

LANGUAGE: ENGLISH



...enhancing food security, rural income and employment through agro-business development

ATASP-1

PROGRAM IMPLEMENTATION MANUAL

**AGRICULTURAL TRANSFORMATION AGENDA
SUPPORT PROGRAM PHASE-1 (ATASP-1)**

**NATIONAL PROGRAM MANAGEMENT UNIT
FEDERAL MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT (FMARD)**



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NATIONAL PROGRAM MANAGEMENT UNIT

FEDERAL MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT (FMARD)

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DOCUMENT DATA SHEET

Program Title:

AGRICULTURAL TRANSFORMATION AGENDA SUPPORT PROGRAM-PHASE-1
(ATASP-1)

Deliverable:

PROGRAM IMPLEMENTATION MANUAL

Deliverable Description:

A Program Implementation Manual (PIM) that simplifies, formalizes and standardizes program implementation, Management and results, administrative procedures, procurement arrangements, financial and accounting management, internal control, monitoring and evaluation, gender and environmental concerns, including outlining roles and responsibilities of stakeholders.

Consultant:

Dr. Ayodeji Alexander Ajibola Coker

Owned by:

Agricultural Transformation Agenda Support Program Phase 1
ATASP-1, Federal Ministry of Agriculture and Rural Development

ATASP -1 INFORMATION SHEET

LOAN & GRANT RECIPIENT: Federal Government of Nigeria

EXECUTING AGENCY: Federal Ministry of Agriculture and Rural Development

FINANCING PLAN:

| SOURCE | AMOUNT (MILLION) | | INSTRUMENT |
|-------------------------------------|------------------|-----------|------------|
| | UNIT OF ACCOUNT | NAIRA | |
| African Development Bank Fund Loan | 98.78 | 22,983.17 | Loan |
| African Development Bank Fund Grant | 0.25 | 58.17 | Grant |
| Government | 13.85 | 3,221.34 | |
| Beneficiaries | 0.66 | 153.28 | |
| TOTAL PROGRAM COST | 113.54 | 26,416.25 | |

Source: ATASP -1 Appraisal Report

TIMEFRAME - MAIN MILESTONES

| ACTIVITY | TIMEFRAME |
|-------------------------------------|----------------|
| Government Request for Bank Support | August, 2012 |
| Identification Mission | November, 2012 |
| Preparation Mission | February, 2013 |
| Concept Note Approval | July, 2013 |
| Appraisal Mission | July, 2013 |
| Board Approval | October, 2013 |
| Effectiveness | April, 2014 |
| Completion | December, 2018 |
| Last Disbursement | March, 2019 |

Source: ATASP -1 Appraisal Report

CURRENCY EQUIVALENTS

July 2013

| | | |
|-----------------|---|------------|
| Currency Unit = | | Naira(NGN) |
| 1 UA | = | NGN232.67 |
| 1 UA | = | USD1.54 |
| 1 UA | = | EUR1.12 |
| 1 USD | = | NGN155.00 |

FISCAL YEAR

1 January 31 December

WEIGHTS AND MEASURES

| | | |
|-----------------|---|--------------|
| 1 metric ton | = | 2,204 pounds |
| 1 kilogram (kg) | = | 2.200 pounds |
| 1 meter(m) | = | 3.28 feet |
| 1 kilometer(km) | = | 0.62 mile |
| 1 hectare (ha) | = | 2.471 acres |

ACRONYMNS

| | |
|------------|--|
| ADPs | Agricultural Development Programmes |
| AfDB | African Development Bank |
| AfricaRice | Africa Rice |
| AgSS | Agricultural Sector Strategy |
| AR4D | Agricultural Research for Development |
| ATA | Agricultural Transformation Agenda |
| ATASP -1 | Agricultural Transformation Agenda Support Program first phase |
| BCC | Behavior Change Communication |
| BOA | Bank of Agriculture |
| CAADP | Comprehensive African Agriculture Development Programme |
| CBN | Central Bank of Nigeria |
| CIF | Cost Insurance and Freight |
| CIGAR | Consultative Group for International Agricultural Research |
| DPRS | Department of Planning Research and Statistics |
| FAO | Food and Agriculture Organization |
| FAS | Free Alongside Ship |
| FDRD | Federal Department of Rural Development |
| FEPSAN | Fertilizer Producers and Suppliers Association |
| FMARD | Federal Ministry of Agriculture & Rural Development |
| FMOH | Federal Ministry of Health |
| FOB | Free on Board |
| GAP | Good Agronomic Practices |
| GMP | Good Manufacturing Practice |
| GPN | General Procurement Notice |
| HACC | Hazard Analysis and Critical Control Points |
| IAR | Institute for Agricultural Research |
| ICB | International Competitive Bidding |
| ICRISAT | International Crops Research Institute for Semi-Arid Tropics |
| IFAC | International Federation of Accountants |
| IFAD | International Fund for Agricultural Development |
| IITA | International Institute of Tropical Agriculture |
| INTOSM | International Organization of Supreme Audit Institutions |
| IPM | Integrated Pest Practices |
| IS | International Shortlist |
| ISA | International Standard of Auditing |
| LCS | Least Cost Selection |
| LGAs | Local Government Areas |
| MIS | Management Information System |
| MoA | Ministry of Agriculture |
| NAFDAC | National Agency for Food, Drug Administration and Control |
| NACA | National Agency for Control of AIDS |
| NASC | Nigeria Agricultural Seed Council |
| NBS | National Bureau of Statistics |
| NCB | National Competitive Bidding |
| NCRI | National Cereal Research Institute |
| NGO | Non Governmental Organization |
| NGO | Nigeria Incentive-based Risk Sharing for Agricultural Lending |
| NPC | National Planning Commission |
| NPC | National Program Coordinator |

| | |
|-------|--|
| NPCT | National Program Coordinating Team |
| NPSC | National Program Steering Committee |
| NRCRI | National Root Crops Research Institute |
| NS | National Shortlist |
| OPC | Outreach Program Coordinator |
| OPIT | Outreach Program Implementing Team |
| PCR | Program Completion Report |
| PCT | Program Coordinating Team |
| PFT | Program Facilitation Training |
| PHF | Personnel History Form |
| PIM | Program Implementation Manual |
| PIU | Program Implementation Unit |
| PRS | Planning Research and Statistics |
| PZCT | Processing Zones Coordinating Team |
| PZITs | Processing Zone Implementation Teams |
| QBS | Quality Based Selection |
| QCBS | Quality and Cost Based Selection |
| RIFAN | Rice Farmers Association of Nigeria |
| RUFIN | Rural Finance Institution Building Programme |
| SACA | State Action Committee on AIDS |
| SBD | Standard Bidding Document |
| SCPZs | Staple Crops Processing Zones |
| SDGS | Sustainable Development Goals |
| SEDAN | Seeds Association of Nigeria |
| SMARD | State Ministry of Agriculture and Rural Development |
| SMOH | State Ministry of Health |
| SMOWA | State Ministry of Women Affairs |
| SON | Standard Organization of Nigeria |
| SPN | Specific Procurement Notice |
| UA | Unit of Account |
| USAID | United States Agency for International Development |
| USD | United States Dollars |
| YCADI | Youth Corp Members Agribusiness Development Initiative |
| ZMEO | Zonal Monitoring and Evaluation Officer |
| ZPC | Zonal Program Coordinator |
| ZPO | Zonal Procurement Officer |
| ZPSC | Zonal Program Steering Committee |

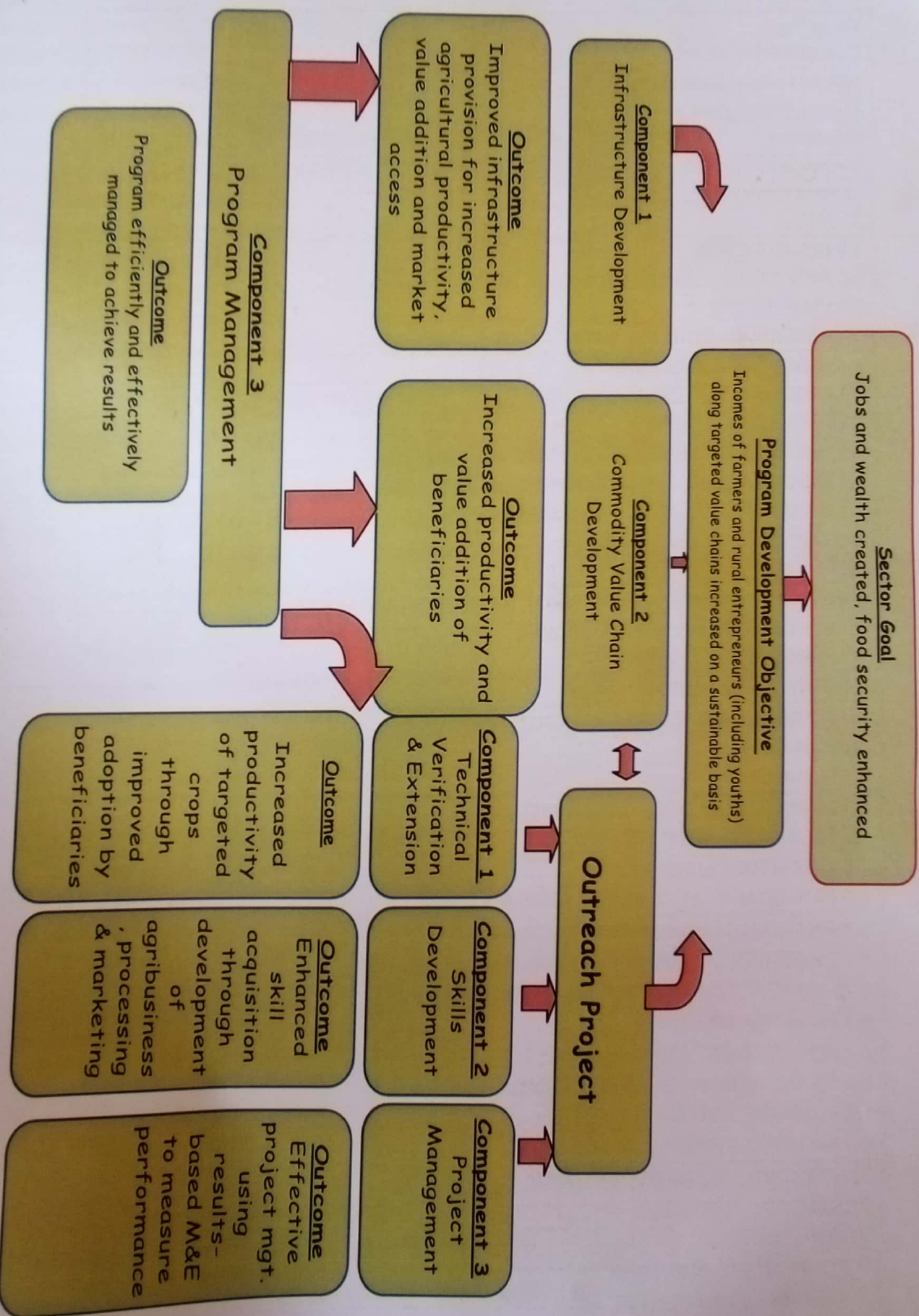


Figure 1: Overview of ATASP-1

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1.0 INTRODUCTION

1.1 Program Implementation Manual (PIM)

The purpose of this manual is to simplify, formalize and standardize ATASP-1 implementation procedures, the roles and responsibilities of the various stakeholders. The manual covers the program description, implementation arrangements, administrative procedures, procurement of goods, works and services, trainings and consultancies, financial management, monitoring and evaluation and cross cutting activities, covering environmental and social issues, such as climatic, gender mainstreaming, youths, etc.

The manual will guide staff of the PIUs (NPCT, ZPCTs and IITA coordinated Outreach Program) and other stakeholders, particularly, implementing research centres, such as the AfricaRice, ICRISAT and collaborating National Research Institutes (NCRI, NRCRI and IAR) in effectively implementing the program. The PIM covers nine sections and six annexures, made up of key program activities on disbursement, procurement, accounting and financial reporting, administrative functions, monitoring and evaluation, etc. The PIM has been prepared in very simple language and short communication, allowing for easy interpretation to facilitate usage by all shades of stakeholders, especially, those that will be involved with the targeted beneficiaries, such as the; activity and thematic commodity specialists, zonal staff, service providers, etc. The PIM will further serve as a tool for supervision and monitoring by the Federal and Zonal Steering Committees and the Bank.

The preparation of the PIM draws from the ATASP-1 Appraisal Document (Volumes 1&II), the Bank's Strategic Environmental and Social Assessment Report on ATASP-1, the Loan Agreement between the Bank and the Federal Government, outcome of the combined Zonal Stakeholder Sensitization and Planning Workshops, as well as, best practices from closed and on-going development programmes and projects supported by AfDB, FAO, IFAD, IITA and World Bank.

1.2 Users of the PIM

This PIM has multiple and diverse Users, as follows:

- i) Members of the National Program and Zonal Program Steering Committees in the course of the various oversights;
- ii) ATASP-1 Staff based at the PMU, PZCTs, States and Local Government Levels;
- iii) Outreach Program Implementing Team, covering staff of IITA, AfricaRice, ICRISAT, etc;
- iv) Facilitators at the three Youth Training Centers that will be involved in trainings on agribusiness, processing, marketing, etc.
- v) ATA Value-chain Coordinators from the targeted value chains, namely cassava, rice and sorghum;
- vi) Staff of National and Zonal Coordinating Research Institutes (NRCRI, NCRI and IAR) who will be involved in the implementation of the Program;
- vii) Members of the ATASP-1 Secretariat, including staff of the various Departments within the FMARD, especially FDRD who have various oversights and/or are involved in joint activities within the Program;
- viii) Staff of Federal Agencies and organizations, such as the National Planning Commission's Departments of Monitoring & Evaluation and Economic Growth;
- ix) State level staff, namely those from the States MoA, ADPs, ATA Regional and Zonal Offices;
- x) Advisory Service Providers, value chain actors and other field staff who will be involved in the implementation of the program;
- xi) Consultants, private and public sector service providers who will be supporting program implementation;
- xii) Community Based Organizations, vulnerable and youth groups, NGOs and advocacy groups involved in the program, etc.

1.3 Program Partners and Coverage

The implementation of the ATASP-1 comprises numerous stakeholders, namely; the African Development Bank, which is the Donor Agency, Federal Ministry of Finance (Borrower), Federal Ministry of Agriculture and Rural Development (Executing Agency), the PIUs, comprising the NPCT, PZCTs, the Outreach Project, coordinated by the CGIAR group; and collaborating research institutes (NRCRI, NCRI and IAR). Other key stakeholders include the; seven implementing States, 33 targeted Local Government Areas, program beneficiaries, service providers among others.

ATASP-1 will be implemented in four Staple Crops Processing Zones (SCPZs) of Adani-Omor, Bida-Badeggi, Kano-Jigawa and Kebbi-Sokoto (Figure 2), which covers 33 Local Government Areas (LGAs) in seven States, namely: Enugu (Uzo Uwani, Udenu, Isi Uzo LGAs); Anambra (Ogbaru, Orumba North, Orumba South and Ayamelum LGAs); Niger (Agaie, Gbako, Lapai, Lavun, Katcha, Mokwa and Wushishi LGAs); Kebbi (Argungu, Bagudo, Birnin Kebbi, Dandi, Ngaski, Shanga and Suru LGAs); and Sokoto (Kware LGA); Kano (Bunkure, Kura, Rano, Dawakin Kudu, Garum Malam and Bebeji LGAs); Jigawa (Hadejia, Auyu, Kafin Hausa, Malamalodori and Gwaram LGAs). These States cover 194,426 km² of land and populated by 32,121,944 inhabitants (50.93% males and 49.07% females) who are predominantly farmers and small scale commodity processors.



Figure 2: Map of Nigeria showing the Program Areas

The direct beneficiaries of ATASP-1 are the 45,300 farmers and rural entrepreneurs participating in commercial agricultural value chains in the four Processing Zones. This number is expected to increase significantly when other economically active value chain entrepreneurs enlist in the program. The indirect beneficiaries include existing or potential small, medium and large-scale entrepreneurs and business associations who provide services to rural households. In addition, 200,000 rural youths (40% of them,

estimated to be females) are also be targeted under the Outreach Program. The breakdown of program coverage and targeted commodities are as detailed in Table 1.0.

Table 1: ATASP-1 Coverage and Targeted Commodities

| S/N | STAPLE CROP PROCESSING ZONES | STATES | LGAs | COMMODITIES | NO OF FARMERS | | | | |
|--------------|------------------------------|---------|-----------------|------------------------|---------------|---------------|---------------|---------------|---------------|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 |
| 1 | ADANI-OMOR | Enugu | 1. Uzo-Uwani | Rice, Cassava | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 2. Udenu | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 3. Isi Uzo | | 200 | 500 | 1000 | 1650 | 1650 |
| | | Anambra | 1. Ogbaru | Rice, Cassava | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 2. Orumba North | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 3. Orumba South | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 4. Ayamelum | | 200 | 500 | 1000 | 1650 | 1650 |
| 2 | BIDA-BADEGGI | Niger | 1. Agaie | Rice, Cassava, Sorghum | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 2. Gbako | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 3. Lapai | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 4. Lavun | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 5. Katcha | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 6. Mokwa | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 7. Wushishi | | 200 | 500 | 1000 | 1650 | 1650 |
| 3 | KEBBI-SOKOTO | Kebbi | 1. Argungu | Rice, Sorghum | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 2. Bagudo | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 3. Birnin Kebbi | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 4. Dandi | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 5. Ngaski | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 6. Shanga | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 7. Suru | | 200 | 500 | 1000 | 1650 | 1650 |
| | | Sokoto | 1. Kware | Rice, Sorghum | 200 | 500 | 1000 | 1650 | 1650 |
| 4 | KANO-JIGAWA | Kano | 1. Bunkure | Rice, Sorghum | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 2. Kura | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 3. Rano | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 4. Dawakin Kudu | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 5. Bebeji | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 6. Garum Malam | | 200 | 500 | 1000 | 1650 | 1650 |
| | | Jigawa | 1. Hadejia | Rice, Cassava, Sorghum | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 2. Auyu | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 3. Kafin Hausa | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 4. Malamalodori | | 200 | 500 | 1000 | 1650 | 1650 |
| | | | 5. Gwaram | | 200 | 500 | 1000 | 1650 | 1650 |
| TOTAL | | | 33 | | 6,600 | 16,500 | 33,000 | 54,450 | 54,450 |