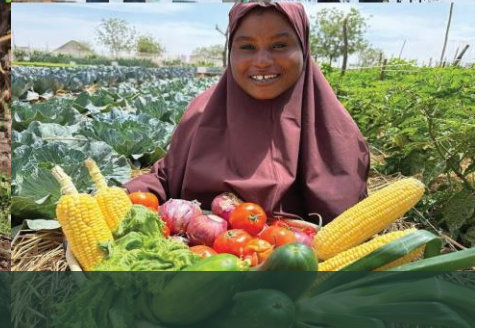


Horti Nigeria

BUILDING A SUSTAINABLE & INCLUSIVE
HORTICULTURE SECTOR



HORTINIGERIA WORK PLAN NARRATIVE 2025



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Abbreviations

ABC	Agribusiness Cluster
B2B	Business-to-Business
BAGS	Boosting Agricultural Gains and Services
BC	Business Champion
BSS	Business Support Service
CBN	Central Bank of Nigeria
CFT	Community Field Trainer
EF	Entrepreneurial Farmer
EKN	Embassy of the Kingdom of the Netherlands
EWS-KT	East-West Seed Knowledge Transfer
FEPSAN	Fertilizer Producers and Suppliers Association of Nigeria
FI	Financial Institution
IATI	International Aid Transparency Initiative
IBSS	Innovation and Business Support Service
IFDC	International Fertilizer Development Center
IITA	International Institute of Tropical Agriculture
KPI	Key Performance Indicator
LoP	Life of Program
MDAs	Ministries, Departments, and Agencies
MEL	Monitoring, Evaluation, and Learning
MSMEs	Micro, Small, and Medium Enterprises
NABG	Nigeria Agribusiness Group
NATPAN	National Tomato Growers, Processors and Marketers Association of Nigeria
NIHORT	National Institute for Horticultural Research
NIRSAL	Nigeria Incentive-Based Risk Sharing System for Agricultural Lending
NSIA	Nigerian Sovereign Investment Authority
PO	Producer Organization
SMEs	Small and Medium Enterprises
SSP	Spray Service Provider
SWAVFS	South-West Association of Vegetable Farmers and Sellers
WCDI	Wageningen Centre for Development Innovation
WUR	Wageningen University and Research
Y&G	Youth and Gender
YAS	Youth in Agribusiness

1 Introduction

The HortiNigeria program, funded by the Embassy of the Kingdom of the Netherlands (EKN) in Nigeria, is a four-year initiative aimed at developing the horticulture sector in Nigeria. The program was awarded to the International Fertilizer Development Center (IFDC) as the lead implementer, together with its consortium partners East-West Seed Knowledge Transfer (EWS-KT), Wageningen University and Research (WUR), and KIT Institute. The program commenced on November 1, 2021, following its award on October 1, 2021, and will end on October 31, 2025.

The primary objective of HortiNigeria is to foster a sustainable and inclusive horticulture sector in Nigeria, emphasizing improved food and nutrition security. The program operates in the four states of Kaduna, Kano, Ogun, and Oyo. It focuses on ten key value chains with okra, onion, pepper, and tomato as primary crops, and cabbage, carrot, cucumber, lettuce, sweet corn, and watermelon as secondary crop.

This work plan outlines the strategic direction and necessary tasks to implement in 2025 to achieve the targets set for the life of the program. It includes a Gantt chart (Annex I) detailing the timeline for implementing various program components, including targets for youth and gender inclusion. Many activities will build on the results achieved in 2024. More details about results of 2024 will be provided in the upcoming Annual Report, scheduled for submission in March 2025. The major focus areas for 2025, highlighted in both the narrative and the Gantt chart, include the scaling up of program initiatives and the implementation of sustainability strategies as the program approaches its conclusion in 2025.

SNAPSHOT OF PROGRESS SINCE INCEPTION

Since its inception, the HortiNigeria program has made significant strides in its implementation:

- Achieved 6.8% increase in annual income per farmer, compared to an 80% target.
- Reached an average of 92% increase in the yield of targeted horticultural crops in both northern and southern regions, surpassing the 60% life-of-program (LoP) target.
- Reduced post-harvest losses by 53%, approaching the 60% LoP target.
- Reached a total of 1,727 hectares of land now under eco-efficient and sustainable management practices, compared to a target of 15,000 hectares.
- Created 292 new job opportunities, compared to a goal of 1,000.
- Improved one policy related to horticulture, falling short of the two targeted.
- Established and brokered 50 business-to-business partnerships, compared to LoP target of 100.
- Facilitated €556,000 in financing for 12 micro, small, and medium enterprises (MSMEs) and producer organizations, against a target of €6 million.
- Supported over 60,000 smallholder farmers, with more than 30,000 increasing their productivity through eco-efficient production and post-harvest practices in the north. In the south, 652 farmers adopted the new innovations piloted, compared to a target of 2,000 entrepreneurial farmers.

In 2025, our goal is to close the gap in achieving program outcome targets, scale up innovations, and ensure program sustainability through a market systems development approach. The program will implement a range of exit strategies, including strengthening existing partnerships to enhance access to finance, improving market access, and increasing the availability and use of inputs through both private and public collaborations. These efforts will promote the adoption of eco-efficient practices, resulting in higher income, productivity, and land use efficiency. Additionally, HortiNigeria intends to improve at least one policy related to horticulture.

These strategies include:

1. Leveraging Public-Private Partnerships to Unlock Financial Access for Growth in 2025:

This strategy aims to harness the power of public-private partnerships to unlock critical financial resources needed to drive productivity, job creation, and the growth of micro, small, and medium enterprises (MSMEs) across the horticulture value chain. By fostering collaboration between the government, financial institutions, and private sector stakeholders, Component 3 will facilitate input financing, expand outgrower schemes, and deliver demand-driven technical support.

Capacity-building programs will be a central focus, targeting both the supply and demand sides with tailored advisory services. This will include credit and investment enhancement support, as well as business management assistance, designed to eliminate financial bottlenecks. These initiatives aim to bridge the access-to-finance gap and encourage greater investment in producer organizations (POs), MSMEs, small and medium enterprises (SMEs), and lead firms, ultimately fostering sustainable growth and competitiveness in the sector.

2. Scaling Up Innovation for Regional Diversification: Component 2 intends to scale up successful HortiNigeria innovation approaches to other southwest states. Simultaneously, it will focus on aligning certain innovations with respective state initiatives aimed at bolstering climate resilience within the sector.

3. Facilitating a Market Systems Development Approach for Input and Output Markets: In 2025, Component 1b (Agribusiness Development) will focus on strengthening partnerships with agro-input suppliers to enhance credit access for agro-dealers and support outgrower schemes linking farmers with quality input and output markets. The initiative will also transform 300 youth spray service providers into community-based agro-dealers, promote community-based input fairs, and connect agricultural business clusters with private sector processors to ensure a steady supply of quality produce. This holistic approach aims to empower farmers and foster systemic change in the agro-input supply chain that promotes adoption of the technologies and practices.

4. Advocating for Policy: In our efforts to improve at least one significant federal or state horticultural policy or regulation in 2025, Component 4 will continue collaborating with the Nigeria Agribusiness Group (NABG) to facilitate beyond 2025. The program aims to improve the implementation framework of the National Seed Policy, the new Tomato Policy and Organic Agriculture.

5. Implementing Sustainability Strategies: For the sustainability of HortiNigeria key activities, the program will continue to focus on capacity development, enhance business linkages, facilitate policy advocacy, and provide support.

As HortiNigeria looks ahead, these strategies are our roadmap for ensuring that the changes sparked in the sector through the program will flourish.

2 Work Plan 2025

2.1 Component 1: Increasing Productivity and Income of Smallholder Farmers in Kaduna and Kano States

Component 1 aimed to increase the productivity and income of smallholder farmers in Kaduna and Kano states by promoting eco-efficient production and post-harvest practices and strengthening the agricultural value chain. The program achieved significant success in training farmers, establishing demonstration plots, and building the capacity of local actors, but also faced challenges. This summary integrates the achievements of 2021-2024 with the strategic goals for 2025, highlighting the lessons learned and informing the program's future direction.

2.1.1 Capacity Building of Smallholder Farmers

A. Achievements from Inception to Date

Since its inception, HortiNigeria has successfully trained 64,472 smallholder farmers – 27% of whom are women and 63% are youth – on eco-efficient production and post-harvest practices. This achievement surpasses the project's target of 60,000 farmers. The program also established and completed 1,151 demonstration plots and a learning site at Sa'adatu Rimi University. Additionally, HortiNigeria has identified and trained 67 agro-input dealers and 30 community field trainers (CFTs) within farmers' communities to ensure ongoing support and knowledge dissemination post-intervention.

The CFTs will continue to provide their services based on market demand from other farmers and through partnerships with Business Champions as a private extensionists, while the trained agro-input dealers will offer extension services alongside their sales of agricultural products.

See below others:

1. **Learning Site Establishment:** A learning site at Sa'adatu Rimi University serves as a hub for demonstrating efficient production and post-harvest handling techniques, attracting and inspiring various stakeholders, including students and policymakers.
2. **Horticultural Week:** This event showcased advanced agricultural practices to smallholder farmers, while also facilitating critical linkages with agro-input dealers, significantly enhancing farmers' access to high-quality inputs. This strengthened the supply chain and empowered farmers to adopt improved methods, ultimately boosting productivity and sustainability in their operations. The program established a partnership between the governance structure of Agribusiness clusters and business champions such as input suppliers to ensure continued support for this initiative after the program concludes.
3. **Her-HortiVantage Event:** A gender-specific initiative, Her-HortiVantage engaged over 4,000 women, leading to the establishment of registered business groups focused on seedling production and biopesticides.
4. **Collaborative Training:** The HortiNigeria program has enhanced the capacity of 400 youths involved in the International Institute of Tropical Agriculture (IITA) Dutch-funded Youth in Agribusiness project, as well as various professionals in agriculture, thereby strengthening local capacity.
5. **Community Engagement:** Regular market surveys and weather forecasting initiatives have empowered farmers with critical information for decision-making.

B. Focus Areas for 2025

In 2025, HortiNigeria will continue its commitment to increasing productivity and income for smallholder farmers in Kaduna and Kano states through the following strategies:

1. **Promote the Adoption of Eco-Efficient Production and Post-Harvest Practices among 30,000 Smallholder Farmers:** The program will continue to support smallholder farmers in Kaduna and Kano states to adopt eco-efficient practices by organizing refresher training for those who have been previously trained, while continuously encouraging new farmers to join. This initiative aims to enhance the adoption of eco-efficient techniques among targeted actors. The training will feature practical demonstrations, field days, mega field days, exchange visits to model farms, audiovisual resources, and mobile media vans for outreach.
2. **Continue Building the Capacity of Community Field Trainers as an Eco-Efficient Knowledge Bank:** CFTs will be supported to continue their roles as private extension officers after the program ends. This initiative will expand HortiNigeria's outreach, ensuring the continuity of eco-efficient agricultural knowledge, while also creating job opportunities within local communities. As part of our plans to ensure the program's continuity, we will facilitate the formation of a community field trainer association.
3. **Empower Women and Youth:** Support for 30 women's groups in seedling production and local biopesticide creation will continue, reinforcing their role in the horticulture value chain.
4. **Support Capacity Building** HortiNigeria will facilitate continuous capacity building for 10 new field staff, including those from projects such as Youth in Agribusiness (YAS) – which is also funded by EKN – those from private farms, and university students on crucial topics such as safe pesticide use and post-harvest handling, enhancing local expertise.
5. **Organize Horticulture Week:** HortiNigeria will organize horticulture week at the learning site, showcasing the best agricultural practices for growing vegetables profitably and creating an avenue that brings together all key stakeholders in the vegetable value chain to discuss the development of the sector and promote business linkages.

2.1.2 Facilitating Agribusiness Cluster Development

A. Achievements of Component 1 from Inception to Date

HortiNigeria has made significant strides in facilitating the establishment of functional agribusiness clusters (ABCs). Key progress includes:

1. **Training:** 59 agro-dealers were trained in business and financial literacy, improving their linkages with agro-input companies; Following this, Jubali increased the credit limits for more than 20 agro-dealers in Kaduna, enabling them to access Jubali input products on credit with strong repayment rates from agro-dealers trained by HortiNigeria. In 2025, Jubali will expand their outreach to other states participating in HortiNigeria while the program monitors the partnership to ensure the continuation of business-to-business relationships.
2. **Supplier Linkages:** Connections were facilitated between four agro-input suppliers and Simkay Foods Limited through an outgrower scheme.
3. **Agro-Input Fairs:** Fairs that linked over 3,000 HortiNigeria farmers with agro-input suppliers were organized.
4. **Identification:** About 300 potential service provider candidates were identified for training, aimed at transforming them into community-based agro-dealers by the end of October 2024.
5. **Private Sector Engagement:** Four private vegetable processors have been identified alongside the ABC governance structure to lead ABCs activities, ensuring the continuity of initiatives in the

vegetable value chain. This collaboration aims to foster business-to-business relationships within the value chain, reduce post-harvest losses, and enhance access to high-quality agro-inputs. Ultimately, this will help increase sales for the stakeholders and support the expansion of their businesses.

6. **Producer Organizations:** The formation of 1,000 POs was facilitated, representing over 20,000 farmers in total, providing them with essential training and linking them to private sector processors for market access.

B. Focus Areas for 2025

With these achievements, HortiNigeria aims to continue facilitating and supporting agro-input suppliers and private sector processors as key partners for farmers in targeted locations.

In 2025, HortiNigeria will focus on the following key areas:

1. **Strengthening the 15 ABCs:** HortiNigeria will continue to mentor existing ABC actors, focusing on co-innovation and relationship-building among value chain stakeholders. Refresher training sessions will be conducted to reinforce trust and collaboration within the clusters.
2. **Facilitating Input Credit:** HortiNigeria will enhance existing partnerships with agro-input suppliers such as Golden, Afri Agri, and Jubaili Agro tech to scale up credit access for agro-dealers in Kaduna and Kano. Our goal is to create a more systemic change that empowers the private sector to manage the input supply chain effectively between agro-dealers and farmers.
3. **Supporting an Out-grower Scheme:** HortiNigeria will leverage its partnership with Simkay Foods Limited to implement an outgrower scheme that links over 300 farmers with agro-input suppliers, ensuring farmers receive quality inputs while guaranteeing Simkay Foods quality outputs at harvest for continuity, the program will facilitate a participatory agreement for this partnership.
4. **Transforming Youth Spray Service Providers (SSPs):** HortiNigeria will work with Jubaili Agro tech and Myagrow to transform 300 youth SSPs into community-based agro-dealers. This initiative will promote safety and job creation.
5. **Organizing Community-Based Inputs Fairs:** Building on the success of the 2024 Agro Inputs Fair, HortiNigeria business champions and the ABCs will organize community-level fairs, ensuring farmers have convenient access to quality inputs, with a focus on reaching women producer organizations.
6. **Linking ABCs to Private Sector Processors:** HortiNigeria will maintain its engagement with ABC actors to link them with private sector processors such as Simkay Foods, Berra Tomato, and others. This will strengthen business relationships and enable processors to take ownership of ABC activities, ensuring a steady supply of quality produce from farmers.
7. **Enhancing Access to Improved Inputs:** HortiNigeria will strengthen its collaboration with local partners, including members of the Fertilizer Producers and Suppliers Association of Nigeria (FEPSAN), to promote specialized fertilizer blends tailored for the crops targeted by HortiNigeria. This initiative will support eco-efficient production practices among smallholder farmers, with a particular emphasis on women and youth in Kano and Kaduna states under the Soil Values partnership.

2.2 Component 2: Piloting Innovation Systems and Regional Diversification with Entrepreneurial Farmers in Ogun and Oyo States

Introduction

Component 2 aimed to pilot innovative agricultural practices and promote regional diversification among entrepreneurial farmers in Ogun and Oyo states. Key activities included the testing of 18 new innovations, the provision of business development services, facilitation of business-to-business (B2B) linkages, and capacity-building initiatives. Significant results include the successful piloting of 18 innovations, exceeding the initial target, facilitation of 53 B2B partnerships, and the creation of 144 jobs. However, challenges included relatively low adoption rates for some innovations and limited access to finance. In 2025, the focus will be on increasing innovation adoption rates, improving access to finance, strengthening B2B partnerships, accelerating job creation, and enhancing the overall sustainability of the program's interventions.

2.2.1 Key Achievements (2021-2024):

The program exceeded expectations in some areas and fell short in others. Key successes include:

1. **Innovation Piloting:** Successfully piloted 18 innovations, exceeding the target of 15, demonstrating the potential for transformative change in the region. However, adoption rates were lower than expected, with only 652 of 2,500 trained farmers adopting the new techniques. This underscores the need for strengthened efforts to overcome adoption barriers in 2025.
2. **Business Linkages:** The program significantly exceeded its target for business-to-business (B2B) partnerships, brokering 53 partnerships compared to the target of 50. This success demonstrates the program's effectiveness in fostering business linkages and partnerships within the value chain. This will be a key focus for expansion in 2025.
3. **Capacity Building:** The program collaborated successfully with IITA on the Dutch-funded YAS project, training over 300 entrepreneurial farmers and enhancing local capacity. This collaboration highlights the benefits of strategic partnerships in strengthening the program's impact. This partnership will be leveraged to expand training initiatives in 2025.

The program fell short of its targets in other key areas:

- **Financial Facilitation:** Only €26,400 in finance was facilitated, significantly below the ambitious target of €1,000,000. This necessitates a renewed focus on improving access to finance in 2025.
- **Job Creation:** Only 144 jobs were created, well below the target of 500. Additional efforts are needed to create more job opportunities in 2025.

2.2.2 Focus Areas for 2025: Addressing Challenges and Building on Successes

The 2025 strategy builds directly on the lessons learned from the previous years, addressing the shortfalls while capitalizing on the successes. The key focus areas are:

1. **Overcoming Innovation Adoption Barriers:** Analysis of the 2024 results reveals a low innovation adoption rate (26% of 2,500 trained farmers). This underscores the need for a targeted 2025 strategy focused on mitigating identified barriers: labor shortages and access to finance. This strategy will involve promoting simple machinery solutions, facilitating input support through outgrower financing, and providing targeted assistance to boost the adoption of new technologies.
2. **Improving Access to Finance:** So far, only €26,400 of the target €1,000,000 has been facilitated, prompting the program to intensify efforts to enhance access to finance for business champions, entrepreneurial farmers, and agro-dealers. This initiative will include forming partnerships with additional financial institutions like Zenith Bank, Access Bank, and FCMB. Input Super Farm and earthbond-solar facilities company will provide input support, to broaden

financing options, pursue grant opportunities, and prepare stakeholders for financial engagement.

- 3. Collaborating for Input Credits:** Additionally, the program will focus on input credits through collaborations with entities such as Jubaili Agro tech, Soupah Farm Limited, Grace & Mercy Households Improvement Initiative, Earthbond, and Leap Energy to facilitate input financing for the value chain actors. These partnerships will be crucial in strengthening input financing and supporting the adoption of innovative practices.
- 4. Strengthening B2B Partnerships:** Building on the successful brokering of 53 B2B opportunities, the program will deepen these relationships while actively seeking new partnerships to close the gap toward achieving LoP target of 100. Key initiatives include linking HortiNigeria's entrepreneurial farmers with Pricepally and establishing strategic connections between Eupepsia, the Netherlands Consulate, and prominent hotels in Lagos. Also, the program will facilitate business exploration opportunities for at least 10 business champions through visits to other hubs, activating backward integration strategies while prioritizing the full implementation of the B2B platform developed by Eweko to enhance collaboration and market access across the value chain.
- 5. Accelerating Job Creation:** The shortfall in job creation requires a multifaceted approach involving scaling up entrepreneurial activities, enhancing market linkages through strengthened B2B partnerships, and improving capacity-building initiatives. Collaboration with Component 1b will be crucial for gathering data on job creation within the spray service providers supported by the program.
- 6. Reducing Post-Harvest Losses and Expanding Value-Added Activities:** The program has successfully partnered with Ecotutu and Eupepsia to install a hybrid cooling facility in Ogun, aimed at significantly reducing post-harvest losses. Looking ahead to 2025, the focus will include collaboration with Manna House Agribusiness School to train beneficiaries on value addition for harvested produce and support the conversion of crop residues into biogas and liquid fertilizer. Emphasis will be placed on knowledge transfer to youth-oriented hubs and promoting these practices among women and youth to drive job creation and sustainable growth.
- 7. Supporting Knowledge Management and Horticultural Shows:** The 2024 HortiNigeria Learning Event underscored the need for more knowledge management and horticultural shows in the southwest. In 2025, the program will focus on showcasing viable technologies through at least one horticultural show and working with the communication unit to publish innovation booklets and briefs. Additionally, partnership reflection workshops will be organized to evaluate and strengthen hub activities.
- 8. Supporting Youth and Gender Inclusion:** The Youth and Gender team will continue to support Component 2 activities aimed at achieving inclusion goals. They will develop and present content that addresses the needs of women and youth regarding simple machinery and techniques while also gathering feedback and insights from these groups and other participants. The team will review and adapt scale-up plans to ensure that targets for women and youth are met. Technical support will be provided to ensure that activities follow global best practices and effectively target both young men and women. The team will continue to educate and inform them about relevant funding and investment opportunities. Additionally, support will be given to mobilize investors and stakeholders during pitching competitions.
- 9. Coordinating Communication Activities:** The program will coordinate comprehensive press coverage and gather success stories, along with capturing high-quality photographs during demonstration events to boost visibility and showcase participant insights. To support youth engagement, branded merchandise will be distributed, and media engagement will be facilitated. A collaborative social media campaign with Eupepsia will emphasize the importance of waste-to-wealth initiatives. Additionally, a campaign will be launched across digital platforms to engage

users and build excitement for the B2B platform launch. A pre-event awareness drive, real-time social media and streaming coverage, and post-event highlights will ensure comprehensive event engagement. To further amplify the program's achievements, partnerships with three prominent innovation bloggers will spotlight 18 successfully piloted innovations, leveraging their platforms to reach and engage a broader, tech-savvy audience.

2.3 Component 3: Inclusive Finance

Component 3 aimed to improve access to finance for actors in the horticulture value chain, fostering business growth and job creation. Significant progress was made in building partnerships, providing training, and facilitating access to funding, but challenges remain. This summary integrates the achievements of 2021-2024 with the strategic goals for 2025, highlighting the lessons learned and informing the program's future direction.

2.3.1 Key Achievements (2021-2024):

Component 3 made significant strides in building partnerships with key stakeholders, including Eupepsia, Tomato Jos, and NIRSAL, successfully mobilizing finance and investment opportunities. Key successes include:

1. **MSME Capacity Building:** 209 MSMEs received comprehensive business training, equipping them with essential skills for sustainable business management and access to finance. This contributed to building more resilient and scalable businesses.
2. **Access to Finance:** Targeted support facilitated €556,000 in financing for 12 MSMEs and several POs, enabling them to expand operations and invest in innovative practices. However, this represents a significant shortfall compared to the ambitious target of €6 million, highlighting the need for enhanced strategies in 2025.
3. **Innovation in Access to Finance:** The program successfully piloted a "Demand Driven Value Chain Finance" model, demonstrating the potential of innovative approaches for increasing access to credit. The success of this model will be leveraged in 2025.
4. **Financial Literacy Training:** 8,474 smallholder farmers benefited from financial literacy training, strengthening their capacity to manage finances effectively and access financial services.

Despite these successes, challenges remained, particularly the banking sector's hesitancy to invest in the horticulture sector, volatile commodity prices, limited transaction records among MSMEs, and bureaucratic obstacles within NIRSAL. These challenges will be addressed in 2025.

2.3.2 Focus Areas for 2025: Addressing Challenges and Building on Successes

The 2025 strategy addresses the challenges identified while capitalizing on past successes. Key focus areas include:

1. **Strengthening MSME Finance:** Building on the capacity-building efforts of 2024, the program will further improve MSMEs' access to finance by enhancing peer-to-peer knowledge sharing amongst value chain actors, leveraging partnerships with Eupepsia, Beta Agri Venture, and SIMKAY, and actively pursuing grants from organizations like the Africa Enterprise Challenge Funds and the Mastercard Foundation and lastly continuing to collaborate with NIRSAL to de-risk financial services for horticulture sector actors.
2. **Expanding Financial Access and Support:** The program will implement demand-driven technical support and capacity building programs for financial service providers to offer more affordable services. It will also facilitate access to loans for members of relevant associations

and connect youth-led and women-led MSMEs with investment opportunities through pitching competitions.

3. **Financial Support and Risk Mitigation:** Building on experiences from 2024, the strategy will continue to provide incentive and risk mitigation support to unlock finance for the POs and MSMEs. The support is expected to unlock finance with a ratio between 1:5 and 1:10, this means that for every support we provide, we expect to unlock an amount worth between X5 to X10 (500% to 1,000%) of the support's monetary value. This increase will encourage value chain actors to engage in borrowing and repayment, stimulating lending by financial service providers.
4. **Knowledge Development and Outreach:** Organizing events and leveraging strategic media partnerships will enhance the visibility and promote replication of best practices in financial inclusion.
5. **Youth and Gender Inclusion and Empowerment:** The Youth and Gender team will continue to provide technical support for Component 3's initiatives targeting youth and gender inclusion. Key activities include designing engaging themes for youth; updating funding opportunities from Dutch donors, Mastercard Foundation, and other sources; and working with women processors to address gender-related barriers. The team will collaborate with partners such as Simkay Foods and Green Republic to ensure input finance models are responsive to the needs of women and youth. They will also conduct community visits to support women and youth farmers in utilizing inputs for vegetable production while identifying repayment challenges. Additional support will involve creating presentations focused on finance and gender for stakeholder engagements and collaborating with relevant organizations to secure funds for economic empowerment and improved livelihoods. The team will also assist young entrepreneurs at the Eupepsia hub to address challenges and reduce attrition.
6. **Communication Activities:** These activities will focus on leveraging media and partner networks to amplify stories that highlight improved financial access and the transformative impact of financial services. HortiNigeria will create and promote success stories of farmers who have benefited from HortiNigeria's initiatives, using diverse formats to engage a wider audience. Additionally, the program will collaborate with Component 3 and 9mobile to channel financial support directly to producer organizations, ensuring they have the resources they need to grow. To further enhance business promotion and engagement, key actors will receive training in social media marketing. A comprehensive communication strategy will also be implemented to support youth-led MSMEs, particularly during the Eupepsia Hub's finance and investment event, positioning them for greater visibility and success.

2.4 Component 4: Enhancing Sector Coordination and Business-to-Business Linkages

Component 4 aimed to strengthen sector coordination and business-to-business (B2B) linkages within the Nigerian horticulture sector. The program made significant progress in fostering partnerships, influencing policy, and strengthening sector platforms. This summary integrates the 2021-2024 achievements with the strategic goals for 2025, highlighting lessons learned and their impact on future planning.

2.4.1 Key Achievements (2021-2024):

Component 4 achieved considerable success in several key areas:

1. **B2B Partnerships:** The program surpassed its target by identifying 344 B2B opportunities (compared to a target of 200) and establishing 50 successful B2B partnerships, demonstrating its effectiveness in fostering business linkages.

2. **Policy Influence:** Significant contributions were made to the development of the National Seed Policy's implementation framework. Furthermore, the program actively supported policy initiatives related to the new Tomato Policy and Organic Agriculture, creating a more favorable environment for the horticulture sector.
3. **Platform Strengthening:** Increased engagement with NABG and support for the Greenhouse Innovation Platform resulted in the expansion of supported platforms from an initial two to three, strengthening key sector platforms.
4. **Knowledge Dissemination:** Two large knowledge-sharing events, along with numerous smaller gatherings, effectively disseminated program information to a broad range of stakeholders, building community capacity.

2.4.2 Focus Areas for 2025: Building on Past Successes

Building on these achievements, the 2025 strategy focuses on:

1. **Improving Horticulture-Related Policies:** Leveraging existing partnerships with NABG, the program will continue to advance the new Tomato Policy and promote organic and climate-smart agriculture. The goal is to influence at least one state or federal policy by the end of the program, concentrating on facilitating B2B linkages for organic products and soil enhancers to address growing government concerns about food security. This will include advocacy efforts for specific policy changes aimed at promoting sustainable practices within the sector.
2. **Strengthening Sector Platforms:** The program will provide capacity-building support to NABG, the Greenhouse Innovation Platform, the Tuta absoluta platform, and BAGS in Kaduna, fostering collaboration to address sector challenges. Efforts will focus on securing additional investment and ensuring the long-term sustainability of these platforms by actively engaging key stakeholders such as the Nigeria Sovereign Investment Authority (NSIA) to attract additional investment and create sustainable business opportunities.
3. **Brokering Additional B2B Partnerships:** The program will focus on creating an additional 40 B2B partnerships to reach the life-of-program (LoP) target of 100. This will involve supporting business champions in the southwest, developing a digital B2B platform to enhance market information sharing, expanding market linkages and offtake agreements in Kano and Kaduna (with a special focus on supporting women and youth), and facilitating B2B opportunities for HortiNigeria's tailor-made specialized fertilizer blends.
4. **Empowering Women Economically:** The program will actively engage women and youth in B2B initiatives, forming partnerships with women-led seed companies to drive inclusivity. Workshops will be conducted (leveraging the Soil Values program) to provide targeted support, and entrepreneurship and financial empowerment sessions will be facilitated to encourage sustained participation and enhance the capacity and resources of women and youth involved in vegetable production.
5. **Maximizing Communication Activities:** The program will maximize outreach through the development and distribution of knowledge products, highlighting success stories, organizing a high-impact HortiNigeria closeout event, and utilizing social media to amplify achievements. A comprehensive communication strategy will ensure strategic engagement with stakeholders before, during, and after key events.

2.5 Monitoring, Evaluation, and Learning

Since the launch of HortiNigeria, the Monitoring, Evaluation, and Learning (MEL) team – comprising staff from IFDC, Wageningen Centre for Development Innovation (WCID), KIT, and EWS-KT – has been crucial to the program's success. They developed a comprehensive MEL framework that facilitates

evidence-based decision-making and ongoing program enhancement, encompassing a wide array of activities focused on systematic data collection and analysis, both quantitative and qualitative.

By providing accurate and timely data, the MEL team has been vital in monitoring progress toward program objectives, identifying emerging challenges, and enabling adaptive management. The quantitative data allows for clear assessments of observable changes, such as improvements in agricultural productivity and the adoption of new practices, while qualitative insights contextualize these shifts, revealing the factors driving success or hindering progress. The team has submitted two annual progress reports and an inception report, alongside quarterly uploads of HortiNigeria data, to the International Aid Transparency Initiative (IATI) and HortiNigeria dashboards. They also facilitated the mid-term review process conducted in 2023.

Additionally, the MEL team has cultivated a learning culture within HortiNigeria by organizing quarterly sense-making events, in which stakeholders share insights and collaboratively address challenges. They have also hosted annual learning events for all HortiNigeria staff to reflect on achievements, discuss collaboration, and refine strategies.

In 2025, the MEL team will concentrate on the following key activities:

1. **Monitoring:** The MEL team will ensure the collection of reliable monitoring data per component and the use of the EWS-KT App for collecting field data on training activities and productivity on demonstration plots, which are essential for tracking the program's progress. These data will be uploaded quarterly to the IATI and HortiNigeria dashboards. Additionally, the team will be responsible for preparing and submitting the annual progress report.
2. **Adaptive Management:** To support continuous program improvement, the MEL team will share recommendations and findings derived from ongoing monitoring efforts. Regular reporting on field monitoring visits conducted throughout the year will help identify challenges and opportunities. The team will also conduct data quality assessments of the monitoring data, ensuring that all information used for decision-making is both reliable and accurate. The MEL team will continue to have monthly meetings with the technical team to monitor progress and discuss challenges.
3. **Evaluation:** The team will conduct a robust, quantitative impact assessment among 2,000 farmers (1,000 treatment group farmers, and 1,000 control group farmers) to measure the program's effectiveness in Kano and Kaduna States. The survey's primary focus will be on Component 1, Component 3, and Component 4, assessed from a farmer-level perspective. Survey data will be linked to the baseline data collected in 2022 to construct a panel dataset; by using a difference-in-difference estimation technique, potential change over time can be attributed to the program. Additionally, the MEL team will support an external third-party evaluator with the end-of-program evaluation by providing relevant inputs and necessary documentation.
4. **Sector Performance Endline:** The horticulture sector performance in the intervention states was captured at baseline to allow for assessment of the progress toward the desired state of becoming competitive, innovative, self-reliant, and sustainable. The purpose of this assessment was to gain a better understanding of the challenges in the sector; engage with partners to transform these challenges into objectives that will contribute to sector transformation; reinforce relationships with relevant stakeholders; inform local, regional, and national stakeholders about this strategic development process; and ultimately embed their actions in a larger transformation strategy for the horticulture sector. The baseline was conducted using the Rapid Sector Assessment methodology (WUR, EWS-KT, and NABC, 2021; HortiNigeria, 2023). As the program has progressed, new knowledge on sector transformation has emerged. The endline should take place in 2025. The program foresees building on this learning and using an adjusted method, following the principles outlined in "Transforming sectors: how to improve direction and practice in the transformation of agro-food sectors" (Saavedra Gonzalez & De Boef, 2023).

5. **Learning:** The MEL team will collaborate with the program’s communications team to develop knowledge products that disseminate key insights to a wider audience. To foster a culture of continuous learning, the team will also organize a quantitative impact assessment workshop, where impact findings will be presented to all HortiNigeria program stakeholders in the north. Additionally, quarterly sense-making events will be held, allowing component and thematic leads to use available monitoring data to identify issues and refine their approaches based on peer discussions and suggestions.

3 Risk Management Overview

Effective risk management is essential for the success of HortiNigeria’s initiatives. HortiNigeria has identified various potential risks and their corresponding mitigation strategies. By recognizing these risks and implementing targeted measures, HortiNigeria aims to enhance the resilience and sustainability of its horticultural programs, as illustrated in the table below:

Risk	Description	Mitigation
Limited access to irrigation facilities	Fluctuating fuel prices deter farmers from investing in irrigation systems needed for year-round production.	Collaborate with renewable energy organizations such as earthbond solar, KickStart International KSI, Samgreen, BIC, Markfem etc., to provide alternative irrigation solutions.
Limited access to labor	Recent changes in fiscal policies and high inflation rates have led to a decrease in available farm labor.	Partner with labor-providing agencies and encourage the use of simple machinery to optimize labor efficiency.
Government policies on agricultural produce importation	The current policy on a 150-day import waiver discourages investment, particularly for new entrants to agribusiness.	Engage with relevant stakeholders such as South West Associate of Vegetable farmers and sellers (SWAVFS), National Agribusiness Group (NABG), National Tomato Grower of Nigeria (NATPAN) to advocate for more favorable policy conditions such as longer import waivers, tax incentives, reduced tariffs for more favorable policy conditions.
Fluctuations in market prices of horticulture produce	Price instability discourages investment, especially among youth.	Develop programs that educate actors on market dynamics and long-term investment strategies to manage volatility.
Investment reluctance in the horticulture sector	Financial institutions are reluctant to invest in horticulture due to the perceived high-risk nature of investment in the sector.	Develop tailor-made products specifically for farmers in the horticulture sector.
Natural disasters	Natural disasters can disrupt production and lead to significant crop losses.	Partner with insurance agencies such as Nigeria Incentive-Based Risk Sharing System for Agricultural Lending (NIRSAL Plc.), Nigeria Agricultural Insurance Commission (NAIC) to provide risk-sharing solutions (e.g., crop

Risk	Description	Mitigation
		insurance). Develop disaster preparedness plans which include early warning systems and drought-resistant crops.
Low availability of cold storage facilities	The high perishability of horticultural produce results in considerable post-harvest losses.	Collaborate with cold storage solution providers such as Ecotutu, Kaspahrayn and EWS-KT learning site, Samgreen, Leap Enrgy, Solar Marketplace and minimize post-harvest waste by establishing good logistic structures, e.g., improved transportation, efficient handling techniques.
Diseases and pest outbreaks	Outbreaks can lead to decreased productivity and potential crop failures.	Establish partnerships with stakeholders for comprehensive awareness campaigns on preventive and curative measures.
Delays in data and report submissions	Delays from team members can slow project progress and hinder decision-making.	Implement a proactive approach with timely reminders and technical support for on-time submissions.
Ongoing insecurity and civil unrest	Security concerns during field visits and data collection can threaten team safety and data reliability.	Maintain a continuous security alert system and collaborate with IFDC's security officer for travel guidance.

4 Exit Strategy

A. Fostering Capacity Development

1. **Establishing Learning Sites:** The program has successfully established two learning sites/entrepreneurial hubs at Sa'adatu Rimi University in Kano and the Federal University of Agriculture in Abeokuta. These sites institutionalize, innovative techniques such as eco-efficient production and post-harvest practices, while fostering a sense of ownership within the institutions. The initiatives have been integrated into the school curriculum, ensuring a steady output of graduates equipped with essential knowledge and practical skills for sustainable vegetable crop farming. Through its consortium partner East-West Seed Knowledge Transfer, HortiNigeria will continue to monitor and guide operations beyond the program cycle.
2. **Facilitating Linkages between Community Field Trainers and Business Champions for Sustainability:** Over the past three years, HortiNigeria has trained more than 60,000 smallholder farmers in eco-efficient production and post-harvest practices. To support sustainability, HortiNigeria has identified 30 key farmers who volunteered as CFTs to foster peer-to-peer learning. Business champions such as SIMKAY Foods and BETA Agri Ventures have also engaged some CFTs as private extensionists. In 2025, the program will continue to monitor and formalize these partnerships through memorandum of understanding for CFTs and processors, with the goal of ensuring sustainability beyond the program's completion.
3. **Enhancing Capacity of Agro-Dealers:** The program has enhanced the capacity of 67 agro-dealers, enabling them to provide extension advisory services. Between 2022 and 2023, these agro-dealers offered extension services to 29,320 smallholder farmers. This achievement has fostered adoption of good agricultural practices and increased sales for the agro-dealers, ensuring they can continue operating independently, even after the program's exit.

4. **Enhancing Business Linkages:** HortiNigeria has successfully established 37 agribusiness and innovation hubs and brokered 50 sustainable B2B partnerships across the northern and southern regions. This effort targeted key players in the horticulture value chain, including input suppliers, farmers, off-takers, cold storage service providers, and transporters. These B2B partnerships have proven to be a vital sustainability strategy, fostering trust and collaboration among value chain actors. As a result, they have significantly reduced post-harvest losses, improved access to input markets, and ensured the consistent availability of inputs. Moreover, these partnerships have enhanced overall operational efficiency within the horticulture sector, laying the groundwork for long-term sustainability beyond the program's scope. By prioritizing B2B linkages, HortiNigeria has ensured that the agribusiness ecosystem remains resilient, adaptive, and self-sustaining.
5. **Strengthening Governance model to enable sustainability** the program has collaborated with 22 business champions to establish and develop 22 innovation hubs. These strategic partnerships have enabled the successful piloting of 18 innovations, benefiting over 2,000 entrepreneurial farmers in the southern region. The innovation hubs have been instrumental in fostering public-private partnerships and strengthening stakeholder engagement among key value chain actors within the horticulture sector, leading to increased productivity and providing vital, ongoing support for farmers beyond the program's lifespan. As HortiNigeria enters its final phase, the focus will shift to reinforcing the governance model of each hub. This effort aims to ensure that the innovation hubs maintain their operations and continue delivering value to the horticulture community after the program's exit, promoting long-term sustainability and impact.
6. **Empowering Agricultural Associations for Effective Policy Advocacy:**

HortiNigeria has collaborated with the Nigeria Agribusiness Group (NABG) to drive impactful policy advocacy, resulting in improvements to the National Seed Policy. In addition, the program has connected various horticulture associations, including the National Tomato Growers, Processors, and Marketers Association of Nigeria (NATPAN) and the South-West Association of Vegetable Farmers and Sellers (SWAVFS), to boost membership and strengthen advocacy efforts within the sector.

As part of this commitment, the program will continue to support NABG in 2025, equipping it with the skills to advance ongoing policy initiatives and maximizing the collective influence of horticultural associations for lasting sectoral improvements.

5 Lessons Learned and Opportunities

Looking back at 2024, several key lessons have emerged that will guide our efforts and highlight new opportunities for HortiNigeria in 2025.

5.1 Lessons Learned

A. Early Stakeholder Engagement

In the north, proactive stakeholder engagement ensured successful project kick-off and implementation, which was particularly noticeable in Component 1. This early involvement fostered strong relationships and mutual understanding among stakeholders. However, in the south, challenges arose from the absence of functional entrepreneurial farmers associations, indicating a need for region-specific engagement strategies.

B. Adaptive Management

HortiNigeria's collaborative events served as key platforms for integrating learned lessons into ongoing strategies. For example, in response to security challenges in Kaduna, the program adapted by promoting gardening, reducing the risk by avoiding areas where a farmer can be attacked.

Additionally, efforts to involve youth through partnerships with educational institutions highlighted the program's dynamic approach to addressing emerging challenges. To boost women's participation in farming, HortiNigeria has also focused on building their capacity in seedling production, which can be done on small plots of land or even without land.

Furthermore, the program recognized the reluctance of financial institutions to support horticulture, therefore HortiNigeria introduced innovative finance solutions, such as pitching competitions and village savings and loans associations, as well as input financing. A targeted women's empowerment initiative, "Her-HortiVantage," further exemplified adaptive strategies to support participants amid constraints.

C. Context-Specific Solutions

Tailoring its approach to the unique conditions of the North and South, HortiNigeria promoted eco-efficient technologies and inclusivity, demonstrating the importance of contextual sensitivity in program design.

5.2 Opportunities

Several opportunities were identified for sustainability and scalability of the various initiatives. Some are opportunities that can be implemented during this program, while others are outside its scope of work.

Opportunities include:

- A.** Support Dutch companies to do business in Nigeria. Dutch companies are interested in exploring trade opportunities with Nigeria but are held back by policies, for example, those making it difficult to take profits out of the country and the ban on direct trade in Nigeria. Dutch companies could be supported to start trading in and with Nigerian companies.
- B.** HortiNigeria is collaborating with a sister project, the Dutch-funded Soil Values, to promote eco-efficient production practices and enhance soil health beyond the program's participating areas, targeting women and youth. Additionally, HortiNigeria is exploring funding opportunities from potential donors, such as the Netherlands Consulate Lagos, to support its initiatives in the southern region.

Annex I

Component 1 Work Plan

KPIs/ expected outcomes by Year 4	Achievements as of Q2 2024	Key activity	Unit of measurement (persons, number, mt, amount)	2025 Target	Jan.	Feb.	Mar.	Q1	Apr.	May	June	Q2	July	Aug.	Sep.	Q3	Oct.	Q4	Internal collaborators (component/ thematic leads/cross- cutting leads)	External collaborators (MDAs/ SMEs/BCs/ IBSSs/BSSs)	Lead officer	Responsible/lead officer
• 60,000 smallholder farmers, of whom 50% are youth and 40% are women, will have increased productivity and/or income. Acreage under sustainable land use will have increased by 15,000 hectares.	1. 62,085 smallholder farmers reached:	1.1 Organize synergy planning meeting with other HortiNigeria component staff in joint events to discuss areas of collaborations to achieve the collective goals of HortiNigeria.	Number of persons	40				0				0				0		0				Innovation and Regional Diversification Lead
	2. Directly trained by EWS-KT staff: 32,765 (43% women and 73% youth).	1.2 Conduct refresher training, whereby new farmers are also encouraged to join, on eco-efficient production and post-harvest practices for slow adopters to accelerate adoption rates by: i. Organizing design and diagnostic meetings with 250 persons (community leaders, gatekeepers, and influencers) on sustainability approaches in the intervention local government areas. ii. Holding design and diagnostic meetings with 500 persons (agro-dealers, key farmers, and cluster heads) to discuss sustainability approaches and future support systems. iii. Introducing the training program to 40 persons in the adoption communities during community entry. iv. Creating awareness campaigns for 40 persons in these communities about the upcoming refresher training.	Number of persons	830				0				0				0		0				Innovation and Regional Diversification Lead
	3. Agro-dealer outreach: 29,320 (8% women and 53% youth), through 67 trained agro-dealers.																					
	4. Total of 1,727 hectares of land under eco-efficient practices.																					
	5. Total of 15 ABCs formed.	v. Promote publicity/radio programs and develop refresher training audiovisuals based on needs assessment to 80 persons.	Number of persons	80				0				0				0		0				Innovation and Regional Diversification Lead
		1.3 Pilot mixed cropping and home garden options on CFT model farms for 2,000 persons to demonstrate and showcase various crop combinations and techniques tested at the HortiNigeria learning site, by trained local CFTs to promote faster adoption within farming communities.	Number of persons	2,000				0				0				0		0				Innovation and Regional Diversification Lead
		1.4 Pilot green manuring on CFT model farms to demonstrate the benefits of green manuring techniques tested at the HortiNigeria learning site. Trained local CFTs will lead these demonstrations within farming communities to accelerate adoption, targeting 2,000 persons.	Number of persons	2,000				0				0				0		0				Innovation and Regional Diversification Lead
		1.5 Conduct refresher training for 2,000 smallholder farmers through POs to enhance the knowledge and skills of	Number of persons	2,000				0				0						0				Innovation and Regional Diversification Lead

KPIs/ expected outcomes by Year 4	Achievements as of Q2 2024	Key activity	Unit of measurement (persons, number, mt, amount)	2025 Target	Jan.	Feb.	Mar.	Q1	Apr.	May	June	Q2	July	Aug.	Sep.	Q3	Oct.	Q4	Internal collaborators (component/ thematic leads/ cross- cutting leads)	External collaborators (MDAs/ SMEs/BCs/ IBSSs/BSSs)	Lead officer	Responsible/lead officer
		newly adopting farmers within the ABC. This training will focus on specific techniques that are not yet fully understood or adopted.																				
		1.6 Conduct refresher training in new adoption communities for 2,000 persons.	Number of persons	2,000				0				0				0		0				Innovation and Regional Diversification Lead
		1.7 Organize training on continuous use and access to digital support sites and social media.	Number of persons	2,000				0				0				0		0				Innovation and Regional Diversification Lead
		1.8 Facilitate the linkage of CFTs and trained farmers with Component 3 activities to foster synergy, encourage group learning, and establish a network for knowledge sharing beyond the HortiNigeria program, targeting 500 persons.	Number of persons	500														0				
		1.9 Organize exchange visits of CFTs and CFTs' visitation to ABC farmers' groups to increase awareness and improve farmers' knowledge on where and how to access self-help on production knowledge through digital media, targeting 500 persons.	Number of persons	500														0				Innovation and Regional Diversification Lead
		1.10 Facilitate connections between neem oil producers and women seedling producers with farmers and cluster groups. This will help farmers access affordable pest control solutions, secure backup seedlings during seedling failures or dry spells, and support the growth of these new businesses, while also promoting gender inclusion in production activities.	Number of persons	500				0				0				0		0				Innovation and Regional Diversification Lead
		1.11 Organize HortiFair with all four components to jointly bring together all players in the value chain to meet in the production environment, providing an avenue for producers to showcase their produce and promote sustainability and businesses linkages by providing a forum where public and private sectors can meet for meaningful and sustainable engagement with 2,000 persons.	Number of persons	2,000														0				Innovation and Regional Diversification Lead
		1.12 Facilitate linkage of 500 CFTs and trained farmers with Component 3 activities.	Number of persons	500														0				Innovation and Regional Diversification Lead
		1.13 Organize exchange visits of 500 CFTs and CFTs' visitation to ABC farmers' groups	Number of persons	500														0				
		1.14. Facilitate linking neem oil producers and seedling-producing	Number of persons	500														0				Innovation and Regional Diversification Lead

KPIs/ expected outcomes by Year 4	Achievements as of Q2 2024	Key activity	Unit of measurement (persons, number, mt, amount)	2025 Target	Jan.	Feb.	Mar.	Q1	Apr.	May	June	Q2	July	Aug.	Sep.	Q3	Oct.	Q4	Internal collaborators (component/ thematic leads/ cross- cutting leads)	External collaborators (MDAs/ SMEs/BCs/ IBSSs/BSSs)	Lead officer	Responsible/lead officer
		women with 5,000 farmers and cluster groups.																				
		1.15 Organize HortiFair targeting 2,000 persons.	Number of persons	2,000				0				0				0		0				Innovation and Regional Diversification Lead
		1.3.1 Continue to facilitate input credits for 59 agro-dealers and 300 SSPs through input suppliers (Jubaili Agro techand others).	Number of persons	359	10	10	10	30	10	10	9	29				10		0	C3 and C4	Input Suppliers, BSSs, and Financial Institutions (FIs)	Agribusiness Coordinator	Innovation and Regional Diversification Lead
		1.3.2 Continue to facilitate input credits for 30 POs through processors (Simkay and others) within the ABCs with 20% women.	Number of POs	30	5	5	5	15	5	5	5	15				5		0	C3 and C4	Suppliers, Processors, BSSs, and FIs	Agribusiness Coordinator	Innovation and Regional Diversification Lead
		1.3.3a Facilitate community consultation to 20% women who have received input credits through Simkay outgrower scheme.		2	2		2	4	2			2				0		0	C3 and Youth and Gender (Y&G)	Processors, BSSs, and POs	Agribusiness Coordinator	Innovation and Regional Diversification Lead
		1.3.3b Facilitate the Corporate Affair Commission registration for 100 trained SSP businesses.	Number of SSPs	100	15	15	15	45	15	15	15	45						0	C3 and C4	SSPs and BSSs	Agribusiness Coordinator	Innovation and Regional Diversification Lead
		1.3.4 Facilitate the transformation of 100 trained SSPs into community-based agro-dealers.	Number of SSPs	100	15	15	15	45	15	15	15	45						0	C4	SSPs and BSSs	Agribusiness Coordinator	Y&G
		1.3.5 Conduct training on youth economic empowerment to 100 trained SSPs.	Number of SSPs	100	15		15	30	15	15		30				30		0	C3 and Y&G	SSPs	Agribusiness Coordinator	MEL
		1.3.6 Support agro-input suppliers to organize input fairs at community level.	Number of events	1	4		4	8	1	1		2				0		0	Comms, C3 and C4	Input Suppliers	Agribusiness Coordinator	MEL
		1.3.7 Conduct a sensitization workshop for 10 women producer organizations on input access.	Number persons	10	4	4	2	10				0				0		0	Y&G	Input Suppliers and POs	Agribusiness Coordinator	
		1.5.1 Facilitate the linkages of 7 ABCs to 7 processors (4 Simkay and 3 Smileyz) in Kaduna State to continue to coordinate ABCs for sustainability.	Number of ABCs	7	4	3		7				0				0		0	C4	POs and Processors	Agribusiness Coordinator	Comms
		1.5.2 Provide support to Simkay in the recruitment of the CFA to manage the vegetable solar dryers.	Number of events	1	5	2		7				0				0		0	Comms	Simkay and BSSs	Agribusiness Coordinator	
		1.5.3 Support Simkay to build the capacity of 14 ABC CFTs on the use of Simkay-installed vegetable solar dryers.	Number of persons	14	14			14				0						0	Comms	CFTs, Simkay, and ABCs	Agribusiness Coordinator	
		1.5.4 Facilitate partnership agreement between Simkay and 7 CFTs with 20% women for aggregation and other extension services.	Number of women	2				0				0				0		0	Comms	Simkay, CFTs, and BSSs	Agribusiness Coordinator	
		1.5.5 Collaborate with processors (Simkay, Smileyz, Mix Condiments, Beta Tomato) to train 200 women on simple processing to reduce post-harvest losses in north.	Number of women	200	100	100		200				0				0		0	Y&G and Comms	Processors and POs	Agribusiness Coordinator	

Component 2 Work Plan

KPIs/expected results by end of Year 4	Achievements as of Q2 2024	Key activity	Unit of measurement (persons, number, mt, amount)	2025 Target	Jan.	Feb.	Mar.	Q1	Apr.	May	June	Q2	July	Aug.	Sep.	Q3	Oct.	Q4	Internal collaborator s (component / thematic leads/cross-cutting leads)	External collaborators (MDAs/SMEs /BCs/ IBSSs/BSSs)	Responsible /lead officer
<ul style="list-style-type: none">• At least 2,000 entrepreneurial farmers (50% youth and 40% women) will have adopted new knowledge and/or technologies.• €1 million in private finance will be mobilized (€4 million for agrobusiness SMEs and €2 million for agro-input SMEs).• Total of 500 direct jobs (50% for youth and 40% for women) will have been created.• Total of 100 business-to-business opportunities will have been identified, and 50 business partnerships brokered, 50% with youth-owned or youth-managed businesses and 40% with women’s businesses.	1. Total of 652 entrepreneurial farmers (50% youth and 40% women) have adopted new knowledge and/or technologies. 2. Total of €26,400 additional finance mobilized. 3.Total of 144 direct jobs created (50% for youth and 40% for women). 4. Total of 150 B2B opportunities have been identified, and 53 business partnerships brokered, 50% with youth-owned or youth-managed businesses and 40% with women’s businesses.	2.1.1 Awareness creation on the use of simple machinery and techniques to reduce labor for 22 business champions (BCs) and 200 entrepreneurial farmers (EFs) with women and youth.	Number of BCs and EFs	222	22	100	100	222				0				0		0	Wageningen Plant Research (WPR), Y&G, Innovation Assistant, Comms, Financial Inclusion, Sector Coordination and B2B	IBSSs, SMEs, BCs	Innovation and Regional Diversification Lead
		2.1.2 Continue to scale up 18 existing innovations to 200 EFs within the new hubs.	Number of EFs trained	200	50	50	100	200				0				0		0	WPR, Y&G, Increase Productivity and Income, Financial Inclusion, Sector Coordination and B2B, Innovation Assistant	IBSSs, SMEs, BCs	Innovation and Regional Diversification Lead
		2.1.3 Continue to scale up 18 existing innovations to 100 smallholder farmers in the north.	Number of smallholder farmers trained	100		50	50	100				0				0		0	WPR, Y&G, Increase Productivity and Income, Financial Inclusion, Sector Coordination and B2B, Innovation Assistant	IBSSs, SMEs, BCs	Innovation and Regional Diversification Lead
		2.1.4 Continue to build the capacity of 22 BCs and 100 EFs on value chain-based and business-supporting innovations to strengthen the hub activities.	Number of BCs and EFs that participated	122			22	22	100			100				0		0	Sector Coordination and B2B, Y&G, Financial Inclusion, Comms	SME, MSMEs, BCs, EFs	Innovation and Regional Diversification Lead
		2.1.5 Support the BCs to organize International Youth Day celebrations for 1,000 EFs.	Number of EFs that participated	1,000				0				0		1,000		1,000		0	Sector Coordination and B2B, Y&G, Comms, Agribusiness Coordinator	IBSSs, SMEs, MSMEs, BCs, EFs	Innovation and Regional Diversification Lead
		2.1.6 Build the capacity of BCs on value addition techniques.	Number of BCs trained	44			44	44				0				0		0	Y&G, Comms	IBSSs, SMEs, BCs, NIHORT, Manna House Agribiz	Innovation and Regional Diversification Lead

KPIs/expected results by end of Year 4	Achievements as of Q2 2024	Key activity	Unit of measurement (persons, number, mt, amount)	2025 Target	Jan.	Feb.	Mar.	Q1	Apr.	May	June	Q2	July	Aug.	Sep.	Q3	Oct.	Q4	Internal collaborator s (component / thematic leads/cross-cutting leads)	External collaborators (MDAs/SMEs /BCs/ IBSSs/BSSs)	Responsible /lead officer
		2.1.7 Support the BCs to facilitate the stepdown of training on value addition techniques for 1,000 EFs.	Number of EFs trained	1,000				0	1,000			1,000				0		0	Y&G, Comms	IBSSs, SMEs, BCs, NIHORT, Manna House Agribiz	Innovation and Regional Diversification Lead
		2.1.8 Support Eupepsia to train 200 BCs and EFs on waste to wealth.	Number EFs trained	200		200		200				0				0		0	Y&G, Comms, Financial Inclusion, Sector Coordination and B2B, Innovation Assistant	IBSSs, SMEs, BCs, EFs, Eupepsia	Innovation and Regional Diversification Lead
		2.1.9 Organize exchange visits for 10 BCs to other hubs to harness business opportunities around innovation for sustainability.	Number of B2B brokered	10			10	10				0				0		0	Comms, Y&G, Innovation Assistant	IBSSs, SMEs, MSMEs, BCs, EFs	Innovation and Regional Diversification Lead
		2.1.1.0 Continue to provide capacity building for value chain actors within the entrepreneurial hubs for sustainability and brokered B2B.	Number of B2B	50		50		50				0				0		0	Financial Inclusion, Comms, Y&G	IBSSs, SMEs, MSMEs, BCs, EFs	Innovation and Regional Diversification Lead
		2.2.1 Continue to collaborate with Eweko to finalize and strengthen the B2B platform.	Number of EFs/BCs uploaded on the platform	500		200	100	300	200			200						0	Y&G, Comms, Financial Inclusion, Sector Coordination and B2B, Innovation Assistant	IBSSs, SME, MSMEs, BCs, EFs	Innovation and Regional Diversification Lead
		2.2.2 Continue to build the capacity of the hub value actors' access to finance readiness (pitching competition, return on investment/investment opportunities).	Amount (\$)	350,000			100,000	100,000	150,000	100,000		250,000				0		0	Sector Coordination and B2B, Y&G, Agribusiness Coordinator, Financial Inclusion	IBSSs, SMEs, MSMEs, BCs, FIs	Innovation and Regional Diversification Lead
		2.2.3 Facilitate input support through Soupah Farm and Grace & Mercy Households Improvement Initiative to increase access to finance for 200 EFs, with a focus on women and youth.	Amount of input loan facilitated	23,000			10,000	10,000	10,000		3,000	13,000				0		0	Financial Inclusion, Comms, Y&G	IBSSs, SMEs, BCs, Soupah Farm, Grace & Mercy Households Improvement Initiative	Innovation and Regional Diversification Lead

KPIs/expected results by end of Year 4	Achievements as of Q2 2024	Key activity	Unit of measurement (persons, number, mt, amount)	2025 Target	Jan.	Feb.	Mar.	Q1	Apr.	May	June	Q2	July	Aug.	Sep.	Q3	Oct.	Q4	Internal collaborator s (component / thematic leads/cross-cutting leads)	External collaborators (MDAs/SMEs /BCs/ IBSSs/BSSs)	Responsible /lead officer
		2.2.4 Facilitate solar solution loan through Earthbond and Leap Energy for at least 200 EFs to increase adoption of the innovations/technologies piloted, with a focus on youth and women.	Amount of input loan facilitated	300,000			100,000	100,000	200,000			200,000						0	Financial Inclusion, Comms, Y&G	IBSSs, SMEs, MSME, BCs, FIs, Earthbond, Leap Energy	Innovation and Regional Diversification Lead
		2.2.5 Facilitate access to input finance through Jubaili Agro techAgro Tech to EFs, BCs, and agro-dealers that will increase adoption of the innovations/technologies piloted.	Amount of input loan facilitated	200,000			100,000	100,000	100,000			100,000				0		0	Financial Inclusion, Comms, Y&G	IBSSs, SMEs, BCs	Innovation and Regional Diversification Lead
		2.2.6 Follow up with existing BCs on backward integration on input loan finance to increase adoption of the innovations/technologies piloted.	Amount of input loan facilitated	100,000		100,000		100,000				0				0		0	Y&G, Financial Inclusion, Sector Coordination and B2B	IBSSs, SMEs, BCs	Innovation and Regional Diversification Lead
		2.2.7 Organize horticultural shows in the south while communications team will organize pre-event awareness campaign, deliver real-time live event coverage through social media and streaming, and maintain post-event engagement with highlights and news features.	Number of persons that participated	100			100	100				0				0		0	Sector Coordination and B2B, Y&G, Agribusiness Coordinator, Financial Inclusion, Comms	IBSSs, SMEs, MSMEs, BCs, FIs, Soupah Farm	Innovation and Regional Diversification Lead
		2.2.8 Organize partnership reflection workshop.	Number of persons that participated	500		100	100	200	100	100	100	300				0		0	Comms, Y&G	IBSSs, SMEs, MSMEs, BCs	Innovation and Regional Diversification Lead
		2.2.9 Support other Y&G unit for relevant activities.	Number of activities	1				0		1		1				0		0	Y&G, Innovation Assistant, Innovation and Regional Diversification Lead, Comms	IBSSs, SMEs, MSMEs, BCs, EFs	Y&G

KPIs/expected results by end of Year 4	Achievements as of Q2 2024	Key activity	Unit of measurement (persons, number, mt, amount)	2025 Target	Jan.	Feb.	Mar.	Q1	Apr.	May	June	Q2	July	Aug.	Sep.	Q3	Oct.	Q4	Internal collaborator s (component / thematic leads/cross-cutting leads)	External collaborators (MDAs/SMEs /BCs/ IBSSs/BSSs)	Responsible /lead officer
		2.2.2.0 Support internal impact assessment in the south.		1				0		1		1				0		0	Y&G, Innovation Assistant, Innovation and Regional Diversification Lead, Comms	IBSSs, SMEs, MSMEs, BCs, EFs	MEL
		2.3.1. Document the program.	Number of Workshops	1				0		1		1				0		0	Y&G, Innovation Assistant, Innovation and Regional Diversification , Comms	IBSSs, SMEs, MSMEs, BCs, EFs	MEL
		2.3.2 Showcase partnerships with at least two innovation suppliers by collaboratively developing and distributing engaging short videos that showcase the successful piloting of innovations.	Number of videos	2				0		2		2				0					
		2.3.3 Partner with three prominent innovation bloggers to spotlight 18 innovations successfully piloted, leveraging their platforms to amplify reach and showcase our achievements to a broader, tech-savvy audience.	Number of copies shared	1,000			1,000	1,000				0				0		0	Y&G, Innovation Assistant, Innovation and Regional Diversification .	IBSSs, BCs,	Comms
		2.3.4 Develop and publish promotional materials showcasing the impacts and success stories from the piloting of innovations and regional diversification activities.	Number of promotional materials	1,000				0				0				1,000		0			

Component 3 Work Plan

KPIs/ expected outcome by end Year 4	Achievements as of 2nd quarter 2024	Key activity	Unit of measure (persons, number, mt, €)	2025 Target	Jan.	Feb.	Mar.	Q1	Apr.	May	June	Q2	July	Aug.	Sep.	Q3	Oct.	Q4	Internal collaborators	External collaborators	Responsible/ lead officer
<ul style="list-style-type: none">• Total of 50 horticulture-related SMEs will have a business and investment plan to invest, trade, or provide services; 50% will be youth-owned and 40% will be women-owned SMEs.• Total of €6 million in private finance will be mobilized (€4 million for agribusiness SMEs and €2 million for agro-input SMEs).• Total of 500 direct jobs (50% for youth and 40% for women) will have been created.	1. Out of 209 MSMEs that received training in business plan development, financial management, and finance brokering, 12 MSMEs and several POs successfully secured a total of €556,000 in financing. 2. Total of 1 innovation in access to finance piloted. 3. Work in progress on job creation.	3.1.1 Continue to facilitate and expand ongoing access to finance and investment for youth-led MSMEs in the Eupepsia Hub through linkage to loan and grant facilities, deal rooms, and pitching competitions.	€	250,000		50,000	50,000	100,000		75,000	75,000	150,000				0		0	Agribusiness Coordinator, C2/C4, Comms, Y&G	POs, MSMEs, IBSSs, BSSs	Component 3 Lead
		3.1.2 Develop and implement communication strategy with press releases, social media, and success stories to maximize visibility and support for youth-led MSMEs at the Eupepsia Hub’s finance and investment event.						0				0				0					
		3.1.3 Continue to facilitate and expand access to finance and investment for four women-led MSMEs/processors (Simkay Food, Smileyz Mobile Kitchen, Mix Condiments, and Bera Tomato) in Kaduna and Kano through provision of need-oriented business management/ advisory service, loan and investment-enhancement support, capacity building, and linkage to loan and grant facilities.	€	500,000		250,000	250,000	500,000				0				0			Agribusiness Coordinator, C2/C4,Comms, Y&G	POs, MSMEs, IBSSs, BSSs	Component 3 Lead
			Number of jobs created	100		50	50	100				0				0		0			
			€	100,000	70,000	30,000		100,000				0				0					

KPIs/ expected outcome by end Year 4	Achievements as of 2nd quarter 2024	Key activity	Unit of measure (persons, number, mt, €)	2025 Target	Jan.	Feb.	Mar.	Q1	Apr.	May	June	Q2	July	Aug.	Sep.	Q3	Oct.	Q4	Internal collaborators	External collaborators	Responsible/ lead officer
		3.1.4 Continue to facilitate and expand ongoing access to loans for members of the National Tomato Plastic Crate Dealers Association with LECON Financial Service Limited and any other interested financial service provider, in collaboration with the Central Bank of Nigeria (CBN) Development Finance Department.	Number of jobs created	30	20	10		30				0				0			Agribusiness Coordinator, C2/C4, Comms, Y&G	POs, MSMEs, IBSSs, BSSs	Component 3 Lead
		3.1.5 Expand ongoing input credit from Jubaili Agro techAgro Tech Limited to more agro-dealers in Kaduna, Kano, Ogun, and Oyo States.	€	50,000		10,000	10,000	20,000	10,000	10,000	10,000	30,000				0			Agribusiness Coordinator, C2/C4, Comms, Y&G	POs, MSMEs, IBSSs, BSSs	Component 3 Lead
		3.1.6 Support and work with BCs such as Simkay Foods, DDEE Farms, Farm Help, Soupah Farm, Green Republic, etc., to provide input finance for smallholder farmers and EFs within and outside their hubs.	€	50,000		10,000	10,000	20,000	10,000	10,000	10,000	30,000				0			Agribusiness Coordinator, C2/C4, Comms, Y&G	POs, MSMEs, IBSSs, BSSs	Component 3 Lead
		3.1.7 Expand demand-driven value chain input finance with Tomato Jos to more smallholder farmers in Kaduna and Kano States.	€	25,000	25,000			25,000				0				0		0	Agribusiness Coordinator, C2/C4, Comms, Y&G	POs, MSMEs, IBSSs, BSSs	Component 3 Lead
		3.1.8 Continue to facilitate and expand ongoing	€	25,000	25,000			25,000				0				0		0	Agribusiness Coordinator,	POs, MSMEs, IBSSs, BSSs	Component 3 Lead

KPIs/ expected outcome by end Year 4	Achievements as of 2nd quarter 2024	Key activity	Unit of measure (persons, number, mt, €)	2025 Target	Jan.	Feb.	Mar.	Q1	Apr.	May	June	Q2	July	Aug.	Sep.	Q3	Oct.	Q4	Internal collaborators	External collaborators	Responsible/ lead officer
		access to loans for members of NATPAN from Alternative Bank and other financial service providers.																	C2/C4, Comms, Y&G		
		3.1.9 Provide demand-driven loan and investment enhancement support, advisory service, trainings, and business management support to POs, BCs, EFs, and other MSMEs, SMEs, and lead firms to unlock finance and investment.	€ Number of jobs created	1,000,000 100		200,000 20	200,000 20	400,000 40	200,000 20	200,000 20	200,000 20	600,000 60				0 0			Agribusiness Coordinator, C2/C4, Comms, Y&G	POs, MSMEs, IBSSs, BSSs	Component 3 Lead
		3.1.1.0 Conduct pitching competitions and deal rooms for Youth-led and Women-led MSMEs.	€	1,000,000	200,000	200,000	100,000	500,000	200,000	100,000	200,000	500,000				0		0	Agribusiness Coordinator, C2/C4, Comms, Y&G	POs, MSMEs, IBSSs, BSSs	Component 3 Lead
		3.2.1 Continue engagement with partner government institutions such as, but not limited to, the NSIA, CBN, and other relevant ministries, departments, and agencies (MDAs) in Nigeria to leverage funding opportunities and facilitate finance and investments for POs and MSMEs in the horticulture sector.	€ Number of jobs created	1,000,000 100	150,000 10	150,000 10	200,000 20	500,000 40	200,000 20	200,000 20	100,000 10	500,000 50				0 0			Agribusiness Coordinator, C2/C4, Comms, Y&G	POs, MSMEs, IBSSs, BSSs	Component 3 Lead
		3.2.2 Continue ongoing partnership with NIRSAL to de-risk	€	980,000		150,000	280,000	430,000	200,000	150,000	200,000	550,000				0			Agribusiness Coordinator, C2/C4, Comms, Y&G	POs, MSMEs, IBSSs, BSSs	Component 3 Lead

KPIs/ expected outcome by end Year 4	Achievements as of 2nd quarter 2024	Key activity	Unit of measure (persons, number, mt, €)	2025 Target	Jan.	Feb.	Mar.	Q1	Apr.	May	June	Q2	July	Aug.	Sep.	Q3	Oct.	Q4	Internal collaborators	External collaborators	Responsible/ lead officer
		financial services for more actors in the horticulture value chain.																			
		3.2.3 Work with NIRSAL to institutionalize capacity building program for financial institution on the horticulture value chain activities, finance/investment, and risk management.	Number of financial institutions trained	5				0	5			5				0			Agribusiness Coordinator, C2/C4, Comms, Y&G	POs, MSMEs, IBSSs, BSSs	Component 3 Lead
		3.3.1 Support processors and input suppliers to build the capacity of CFTs on business skills.	Number of jobs created	20	25	25		50				0				0			Agribusiness Coordinator, C2/C4, Comms, Y&G	POs, MSMEs, IBSSs, BSSs	
		Build the capacity of business champions on social media marketing to effectively promote their businesses, expand their reach, and drive greater engagement through strategic online presence.	Number of persons	1				0				0				0					
		3.3.2 Strengthen the technical and credit/investment portfolio management capabilities of financial service providers to provide and increase affordable financial services and products to actors in the horticulture sector through need-oriented trainings and technical support.	€ Number of jobs created	1,000,000 100	250,000 25	100,000 25	250,000	600,000 50	150,000 25	250,000		400,000 50				0 0			Agribusiness Coordinator, C2/C4, Comms, Y&G	POs, MSMEs, IBSSs, BSSs	Comms Coordinator
		3.4.1 Provide risk mitigation support for actors	€	100,000		100,000		100,000				0				0		0	Agribusiness Coordinator,	MSMEs, IBSSs, BSSs	Component 3 Lead

KPIs/ expected outcome by end Year 4	Achievements as of 2nd quarter 2024	Key activity	Unit of measure (persons, number, mt, €)	2025 Target	Jan.	Feb.	Mar.	Q1	Apr.	May	June	Q2	July	Aug.	Sep.	Q3	Oct.	Q4	Internal collaborators	External collaborators	Responsible/ lead officer
		in the horticulture value chain.																	C2/C4, Comms, Y&G		
		3.5.1 Develop and produce impactful success stories of farmers benefiting from HortiNigeria's financial initiative, using text-based and audiovisual narratives to highlight the program's positive impact.	Number of videos produced	5				0				0				0		0	Agribusiness Coordinator, C2/C4/C3, Y&G	POs, MSMEs, IBSSs, BSSs	Comms Coordinator
			Number of audience members reached	1,000,000				0				0				0					
		3.5.2 Pitching competitions will be conducted in partnership with interested lead firms or BCs, to celebrate MSMEs Day and International Women's Day.	€	50,000				0				0				0			Agribusiness Coordinator, C2/C4, Y&G	MSMEs, IBSSs, BSSs	Component 3 Lead

Component 4 Work Plan

KPIs/ expected outcome by end of Year 4	Achievements as at Q2 2024	Key Activity	Unit of measurement (persons, number, mt)	2025 Target	Jan.	Feb.	Mar.	Q1	Apr.	May	June	Q2	July	Aug.	Sep.	Q3	Oct.	Q4	Internal collaborators (component/ thematic leads/cross- cutting leads)	External collaborators (MDAs/SMEs/BCs/ IBSS/BSS)	Responsible/ lead officer
<ul style="list-style-type: none">• Total of 2 policies improved.• Total of 100 B2B partnerships brokered.	1. One policy improved policy (National Seed Policy); others still being work on: new Tomato Policy and Organic Agriculture. 2. Total of 50 B2B partnerships brokered.	4.1.1 Facilitate technical review workshop with key stakeholders to update on the policy improvement based on current policies' advocacy efforts. i. New Tomato. ii. Organic Agriculture/Climate-Smart Agriculture). iii. Organize pre- and post-workshop publicity and live event engagement through media and livestreams.	Number of communiques	1		1		1				0				0		0	C4, Thematic Leads	MDAs and NABG	Abdullahi/relevant team members
		4.1.2 Finalize the policy briefs on the New Tomato and Organic Agriculture and share with the relevant ministries for submission to Federal Executive Council for approval.	Number of policy briefs/validations	2		1		1			1	1	1					0	C4, Thematic Leads, and WUR	MDAs and NABG	
		4.1.3 Facilitate technical review on Organic Agriculture/Climate-Smart Agriculture policy advocacy meeting with key stakeholders to improve state policies relevant to the horticulture sector (Kano, Kaduna, Oyo, and Ogun states).	Number of meetings	3		1	1	2	1			1				0		0	C4, Thematic Leads	MDAs and NABG	
		4.1.4 Follow up with the federal and state ministries for approvals.	Number of follow-ups	6	1	1	1	3	1	1	1	3				0		0	C4, Thematic Leads	MDAs and NABG	
		4.1.5 Follow up on the monitoring plan for the implementation of the improved policies.	Number of follow-ups	6	1	1	1	3	1	1	1	3				0		0	C4, Thematic Leads	MDAs and NABG	
		4.2.1 Facilitate additional induction workshops to create more awareness of the constraints within the sector for the platforms to address (GHIP, BAGS, NABG, and <i>Tuta absoluta</i> platform). 4.2.1b Coordinate press coverage to amplify the event's visibility and highlight its contributions to the sector, ensuring widespread media attention and stakeholder engagement.	Number of workshops	4	1		1	2				0				0		0	C1, C2, C4, and Thematic Leads	MDAs, SMEs, BCs, IBSSs, BSSs, and Private Sector	Abdullahi/relevant team members
		4.2.3 Facilitate capacity building training for each of the platforms based on the current gaps in service or areas where the platform could improve.	Number of training reports	2				0	1	1		2				0		0	C1, C4, and Thematic Leads	MDAs, SMEs, BCs, IBSSs, and BSSs	

KPIs/ expected outcome by end of Year 4	Achievements as at Q2 2024	Key Activity	Unit of measurement (persons, number, mt)	2025 Target	Jan.	Feb.	Mar.	Q1	Apr.	May	June	Q2	July	Aug.	Sep.	Q3	Oct.	Q4	Internal collaborators (component/ thematic leads/cross- cutting leads)	External collaborators (MDAs/SMEs/BCs/ IBSS/BSS)	Responsible/ lead officer
		4.2.4 Facilitate BAGS stakeholders with linkages to tomato farmers' locations and encourage sector dialogues with the ABCs.	Number of ABCs linked with BAGS	6	1			1				0				0		0	C1, C4, and Thematic Leads	MDAs, SMEs, BCs, IBSSs, and BSSs	
		4.2.5 Facilitate stakeholder engagement with the platforms' reps during field day events for networking to encourage interaction.	Number of participants	1			1	1				0				0		0	C1, C4, and Thematic Leads	MDAs, SMEs, BCs, IBSSs, and BSSs	
		4.2.6 Support key stakeholders to participate in trade fair in Kano and Kaduna to have horticulture focus.	Number of participants	2		1	1	2				0				0		0	C1, C4, and Thematic Leads	MDAs, SMEs, BCs, IBSSs, and BSSs	
		4.2.7 Follow up on and monitor the coordination efforts of the platforms.	Number of reports	4				0	1			1				0		0	C1, C4, and Thematic Leads	MDAs, SMEs, BCs, and BSSs	
		4.3.1 Facilitate 40 B2B linkages and broker business partnerships, including during the Agro-Fair in Lagos with Dutch partners, by June 2025: •ABCs - 15 •BC hubs - 15 •Dutch partners - 5 •Others - 5	Number of B2Bs brokered	40	20			20	20			20				0		0	C1, C2, WUR, KIT, and Thematic Leads	ABCs, BCs, Partners, IBSSs, and BSSs	Abdullahi/relevant team members
		4.3.2 Organize a reflection workshop with HortiNigeria B2B partners for sustainability of business efforts on vegetable offtake.	Number of participants	2			1	1				0				0		0	C4 and C2	BCs, BSSs, and IBSSs	
		4.3.3 Facilitate women and youth economic empowerment activities by enhancing capacity and production resources for vegetable production, leveraging partnerships with HortiNigeria collaborators, such as Seed Project Co, Self Help Africa, and the Soil Values program.	% of women	40	1	1	1	3				0				0		0	C1 C2, C3, and Thematic Leads	BCs, IBSSs, BSSs, Smallholder Farmers (SHFs), and EFs	
		4.3.4 Explore, facilitate, and launch a B2B digital platform with partners.	Number of B2B digital platforms	1		1		1				0				0		0	C1, C2, WUR, KIT, and Thematic Leads	BCs, IBSSs, BSSs, SHFs, and EFs	
		4.3.5 Develop and distribute a knowledge product on B2B best practices and lessons learned.	Number of knowledge products	1				0	1			1				0		0	C1, C2, WUR, KIT, and Thematic Leads	BCs, IBSSs, BSSs, SHFs, and EFs	
		4.4.1 Facilitate and support one major knowledge sharing event (closeout/scaling up of HortiNigeria).	Number of sharing events	1			1	1				0				0		0	C1, C2, C3, C4, and Thematic Leads	MDAs, SMEs, BCs, IBSSs, BSSs, SHFs, and EFs	Abdullahi/relevant team members
		4.4.2 Develop and distribute promotional materials on B2B and policy advocacy activities.	Number of materials	2			1	1			1	1				0		0	C4 and Thematic Leads	MDAs, SMEs, BCs, IBSSs, BSSs, SHFs, and EFs	

KPIs/ expected outcome by end of Year 4	Achievements as at Q2 2024	Key Activity	Unit of measurement (persons, number, mt)	2025 Target	Jan.	Feb.	Mar.	Q1	Apr.	May	June	Q2	July	Aug.	Sep.	Q3	Oct.	Q4	Internal collaborators (component/ thematic leads/cross- cutting leads)	External collaborators (MDAs/SMEs/BCs/ IBSS/BSS)	Responsible/ lead officer
		4.4.3 Document lessons learned and best practices on policy and B2B for future program design and horticulture subsector.	Number of knowledge products	2				0			1	1				0		0	C4 and Thematic Leads	SMEs, BCs, IBSSs, BSSs, SHFs, and EFs	
		4.4.4 Design and execute a comprehensive communications strategy to maximize visibility and stakeholder engagement for HortiNigeria’s closeout and scaling efforts.	Number of event	1				0				1				0		0	Comms		

Monitoring, Evaluation, and Learning Work Plan

KPIs	KPIs/deliverables	Key activity	Unit of measurement (persons, number, mt)	2025 Target	Jan	Feb	Mar	Q1	Apr	May	June	Q2	July	Aug	Sep	Q3	Oct	Q4	Internal collaborators (component/thematic leads/cross-cutting leads)	External Collaborators (MDAs/SMEs/BCs/IBSSs/BSSs)	Responsible/Lead Officer
<ul style="list-style-type: none">• An 80% increase in annual income per farmer.• A 60% increase in yield of targeted horticultural commodities among program in the north and south.• Total of 15,000 hectares of land under eco-efficient practices through EKN assistance.• Total of 1,000 jobs created.• Two horticulture-related policies improved.• Total of 100 B2B partnerships brokered.• Total of 50 horticulture-related MSMEs trained on business plan to access finance to manage their businesses.• Total of €6 million facilitated.• Total of 62,000 farmers, of whom 50% are youth and 40% women, will have increased	<ol style="list-style-type: none">Achieved a 6.8% increase in annual income per farmer.Attained an average 92% increase in the yield of targeted horticultural commodities in both northern and southern regions.Total of 1,727 hectares of land under eco-efficient practices through EKN support.Created 144 new jobs.Improved one horticulture-related policy.Brokered 50 B2B partnerships.Trained 122 horticulture-related MSMEs on business planning to access financing for their operations.Facilitated €556,000 in finance for MSMEs and POs.Over 30,000 farmers have increased their productivity as a result of these initiatives.	Continue to hold monthly meetings with the component lead to monitor progress and discuss effective strategies for achieving project expected outcomes, with a specific focus on the 9 KPIs.	Frequency	9															MEL Data Assistant		MEL Officer
		Continue to gather and upload data on IATI and HortiNigeria dashboard on quarterly basis.	Frequency	3		1		1		1		1		1		1	1	1	MEL Officer, KIT, Component Leads		MEL Data Assistant
		Conduct field monitoring visits to gather real-world data that will inform decision-making and support continuous improvement.	Frequency	3		1		1		1		1		1		1	1	1		IBSSs and BSSs	MEL Officer
		Develop and submit 2024 progress report and HortiNigeria final report.	Number of reports	2		1		1				0				0	1	1	Comms Coordinator, Component Leads		MEL Officer
		Conduct a quantitative internal impact assessment in the north at farmer level.	Number of reports	1				0				0		1		1		0	MEL Officer, WUR, MEL Data Assistant	Consultants	KIT
		Conduct a quantitative and qualitative internal impact assessment in the south at farmer level.	Number of reports	1				0				0	1			1		0	MEL Officer, WUR, MEL Data Assistant	Consultants	KIT
		Facilitate the documentation of best practices, lessons, etc.	Number of reports	1				0				0				0		0	MEL Officer and WUR		Comms Leads
		Develop at least two knowledge products in collaboration with team members.	Number of reports	2				0		1		1		1		1		0	Comms Coordinator and WUR		MEL Officer
		Support external evaluation of all program activities.	Number of reports	1				0				0				0	1	1	WUR and KIT	Consultant	MEL Officer

KPIs	KPIs/deliverables	Key activity	Unit of measurement (persons, number, mt)	2025 Target	Jan	Feb	Mar	Q1	Apr	May	June	Q2	July	Aug	Sep	Q3	Oct	Q4	Internal collaborators (component/thematic leads/cross-cutting leads)	External Collaborators (MDAs/SMEs/BCs/IBSSs/BSSs)	Responsible/Lead Officer
productivity and/or income, resulting in an annual incremental production value of €9.7 million.		Conduct sector performance endline.	Number of reports	1															KIT and MEL Officer		WUR
		Organize workshop to validate the program completion report.	Number of workshop	1													1		Comms Coordinator		MEL Officer
		Conduct program completion activities.		1															MEL Data Assistant		MEL Officer

Annex II

2025 Budget

The table below provides a breakdown of allocated costs across multiple categories, including personnel, travel, direct costs related to program objectives, monitoring and evaluation, indirect costs, and management fees. Each line item lists the total budgeted amount, with percentages indicating the proportion of the overall budget.

Approved Y5 (A)		
Line Item		01/01/2025
		31/12/2025
I.	PERSONNEL COSTS	498,656
	Local Technical Staff Salary and Benefits	472,899
	International Staff Salary, benefits and allowances	25,757
II.	TRAVEL	91,701
III.	DIRECT COST	878,166
	Objective 1: Productivity Outreach	402,666
	Objective 2: Innovation	153,314
	Objective 3: Finance & Private Sector Development	153,877
	Objective 4: Sector Coordination	168,309
IV.	TOTAL DIRECT COSTS	1,468,523
V.	EQUIPMENT	-
VI,	MONITORING, EVALUATION & LEARNING	148,360
VII.	INDIRECT COST	230,272
	Local Admin / support Staff Salary and Benefits	89,753
	Other indirect costs	140,519
VIII	MANAGEMENT FEE (CRM)	188,349
VIX	GRAND TOTAL (EURO)	2,035,504
	Consortium Members	Total
	IFDC	1,487,306
	WCDI / KIT	307,230
	EWS-KT	240,968
	TOTAL	2,035,504