitators and grantees. • Thorough programme management systems that merge and track financial and intervention progress and facilitate communication and transparency among team members as well as between the Programme Team and DFID.
Programme is overworked and understaffed to manage scaling up	Medium	Low	<ul style="list-style-type: none"> • Recruitment of replacement and new personnel to strengthen team • Additional support from London office to strengthen field team • Team members have better understanding of programme approach that is to facilitate and monitor the work of sub-facilitators • Monitoring and reporting systems help standardise information received and keep project risks under control. • Engagement process is tried and tested, and also streamlined to prevent delays.
Fiduciary Risks			
Fraudulent applications receive funding	High	Low	<ul style="list-style-type: none"> • The solicitation process follows programme procurement rules. Tender evaluations include robust eligibility criteria and through the due diligence process, potential recipients of funds will need to provide proof of sound financial standing. • Counter-fraud measures embedded in key stages of the project funding process, particularly at the initial application stage and then at the payment approval stage. Our approach recognises the risk profile of projects and incorporates appropriate checks at these key stages. • Our applicant risk assessment process during due diligence will check with the relevant authorities and databases to ensure that the organisation has not previously been involved in fraudulent activity.
Breaching of terms and conditions of the support	High	Low	<ul style="list-style-type: none"> • Rigorous and on-going management of contract and regular milestone assessment. • Financial and technical supervision and support to bring projects "back on track". • Clear definition of breach outlined in the contract along with termination rights and recovery of funds spent. • Review of annual audits by the Ghana MADE Team, management letters and follow-up measures taken as a result of adverse or qualified audit assessments.

ANNEX 2: INTERVENTION MONITORING PLAN

Snapshot of result chain tab from intervention monitoring plan excel document for Onions market – intervention 1



ANNEX 3: VFM INDICATORS

VfM Economy Indicators – unit costs and cost ratios

Economy indicators	Definition	Indicative targets	Actual value (cumulative as of end Y2)
Unit Cost			
<i>Average daily cost of international consultants</i>	Cumulative fees of international consultants in fee budget / budgeted number of days	██████	██████
<i>Average daily cost of national consultants</i>	Cumulative fees of national consultants in fee budget / budgeted number of days	██████	██████
Cost per unit of travel			
<i>International flights</i>	Total cumulative cost of international flights / total number of flights	████	████
<i>Domestic flights</i>	Total cumulative cost of national flights / total number of flights	████	████
Cost per unit of accommodation *			
<i>Accra</i>	Total cumulative cost of accommodation expenditures in Accra (hotel) / total number of nights spent in Accra	████	████
<i>Tamale</i>	Total cumulative cost of accommodation expenditures in Tamale (hotel + project house) / total number of nights	████	████
<i>Outside Tamale</i>	Total cumulative cost of accommodation expenditures outside Tamale (hotel) / total number of nights	████	████
Cost ratios			
<i>% management cost to overall programme cost</i>	Total cumulative management fees / total fee + reimbursable costs to date	12 %	11 %
<i>% management cost to intervention funding cost</i>	Total cumulative management fees / total committed intervention fund	8%***	18 %
<i>% expenditure on local consultants versus international consultants</i>	Total cumulative spending on fees for national consultants / Total cumulative spending on fees	67%	79 %
<i>% of fees to total programme costs**</i>	Total cumulative spending on fees / total cumulative programme spending (include committed amounts for the intervention fund)	Trend over time	51 %
<i>% of intervention fund committed to total intervention fund budget**</i>	Total intervention fund committed / total intervention fund budget	Trend over time	18 %
<i>% of procurement by category (open competition) in intervention fund**</i>	Value of procurement undertaken through open tenders / total value of intervention fund committed	Trend over time	46%
<i>% of procurement by category (limited competition) in intervention fund**</i>	Value of procurement undertaken through restricted tenders / total value of intervention fund committed	Trend over time	27%
<i>% of procurement by category (single source) in intervention fund**</i>	Value of procurement undertaken through single sourcing / total value of intervention fund committed	Trend over time	27%

*Cost per unit of accommodation is the combined weighted average cost of long term and short term accommodation for Accra, Tamale and outside Tamale.

**New ratios developed from updated VfM framework

*** The indicative target reflects the previous calculation of cumulative management fees / total intervention funds

Overall, MADE has managed to maintain most unit costs below the indicative targets. The average daily cost of national consultants has increased as a result to the latest budget amendment and due to the fact we are hiring many more local consultants to fill roles. This is reflected in the increased ratio of local to international consultants increasing from 65% in Q3 to 79% in Q4 (end of Year 2). We have also continued to reduce the overspent in international flights from █ to █ by continuing to encourage more consultants to stay a Saturday night in Ghana.

The % management cost to intervention funding cost has been adjusted this quarter to consider committed cost to provide a more accurate picture of the intervention fund as this is spending expected in the future to be realised from contracts already signed.

By breaking down procurement by categories will allow us to understand drivers behind the intervention fund. As for all of the new cost ratios, end of Year 2 provides a benchmark for MADE to begin measuring the trend of these indicators over time.

VfM Efficiency Indicators

Efficiency indicator	Definition	By end of Y1	By end of Y2
Cost per market actor changing business practices			
Groundnuts market	Total actual costs for market interventions / number of actors who changed business practices		
Rice market			
Onions market			
Vegetables market			
Cost per smallholder farmer accessing/using new or improved inputs and services			
Groundnuts market	Total actual costs in market / number of farmers using new or improved inputs and services		
Rice market			
Onions market			
Vegetables market			
Cost of GAP training per smallholder farmer			
Groundnuts market	Grant cost and partner cost for GAP training / number of farmers being trained		
Rice market			
Onions market			
Vegetables market			
% of farmers actually reached out of total targeted			
Groundnuts market	Total number of farmers actually reached / Total number of farmers targeted	101%	144%
Rice market		206%	120%
Onions market		106%	91%
Vegetables market		102%	77%
% of private sector investment in total market cost (or better total intervention costs)			
Groundnuts market	Total cost contribution by partners / total costs disbursed to partners by MADE	To be updated next quarter	To be updated next quarter
Rice market			
Onions market			
Vegetables market			

The above table reflects the new efficiency indicators developed in the new VfM framework. We were able to gather data from all previous quarters to compare trends from the first two years of implementation. The numbers will also set a benchmark moving forward. Reflecting on the first two years, there has been a positive trend in increasing the amount of influence across all markets in terms of engaging farmers and market actors. This can be generally credited to focus on testing and understanding inputs and services in year 1, and a movement to scaling and replicating what works in year 2.

Groundnuts

In the groundnut market, the cost of changing business practices has dramatically been reduced as we were able to influence 13 market actors by year 2 compared to only 1 by the end of year 1. The previous quarter's focus on promoting access to improved seed and GAP to a wider audience is reflected in the increased percentage of farmer reached compared to what was targeted. This has driven down the cost per smallholder farmer dramatically. Despite the small increase, the cost of GAP training per farmer is in line with the majority of markets.

Rice

In rice we have been able to reach a lot more farmers than the other markets. This reflected in year 1 percentage where we reached double the amount of farmers targeted. Therefore, in year 2 we re-adjusted the target to be more accurate. This large number of farmers reached is reflected in the low cost of influencing farmers to use new services or inputs as well as GAP training compared to other markets. However, the rice market was unable to increase its number of market actors to the same extent as all the other markets, which is why it is a focus looking ahead to next quarter.

Onions and Other Vegetables

Onions and other vegetables have each influenced 8 market actors to change their business practices compared to only 1 by the end of year 1, which is reflected in the decrease in cost per actor who changed its business practices. Both markets were slightly under their targets in terms of reaching the amount of farmers they targeted for year 2, which is reflected in the slight increase in the cost per smallholder farmer using inputs or services. However the GAP training has decreased as demonstrations were scaled up in the past year and done more efficiently to be more in line with the other markets.

VfM Effectiveness Indicators

Effectiveness indicator	Markets	Frequency	Data Availability
Cost per beneficiary with average 10% increase in sales (expressed in monetary terms when we have the baseline)	<i>Groundnuts market</i>	Per harvesting season	Mid-2016
	<i>Rice market</i>		
	<i>Onions market</i>		
	<i>Vegetables market</i>		
% increase in sales per market spend (and per intervention spend when possible)	<i>Groundnuts market</i>	Per harvesting season	Mid-2016
	<i>Rice market</i>		
	<i>Onions market</i>		
	<i>Vegetables market</i>		
Cost per beneficiary with average 6% increase in yield	<i>Groundnuts market</i>	Per harvesting season	Mid-2016
	<i>Rice market</i>		
	<i>Onions market</i>		
	<i>Vegetables market</i>		
% increase in yields per market spend (and per intervention spend when possible)	<i>Groundnuts market</i>	Per harvesting season	Mid-2016
	<i>Rice market</i>		
	<i>Onions market</i>		
	<i>Vegetables market</i>		
Ratio of private capital leveraged per £1 MADE investment per market	General effectiveness and sustainability	Annual	Mid-2016
% of service providers reporting increase in turnover out of all service providers reached	General effectiveness and sustainability	Annual	Mid-2016
% of inputs or business services of total supported for which prices have gone down	General effectiveness and sustainability	End of programme	End 2018

Given the recommendations of the VfM expert and the framework created for MADE, the data to report on effectiveness indicators are not yet available. However as detailed in the table above, some of the indicators will be able to be reported against in upcoming quarterly reports.

ANNEX 4: ORGANOGRAM

Team Structure at the end of Year 2

