

STCP PILOT PROJECT NIGERIA

ACTIVITY OVERVIEW YEAR ONE

(Version 3rd October 2003)

1. Strengthening Farmer/Community Organizations

Objective	No	Activity	Implementation Strategy	Expected Results/ Deliverables	Performance Indicators	Status
To establish Tonikoko Farmers Societies (TFS) and Tonikoko Farmers Union (TFU) as legal entities	1.1	Mobilization of Farmers and facilitation of group formation activities	<ul style="list-style-type: none"> ▪ Engagement of technical expertise in association strengthening 	<ul style="list-style-type: none"> o Ratified bye-laws o Elected and functioning officers o Registration of TFU 	<ul style="list-style-type: none"> o Number of TFU collaborators o Registration Certificate acquired after satisfying statutory requirements in respect of meetings, elections and resolutions. 	<ul style="list-style-type: none"> o 13 TFS with 704 members registered with TFU o Operational bye-laws ratified and distributed to members at a subsidized fee o TFU membership Identity cards issued to members o Verifiable TFU membership registers in place o Elected and functioning TFU officers in place occupying the following positions: <ul style="list-style-type: none"> o President; Vice President; Secretary; Financial secretary; Treasurer; and Public Relation Officer. o Legal consultation favored TFU registration as a cooperative, while TFU members preferred registration of TFU as a company limited by guarantee.

						<p>However, consultation is still on-going with lawyer, TFU and other network members.</p> <ul style="list-style-type: none"> o There are signs that the number of societies will significantly in year 2. o Formal registration of TFU to be completed in year 2.
<p>To develop the capabilities that will strengthen TFU's internal governance, financial capacity and business management.</p>	1.2	<p>Development of training manual and training of TFU members in:</p> <ul style="list-style-type: none"> o Business management o Market information gathering, o International marketing principles, o Negotiation skills, o Contracting etc 	<ul style="list-style-type: none"> o Selected TFU members, pilot project staff and other network resource persons will be trained o Training manuals will be developed to guide training activities on provide day-to-day basis 	<ul style="list-style-type: none"> o Training Manual Developed o Evidence of farmers' participation in training. o Ability of technical assistance providers to use manual for future training 	<ul style="list-style-type: none"> o Records kept on stock, accounts etc. o Proportions of TFU's transactions made through the bank o Number of credit facilities granted by banks and customers. o TFU's obtained price as a percentage of average market price o Number of contract signed and executed 	<ul style="list-style-type: none"> o Training manuals developed on : Business Environment; Small Business Management; Records and Book Keeping; and Meaning and Scope of Marketing o Training of Trainers (TOT) conducted on Business Environment for 30 participants – TFU leaders, TFS representatives, Community Level Enterprise Advisors (CLEA) o Training manuals on the 4 modules above translated into local language o Trained TFU, TFS officials and CLEA are continuing training at TFS levels o Records are maintained on input given to members o Stock records are maintained o Stock records are maintained both at TFS and TFU levels. o TFU/TFS financial records are maintained. o TFU maintains records of its assets o TFU/TFS bank account documents available

						<ul style="list-style-type: none"> o Bank credit facilities (2) obtained by TFS documented o Several transactions made through the banks during the last trading campaign. o 7 % premium price gained through a niche market in the last trading campaign. o Signed and honored Sales/Purchase contracts with exporters last season o Further training in year 2 to incorporate inputs from SOCODEVI reports
	1.3	Savings mobilization and; thrift and credit operations	<ul style="list-style-type: none"> o Selected TFU members, pilot project staff and other network resource persons. 	<ul style="list-style-type: none"> o Training Manual developed o Evidence of farmers' participation in training. o Ability of <i>technical assistance providers</i> to use manual for future training 	<ul style="list-style-type: none"> o Net worth of TFU o Loan portfolio size 	<ul style="list-style-type: none"> o TFU obtained Input credit of about ₦ 750, 000 at current season to procure chemicals o A system of saving operational at some TFS level o There is need to ratify the thrift and credit system early in year 2.
	1.4	Internal governance of society <i>Tonkoko Farmers Union & Societies</i>	<ul style="list-style-type: none"> o Institutions / experts will develop training manual and train selected TFU 	<ul style="list-style-type: none"> o Training manual developed o Evidence of farmers' participation in training. 	<ul style="list-style-type: none"> o Percent participation in all activities o Percent participation in TFU initiated 	<ul style="list-style-type: none"> o Training manuals developed on: o Team Building; Leadership Skills; Meeting Management; Conflict Resolution; Time Management o 30 participants took part in training of trainers (TOT) workshop

			members, pilot project staff and other network resource persons.	<ul style="list-style-type: none"> o Ability of ASE to use manual for future training 	<ul style="list-style-type: none"> activities o Number of conflicts resolved 	<ul style="list-style-type: none"> o Above training manuals translated into local language o Training of Trainers (TOT) conducted for TFU on all of the above manuals. o Training conducted for 6 TFS on Team Building, Meeting Management and Leadership Skills o Training on above planned for another 6 in September 2003. o Training on the above and other modules planned for new and old TFS in Year 2. o Conflicts resolved in 2 societies o Training and retraining to continue in year 2 o There need to increase number of field staff to effectively
	1.5	Advocacy of group interest	<ul style="list-style-type: none"> o Institutions / experts will develop training manual and train selected TFU members, pilot project staff and other network resource persons. 	<ul style="list-style-type: none"> o Training manual developed o Evidence of farmers' participation in training. o Ability of technical assistance providers to use manual for future training 	<ul style="list-style-type: none"> o Number of TFU members involved in CAN, National Farmer's Association, National Confederation of Cooperatives. o Number of self-help projects executed 	<ul style="list-style-type: none"> o TFS members made bulk input purchases in the last and this year's trading campaign. o TFU executives met with exporters and government agencies to negotiate better price and credit and input for the members o Monthly meetings held regularly by TFU o Regular fortnightly meetings held by TFS o Participation of TFU members at STCP regional activities.

						<ul style="list-style-type: none"> o STCP production norms signed o MOU signed between TFU and EfDI on input credit for chemicals
<ul style="list-style-type: none"> o To improve the efficiency of cocoa supply chain. o To facilitate trading in cocoa and farm inputs. 	<p>1.6</p> <p>1.7</p>	<ul style="list-style-type: none"> o Incorporation of trading company o Trading 	<ul style="list-style-type: none"> o Pilot Project Management will drive this activity 	<ul style="list-style-type: none"> o Trading company incorporated. o Acquisition of warehouse o Establishment of working relationship with cocoa exporters and inputs suppliers o Trading in cocoa and inputs 	<ul style="list-style-type: none"> o Certificate of incorporation o Functioning warehouse o Net Profit 	<ul style="list-style-type: none"> o Incorporation of TFU trading company awaits the registration of TFU o A strategically located TFU Center acquired for 5 years
	1.8	Equipment Purchase/Lease				<ul style="list-style-type: none"> o Items of furniture purchased o Some equipments like Aqua-boy, Salter scale, scoop, tarpaulin purchased o There is need to acquire more equipment to cater for the anticipated increase in TFS

2. Technology/Knowledge Dissemination:

Objective	No.	Activity	Implementation Strategy	Expected Results / Deliverables	Performance Indicators	Status
To produce a document that contains the technical information for improved cocoa production which will be used in FFS trainings.	2.1	Awareness creation	<ul style="list-style-type: none"> ○ A regional curriculum development workshop. 	<ul style="list-style-type: none"> ○ Document containing FFS protocols available and in use for FFS implementation 	<ul style="list-style-type: none"> ○ FFS protocols 	<ul style="list-style-type: none"> ○ Achieved. – 4 persons from the Nigeria pilot project participated in a regional curriculum development workshop on March 2003. ○ Validated protocols on cocoa IPM, facilitation skills, child labor available and in use. ○ Protocols on post harvest processing, regeneration, nursery operations, cocoa agroforest and intercropping cocoa with arable crops are to be developed for use in year two.
	2.2	Develop a training manual for FFS training.	<ul style="list-style-type: none"> ○ Sharing and validating/revalidating protocols across STCP countries 			
To establish human resource structure for the implementation of FFS	2.3	Selection and training of facilitators for the FFS	<ul style="list-style-type: none"> ○ Consultation with TFU and state government to select persons that should be trained to serve as FFS facilitators. ○ Organize and conduct training of trainers (TOT) for selected facilitator for FFS 	<ul style="list-style-type: none"> ○ FFS facilitators selected. ○ TOT organized and held for all selected FFS facilitators. 	<ul style="list-style-type: none"> ○ list of selected facilitators ○ TOT report. ○ Acceptance of facilitators by TFU members. 	<ul style="list-style-type: none"> ○ Achieved. – 42 facilitators (20 farmers and 22 govt. extensioners) selected. A 4 week TOT focusing on IPM and facilitation skills held April to May, 2003. An additional 1 week TOT focusing on regeneration, child labor and review of FFS planned for September 2003 while other technology transfer topics are to be covered in year two.

To train farmers on improved IMP and production practices	2.4	Establishment and running of FFS in selected communities	<ul style="list-style-type: none"> ○ Consultation with TFU, trained facilitators, community leaders and farmers ○ Facilitators organize and conduct FFS sessions in assigned communities. 	<ul style="list-style-type: none"> ○ .FFSs established in selected communities ○ FFS sessions held in each school once every fortnight in line with agreed time-table. 	<ul style="list-style-type: none"> ○ list of FFS locations ○ Report of FFS sessions. ○ Master Trainer's reports. 	<ul style="list-style-type: none"> ○ Achieved. – 42 FFS established in selected communities. Facilitators assigned to established schools. FFS sessions held once every fortnight in every school since July 1, 2003. Membership of each FFS ranges from 21 – 35. Baseline data on all FFS participants already collected. Each FFS to run till June 2004 to enable all topics covered in line with cropping calendar.
To make seedlings of improved planting material readily available to TFU members	2.5	Establishment of nurseries near farmers' farms and raising seedlings for distribution to farmers.	<ul style="list-style-type: none"> ○ Each TFS to select a suitable site for village nursery for its members. ○ Obtaining pods of improved material from CRIN for farmers to raise seedlings in the village nurseries. 	<ul style="list-style-type: none"> ○ Village nurseries established. ○ Pods for planting obtained from CRIN and used in raising seedlings in the nurseries. ○ Seedlings available to TFU members from the village nurseries. 	<ul style="list-style-type: none"> ○ Village nurseries ○ Seedlings obtained by farmers from nurseries. 	<ul style="list-style-type: none"> ○ Achieved. – 5 village level nurseries established in February/March 2003. Planting material used in the nurseries obtained from CRIN substation in pilot project area. Seedlings raised in the nurseries through TFS maintenance. Mature seedlings distributed to TFS member in August 2003. To ensure that hybrid seeds are used in establishing nurseries in year two, hand pollination planned.

3. Market and Information Systems

Objective	No	Activity	Implementation Strategy	Expected Results/ Deliverables	Performance Indicators	Status
To provide a commercial facility for cocoa and tree crop products' trade under a warehousing arrangement with a view to strengthening farmers' organization capacity in management, trading and market development.	3.1	Acquire/develop a strategically located warehouses to serve as the Trade and information center (TIC).	<ul style="list-style-type: none"> o Acquisition and renovation of existing facility on location will be given preference to development of a totally new facility. 	<ul style="list-style-type: none"> o A warehouse/ office complex. o Renovation and refitting with basic facilities such as water, electricity, access road, etc. 	<ul style="list-style-type: none"> o Functional TIC infrastructure 	<ul style="list-style-type: none"> o A strategically located TFU Center leased for 5 years o Acquisition of postal and physical address. (TFU Center, Opposite Bamikemo Central mosque, P. O. Box 42, Bamikemo, Ile-Oluji /Oke-Igbo LGA, Ondo State o TFU Center undergoing renovation o Quality assurance equipment to be procured in year 2
	3.2	Equip the TIC with IT and communication other supporting facilities to aid the establishment of new market and information systems and connections	<ul style="list-style-type: none"> o The best technical expertise put forward through the expressions of interest will be utilized for this activity. 	<ul style="list-style-type: none"> o Internet connectivity o Computer hard and soft ware. o Office equipment fax, copier, etc. o Telephone connection etc. 	<ul style="list-style-type: none"> o Functional IT and telecommunication facilities. 	<ul style="list-style-type: none"> o Computer hard and software acquired. o Provision of Internet facility to be pursued in Year 2.
To develop an information system that could be applied to farm level (parcel) production practices and hence facilitate	3.3	Develop parcel, TFS and producers identification and product tracking system (GPS/GIS and database development)	<ul style="list-style-type: none"> o The benefit of the experience gathered elsewhere within STCP Regional Network (i.e. Cameroon) 	<ul style="list-style-type: none"> o GPS/GIS delivered o Database on TFS, producers and products created 	<ul style="list-style-type: none"> o Functional product identity preservation and tracking system 	<ul style="list-style-type: none"> o Producer identification and Product tracking conducted in last trading season. o The GIS component will be pursued in year 2

Objective	No	Activity	Implementation Strategy	Expected Results/Deliverables	Performance Indicators	Status
product identity preservation and tracking			will be brought to bear on this activity.			
To put an effective team in place to run the TIC with a view to improving and maintaining product quality, facilitating access to credit and inputs and improving access to trade information.	3.4	Appointment and training of TIC management and staff.	<ul style="list-style-type: none"> o A team comprising appropriate institutional and individual subject matter experts will be put together. 	<ul style="list-style-type: none"> o Commodity warehouse facility manager appointed o Other staff of TIC recruited. o Training manual and evidence of training participation on the different aspects of the TIC delivered. 	<ul style="list-style-type: none"> o Tonnage of commodities traded. o Number of transactions handled. o Number of visitors to website. 	<ul style="list-style-type: none"> o 66.5 Metric tones traded through TFU in the last trading campaign. o An interactive forum of key players on management of cocoa quality was held to harvest ideas on development of cocoa quality management curriculum o Process of establishment of a TIC management team is in progress.
To establish linkages between rural producers and cocoa and chocolate industry players as well as other industry support organizations with a view to improving farmers' to global markets.	3.5	Establishment of strategic alliances with relevant organizations.	<ul style="list-style-type: none"> o A multi-pronged approach will be used to drive the activity. 	<ul style="list-style-type: none"> ▪ MOUs 	<ul style="list-style-type: none"> o Number of MOUs signed 	<ul style="list-style-type: none"> o MOU signed with an exporter in the last trading season o Farmers linked with strategic buyers/exporters o Farmers benefited higher prices from collective bargaining. o Negotiations with 3 exporters on price and quality regarding the current trading campaign still on-going

Objective	No	Activity	Implementation Strategy	Expected Results/Deliverables	Performance Indicators	Status
To put a trade financing facility in place with a view to facilitating farmers' access to micro credits and other inputs.	3.6	Develop activity document to guide/structure the relationship and serve as framework for facilitating farmers' access to credit and inputs.	o A team comprising micro credit and trade financing experts will design and manage this facility.	o Activity/frame work document o MOUs o Functioning trade financing facility	o Number of MOUs signed o Quantum of funding o Number of credit facilities provided.	o Study of constraints and possible solutions to access finance and credit for tree crop farmers conducted o Tree crop financing document guiding strategic stakeholders relationship prepared by a consultant. o MOUs between TFU and financial institutions, chemical company, and warehouse managers developed o Provision of credit in kind fund for TFU
	3.7	Sign MOUs with banks, inputs suppliers and cocoa exporters and put in place a well documented procedure for managing the facility				
To develop an information system to support the management of the Pilot Project	3.8	Create a database for Pilot Project components and activities and update the database regularly based on information emanating from the various component monitoring and reporting activities	o Integrated approach to monitoring, updating database and reporting on pilot project activities to be used.	o Functional and up to date database	o Number of visitors to website and database	o EfDI is developing a database for the internal monitoring of project activities. Would be completed early in year 2

4. National Network Activities

Objective	No	Activity	Implementation Strategy	Expected Results/Deliverables	Performance Indicators	Status
Recruit a Pilot Project Manager (PPM) who will be responsible for the overall co-ordination and management of pilot project and Master Trainer (MT) to oversee the Farmers Field School (FFS)	4.1	Identify & Hire a Pilot Project Manager and Master Trainer	Facilitate recruitment of PPM and Master Trainer in collaboration with Regional Management through advertisement in national dailies	PPM and Master Trainer hired	Both PPM and MT in office	The PPM. Dr. Chris Okafor and the Master Trainer, Dr. Innocent Okuku, assumed duty in April and March 2003 respectively.
Ensure participation of all the stakeholders in the STCP activities	4.2	Identify stakeholders who contribute to the achievement of STCP goal. Consult and correspond with members.	Through consultations	Dedicated and strong Network	Reports of the activities of the Network	Efforts are being made to reconstitute the Nigerian network
Review and recommend country level project activities and provide necessary support to PPM and implementing partners	4.3	Participate in the development and review of pilot activities Pay field visits to projects sites Maintain close contact with PPM	Through meetings, visits and consultations	Acceptable work plans and budgets Well coordinated project implementation strategies	Clearly defined work plans and budget	Key members of the Network held meetings with PPM to revise the work plan following a shortfall in budget Full network meetings and wider consultations could not be held because of financial constraints

Facilitate full integration of Nigerian Pilot Project in region wide activities	4.4	Participate in Steering Committee activities	Through meetings, consultations, correspondences, teleconferences	Nigeria Pilot Project is fully integrated into STCP region wide activities	Steering committee meeting reports. Correspondences	Attend Steering committee meetings and ILO/WACAP launching. Will participate in the teleconference of the SC
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5. Project Management and Coordination

Objective	No.	Activity	Implementation Strategy	Expected Results/Deliverables	Performance Indicators	Status
To provide technical and administrative backstopping for smooth project implementation	5.1	<ul style="list-style-type: none"> -Review and establish realistic year one work plan and budget in consultation with NC -Ensure that consensus exists among implementing partners on roles & responsibilities -Ensure transparent process is used in selecting implementing partners Prepare contract documents -Ensure that feedback mechanisms are operating to allow timely learning, accountability and revision 	<ul style="list-style-type: none"> ○ -Round discussions and consultations ○ -Review meetings- Correspondences ○ -Visits with implementation partners. ○ -Competitive and transparent selection mechanism 	<ul style="list-style-type: none"> ○ Activities are implemented with minimal difficulties and on scheduled. ○ -Competitive and transparent selection mechanism in place 	<ul style="list-style-type: none"> ○ -Activities reports ○ -Meeting minutes ○ -Efficient and effective implementation of project activities ○ -Minimal delays ○ -No cost overrun 	<ul style="list-style-type: none"> ○ Significant progress made in facilitating team spirit ○ -Facilitated several review meetings with implementing partners and key Network members ○ -Organized several visits with implementing partners ○ -Together with key Network members, revised and came up with a realistic work plan and budget for year one ○ -Activity reports have been received from implementers, collated and submitted to regional project management ○ -However, there is room for improvement ○ Implementation delays, performance deficiencies, and delay in submission of financial reports to be addressed so that project objectives are achieved.

<p>Ensure regular contact with Network members and facilitate interactions among them</p>	<p>5.2</p>	<ul style="list-style-type: none"> ○ Organization of roundtable discussions, follow up visits and regular consultation and correspondence 	<ul style="list-style-type: none"> ○ PPM to work closely with the Network members 	<ul style="list-style-type: none"> ○ -Shared visions and consensus among network members on key issues roles and responsibilities ○ -Collective approach to issues and concerns of STCP ○ -Commitment of Network members to Pilot activities ensured 	<ul style="list-style-type: none"> ○ -Outcomes of network meetings ○ -Contributions of members to pilot activities 	<ul style="list-style-type: none"> ○ -Held roundtable discussions with key network members to revise year one work plan and budgets. ○ -Engage in several consultations with members to resolve differences of opinions and positions among members
<p>Serve as primary contacts for the Pilot Project in Nigeria</p>	<p>5.3</p>	<ul style="list-style-type: none"> ○ Facilitate interaction and collaboration with the regional office/projects and other stakeholders such as ILO/WACAP USGS, SOCODEVI 	<ul style="list-style-type: none"> ○ Participation in regional and collaborative activities, consultations, exchange visits 	<ul style="list-style-type: none"> ○ -Effective team processes, ○ -Smooth and running collaborative activities 	<ul style="list-style-type: none"> ○ -Low level of misunderstanding amongst stakeholders ○ - No of collaborative activities with stakeholders 	<ul style="list-style-type: none"> ○ Facilitated smooth flow of information between the Pilot office and regional projects ○ Participated in WACAP work planning meeting. ○ Facilitated the participation of Coordinator WACAP- Nigeria in STCP-Nigeria planning and network meetings.

Put in place monitoring and evaluation mechanism	5.4	<ul style="list-style-type: none"> ○ Development of monitoring and evaluation framework and guidelines. 	<ul style="list-style-type: none"> ○ In collaboration with regional program staff and implementing partners develop evaluation framework and guidelines. 	<ul style="list-style-type: none"> ○ Functional database 	<ul style="list-style-type: none"> ○ Reports generated 	<ul style="list-style-type: none"> ○ Participated in impact assessment workshop organized for pilot project managers by the regional program staff in preparation for the full implementation of monitoring and evaluation activities
Facilitate regular contacts with local donors, public and private institutions	5.5	<ul style="list-style-type: none"> ○ Organization of seminars, roundtable discussions, follow-up visits and maintaining regular correspondence with key authorities 	<ul style="list-style-type: none"> ○ Work closely with Network Coordinator and Regional Program Manager 	<ul style="list-style-type: none"> ○ -Buy-in of STCP intervention programs by government agencies ○ - Donor support 	<ul style="list-style-type: none"> ○ -New projects initiated by or with government agencies ○ -Level of support from donors ○ - Mainstreaming successful approaches into national efforts 	<ul style="list-style-type: none"> ○ Not much has been achieved given that the PPM has only spent a few months on the job.

Establish a strategically located Pilot Project Office.	5.6	<ul style="list-style-type: none"> ○ Identify, rent, renovate and occupy an office in a strategic location for the project. 	<ul style="list-style-type: none"> ○ PPM to identify and rent an office through contacts ○ and consultations preferable in a strategic location such as within the premises of a national institution 	<ul style="list-style-type: none"> ○ Pilot Project Office in place and running. 	<ul style="list-style-type: none"> ○ -Functional project Office ○ -Rent agreement + receipt 	<ul style="list-style-type: none"> ○ -A Pilot Project Office rented from the Federal ○ University of Technology, Akure ○ - Functional office in place
Put in place key support staff for Pilot Project Office.	5.7	<ul style="list-style-type: none"> ○ -Establish key competencies for support staff and recruit accordingly. 	<ul style="list-style-type: none"> ○ -Identify positions needed--- Advertise ○ -Interview and recruit. 	<ul style="list-style-type: none"> ○ Support staff in place and functioning. 	<ul style="list-style-type: none"> ○ -Advertisement in the national dailies ○ -Interview sessions/reports ○ -Staff in office. 	<ul style="list-style-type: none"> ○ An administrative assistant and a driver/office assistant hired and security personnel being negotiated with university authorities
Acquisition of assets	5.8	<ul style="list-style-type: none"> ○ Purchasing and inventory control 	<ul style="list-style-type: none"> ○ Through a competitive procurement process. 	<ul style="list-style-type: none"> ○ Needed and functional assets in place 	<ul style="list-style-type: none"> ○ Inventory and inspection reports 	<ul style="list-style-type: none"> ○ About 80% of office equipment and facilities have been procured or put in place. Remaining will be procured in the second year.