

## Annual Review

<b>Title:</b> Propcom+ – supporting economic development in conflict and climate affected regions in Nigeria		
<b>Programme Value £ (full life):</b> £95,000,000		<b>Review date:</b> May - June 2025
<b>Programme Code:</b> 300826	<b>AMP start date:</b> 13/05/2022	<b>AMP end date:</b> 31/03/2030

### Summary of Programme Performance

Year	2023	2024	2025					
Overall Output Score	A	A	A+					
Risk Rating	Major	Major	Major					

DevTracker Link to Business Case:	<a href="https://iati.fcdo.gov.uk/iati_documents/D0003546.odt">https://iati.fcdo.gov.uk/iati_documents/D0003546.odt</a>
DevTracker Link to Business Case Addendum:	<a href="https://iati.fcdo.gov.uk/iati_documents/D0005028.odt">https://iati.fcdo.gov.uk/iati_documents/D0005028.odt</a>
DevTracker Link to results framework:	<a href="https://iati.fcdo.gov.uk/iati_documents/D0003887.xlsx">https://iati.fcdo.gov.uk/iati_documents/D0003887.xlsx</a>

## A. SUMMARY AND OVERVIEW

### Description of programme

Propcom+ is a £95 million, eight-year, International Climate Finance (ICF), rural and agricultural market development programme. This Annual Review covers the third year of the programme.

Propcom+ supports climate-resilient and sustainable agriculture that benefits people, climate, and nature. It works with Nigeria's vibrant private sector to (i) increase productivity, improve nutrition and food security (ii) enhance climate resilience, pursue lower emissions, and protect and restore nature, and (iii) help tackle some of Nigeria's underlying drivers of conflict and insecurity.

The programme does this by stimulating sustainable pro-poor climate-resilient growth in selected rural markets. It works as a 'market facilitator', identifying constraints in market systems and facilitating changes to enable rural markets to work better for the benefit of poor and climate-vulnerable smallholder farmers and rural small-scale entrepreneurs.

Propcom+ aims to increase the incomes and climate resilience of 3.79 million poor and vulnerable men and women in Nigeria, 50% of whom will be women, through a "3Ps" approach of interlinked components:

**P1: Scaling-up** a focused basket of **Proven** climate smart interventions around agricultural and primary processing / storage practices and models to get these adopted by millions of poor and vulnerable smallholder farmers and small-scale entrepreneurs.

**P2: Building markets** by developing and **Piloting** new business models that improve productivity, enhance resilience to climate change, reduce emissions, and improve nutrition outcomes.

**P3: Enabling Policies** that support a strengthened enabling environment for sustainable food and land-use system.

Climate Smart Agriculture (CSA) is an integrated approach to managing landscapes that addresses the interlinked challenges of food security and accelerating climate change. CSA initiatives aim to simultaneously achieve three outcomes: (i) **increasing productivity** to produce more and better food to improve nutrition and boost incomes; (ii) **enhancing resilience** by reducing climate vulnerability and improving capacity to adapt and grow in the face of shocks and long-term stresses such as shortened seasons and erratic weather patterns, and (iii) **pursuing lower emissions** for each calorie or kilo of food produced, avoiding deforestation from agriculture, and identifying ways to absorb carbon out of the atmosphere.

Over the reporting period, the programme has adapted to a three-tier approach to regional and state level implementation. Tier 1 States are from North-West (NW) and North-East (NE) Nigeria – Kaduna, Kano and Jigawa (KKJ) - priority States that are considered reform ready and deploying market-led actions. Tier 2 States are opportunistic to private-sector led partnerships in Katsina, Plateau, Bauchi, Gombe and Adamawa. Opportunities have been identified to progress some to Tier 1 over the next 12 months, such as Gombe and Adamawa. Tier 3 States are from Southern Nigeria and have a more focused set of priorities on sustainable land use and deforestation-free commodities (such as oil palm and cocoa), with implementation in Edo, Ekiti, Ondo, and Cross River States.

## Context over the last 12 months

The last 12 months have been characterised by a continued challenging external operating environment, including a difficult macroeconomic and security context. The security situation has stagnated with no major overall improvements, affecting the investment climate, the ability of farmers to be productive, and food security. Climate impacts are being felt, particularly erratic weather patterns, including floods and droughts which have exacerbated production challenges. Poverty levels have broadened and deepened, standing now at 107 million (up from 84 million)<sup>1</sup> whilst 30.6 million people are in critical (crisis and emergency) phases of food and nutrition insecurity.<sup>2</sup>

The macroeconomic context has significantly shifted over the last 12 months, driven by Nigeria's economic reforms. Growth is increasing, with full-year growth in 2024 at 3.4 percent, the highest since 2014 (excluding the 2021-22 COVID-19 rebound). However, agricultural growth was weak at only 1.2 percent, held back by high input costs, limited access to finance, and insecurity. Inflation remains high, now at 24% following the GDP re-basing in March 2025. Infrastructure deficiencies continue to significantly diminish economic competitiveness, particularly ongoing challenges in power, water, roads and communication.

There are strong signals of the government's intent to revitalise the agricultural sector to enhance food security, drive employment, and raise living standards. The Federal Government announced plans to recapitalise the Bank of Agriculture with ₦1.5 trillion, alongside a 127% Federal Budget uplift (₦363 billion to ₦826.5 billion in 2024 to 2025), most of which is devoted to capital expenditure. However, this remains just 2% of the total budget, far below the Maputo Declaration recommended 10%, and modest for a sector where two thirds of Nigerians earn their living and contributes over a quarter of GDP.

The political economy of agriculture remains complex. Agricultural policy direction remains fragmented, largely reactive, and with limited coordination or continuity. A new Federal Ministry of Livestock was created in July 2024 to address farmer-herder conflict and promote domestic livestock productivity. In July 2024, the Federal Government introduced several reactive policy measures to respond to food insecurity and growth priorities, including a 150-day duty-free import window of key staples (maize, brown rice, wheat and cowpeas). Implementation has been mixed. The policy eased short-term price pressures but coupled with further handouts of free grains, fertiliser and inputs, distorts markets and due to significant implementation delays, has an unclear duration.

Despite these issues, public sentiment strongly favours agricultural investment. A NOI Polls survey in January 2025 found that agriculture (53%), economic policy (42%) and security (35%) were the top three priorities Nigerians want the government to address in 2025.<sup>3</sup> There remains a significant opportunity to improve specific food and agricultural policies which could help unleash the potential of this important sector.

## Implementing Partner Performance

**Palladium International Limited** is the main supplier for Propcom+. Over the year under review, they have overall performed strongly. Feedback from programme partners during the Annual Review field visit was overwhelmingly positive. The quality, delivery and timeliness has been strong overall, but in a couple of instances has required strong FCDO engagement and direction, particularly with P2 pipeline development (*see Sections C and F for discussion*). Palladium responded effectively to deliver the one-year window of capital grants, developing a pipeline of £3.6m grants over 15 partners with a projected impact of over 1 million beneficiaries over the next three years. Palladium have continued to build strong relationships with State and Federal Government partners, engaging effectively in the Mutual Accountability Frameworks (MAFs) and expanding political buy-in supporting sustainable deforestation-free commodities from the Governors in Ondo and Cross River States. *See Section G* for further discussion.

During the reporting period, the Strategic Response Fund (SRF) grant to **HarvestPlus** closed.<sup>4</sup> Following the 2024 Annual Review recommendation, support to HarvestPlus was transitioned under the main programme contract with Palladium to continue Propcom+ support to climate- and nutrition-smart biofortified crops. Overall, HarvestPlus performed well in delivering the scale-up in biofortified markets, which has been further catalysed through additional partnerships under the main programme and capital grants. Feedback during the field visit was positive, and there is visible increasing interest from stakeholders and markets in biofortified crops, particularly Vitamin A Maize (VAM) and Iron Pearl Millet (IPM). The recent release of zinc rice, the first in Africa and facilitated by Propcom+ and HarvestPlus, offers significant potential to scale biofortified markets in Nigeria and reducing food and nutrition insecurity.<sup>5</sup>

**Oxford Policy Management Limited (OPML)** were contracted in September 2024 to lead the programme's independent evaluation, the Learning, Evaluation, Accountability Facility (LEAF). OPM have performed well delivering the evaluation design and evaluability assessment of Propcom+, building good working relationships with both FCDO

<sup>1</sup> World Bank (2025) Nigeria Development Update : Building Momentum for Inclusive Growth (English). Washington, D.C. : World Bank Group. <http://documents.worldbank.org/curated/en/099050925195027786>

<sup>2</sup> [Cadre Harmonisé | IPC - Integrated Food Security Phase Classification](#)

<sup>3</sup> NOI Polls (2025): *Nigerians Want Government to Prioritise Agriculture, Economic Policies and Security*: <https://www.noi-polls.com/post/2025-nigerians-want-government-to-prioritize-agriculture-economic-policies-and-security>

<sup>4</sup> The Strategic Response Fund (SRF) was a component of the programme, managed by BHC Nigeria, to be utilised in the first two years to catalyse opportunities and allow the main service provider to hit the ground running to demonstrate early results. As set out in the 2023 Annual Review, only one project was funded under this component to HarvestPlus.

<sup>5</sup> [FG MOVES TO INTRODUCE ZINC RICE VARIETIES TO ENHANCE FOOD AND NUTRITION SAFETY – FMAFS](#)

and the programme. LEAF's role as a 'critical friend' in supporting the programme and early identification of opportunities to strengthen delivery has been well delivered and received. The evaluation deliverables were quality assured by the LEAF Advisory Reference Group and FCDO's independent Evaluation Quality Assurance and Learning Service (EQUALS), who scored the evaluation design as excellent.

### **FCDO Management of the Programme**

During the reporting period, the programme's Lead Adviser became the Senior Responsible Officer (SRO) supported by a Private Sector Development Adviser and Programme Officer. A Sustainable Agriculture and Food Systems Adviser joined on Temporary Deployment as the Programme Responsible Owner (PRO) and technical adviser. This strengthened FCDO oversight across the technical and operational requirements of the programme. FCDO moved to fortnightly catch ups with the programme's technical team and a monthly deep dive through a programme dashboard, with a key focus on the strategic shift from Inception to Implementation, the deployment of capital grants, pipeline development, and Federal and State policy engagement.

Programme governance arrangements have continued as set out in the Business Case and approved Programme Strategy. During the reporting period, two Programme Steering Boards (PSB) were held to review programme implementation, and to sign off the programme strategy and workplan. Three Technical Advisory Committee (TAC) meetings were held and continued to include cross-cutting advisory representatives from across the British High Commission (BHC) in Nigeria providing strategic and technical inputs to help inform intervention design and programme strategy. An evaluation reference group has also been established to assure the overall quality and usefulness of the evaluation, and adherence of the evaluation process to the OECD/DAC Evaluation principles. The Reference Group comprises representatives with evaluation and/or specialist sector experience relevant to the programme.

### **Summary supporting narrative for the overall score in this review**

**The overall score of Propcom+ is A+ and is currently exceeding expectations** in terms of delivery and achievements. This is commendable given the macroeconomic and food security challenges alongside deploying new capital grants during the reporting period.

**Output 1:** Moderately exceeded expectations (**A+**) with more market actors, smallholder farmers and small-scale entrepreneurs engaged and changing their business practices than planned, particularly for women.

**Output 2:** Moderately exceeded expectations (**A+**) with eight new policy and regulatory changes delivered, 13 new policy actors supported, and 38 concrete actions taken to deliver the policy interventions.

**Output 3:** Substantially exceeded expectations (**A++**) with strong progress on developing and disseminating lessons learnt and knowledge products, and partnerships forged with strategic partners.

**Output 4:** Met expectations (**A**) with the programme's approach to design and implementation following strong adaptive and flexible management, collaboration, and compliance with safeguarding and cross-cutting priorities (climate, gender, political economy, conflict sensitivity, and nutrition).

**Output 5:** Moderately exceeded expectations (**A+**) with the successful procurement of the independent evaluation and the completion of evaluation design scored as excellent by EQUALS.

Propcom+ continues to perform strongly and has built upon its previous work, demonstrating good value for money. The programme has supported 536,004 people, of which 260,737 were women (48.6%), to adapt to the effects of climate change through improved access to inputs, services and/or technologies. The programme has smoothly moved into implementation, including closing and transitioning the HarvestPlus grant under the main contract. There is good evidence of securing buy-in, market traction and willingness from the private sector and key State and Federal stakeholders. The programme also successfully deployed £3.6m in C-DEL grants to 15 partners, with the potential to directly benefit over 1m people over the next three years.

### **Major lessons and recommendations for the year ahead**

#### **Key Lessons:**

- **L1: Access to affordable finance remains a key constraint to business growth.** Improving access to finance (A2F) is essential for new and existing firms to grow and improve productivity. Binding constraints in agriculture, such as the low return on investment, risky nature of agriculture, and the cost at which the government is borrowing (government bonds at more than 20%) make investment in the sector unattractive from a risk return perspective. Feedback from the field visit highlighted A2F remains a key barrier, particularly the affordability and perceived (and actual) complexity of accessing from financial institutions. The programme's A2F strategy and new pillar will be critical in helping overcome this key constraint.

- **L2: There are growing opportunities to catalyse behaviour change in the adoption of climate smart technologies and business models.** Historically a major constraint in the uptake of climate smart technologies, such as solar powered irrigation pumps or produce driers, though carrying negligible running costs, initially requires significant investment upfront that was many times higher than conventional fossil fuel alternatives. This was reinforced by a context dominated by risk aversion and entrenched traditional agricultural production systems and practices. Climate smart business models that anchor themselves in patient advocacy, coupled with an innovative financing mechanism such as pay as you go technology or asset finance, can lower the barriers to farmer investment and demonstrate the long-term financial gain. This has previously taken time and resources from development partners and institutions who need to stimulate the market for first adopters.

The 2023 fuel subsidy removal and other economic reforms are having wider impacts on market systems. Early evidence observes accelerated interest from market actors on uptake and adoption of alternative cleaner technologies and business models. Key stakeholder consultations during this Annual Review highlighted significant growing interest in access to, and adoption of, climate smart technologies due to three main reasons: (i) **increasing access to finance available** for purchasing equipment such as solar irrigation pumps over conventional, (ii) **taking a longer term view on investment** due to the significant increases in working capital required to run conventional fossil fuel equipment (i.e. due to higher cost of fuel), and (iii) **improved affordability** as the relative cost of climate smart technologies is falling in rural markets.

- **L3: Intentional, intervention-specific gender actions make inclusion more practical, visible and scalable.** Programme partners are shifting behaviour as a result, where more women are being recruited into managerial positions, as sales agents, and extension workers. The programme is also seeing more women being integrated into higher value supply chains as producers (seed multiplication, biofortified crops) and with improved market access to inputs, technologies and services. This is an impressive shift in a context where deep structural and cultural barriers, as well as long-established networks often exclude women. During the field visit, the review team heard from businesses about recruiting women as core staff to help manage this scale-up, including into the senior management team for the first time. Businesses also commented on the commercial benefit of integrating women into their supply chains; female farmers adopting practices (stepping up from grains to seeds) and technologies better than men leading to higher yields and better buy back, including loan recovery. Propcom+ should look for opportunities to develop tailored case studies and strategies to document the programmes wider gender and social inclusion impact (see R6). See *Section C Output 4* for further discussion on gender.
- **L4: Capital grants have helped de-risk private sector investment and accelerated new ways of working that might not otherwise have taken place.** Propcom+'s grant funds aimed to leverage private investment in agribusiness ventures that combine commercial viability and high development impact for poor farmers and consumers. By reducing risk and promoting innovation, the capital grants are catalysing investment, helping overcome the high front end costs and risk of investment, thereby improving access to markets for hundreds of thousands of farmers and entrepreneurs. The full benefits of the grant capital will be realised over the next two to three years. However, early signs from some partners are showing positive impact, particularly for those investments deployed alongside technical assistance. Good early examples include the solar fridge co-investment with Tropical Poultry Limited that has seen their vaccine distribution increase from 50-60 vials to 20,000 vials a month due to improved cold storage in their supply chain. Similarly, Halilco has ramped up the processing of biofortified millets into Instant Koko by 300%, an increase from 12.5MT to 50MT per month, following the installation of a higher-capacity processing facility.
- **L5: A patient capital approach is essential in deploying grant capital** in a context with fragmented markets, poor information and coordination mechanisms. Feedback from grantees were unanimous in the benefit grant capital has allowed them in expanding their innovative businesses and impact as set out above. Feedback also highlighted the challenges of navigating the tight grant window, particularly milestone delivery timelines, strengthening standard operating procedures (SOPs), and the devaluing naira over the reporting period which increased their respective contributions in turn. These tight timelines were particularly pronounced where assets needed to be imported into Nigeria and domestic fabrication, given no availability in country or region. Nonetheless, whilst this involved more time and effort from partners than they anticipated, many were extremely positive in the feedback and have found the stronger SOPs as a result are helping in access to credit with financial institutions and other benefits to their businesses.

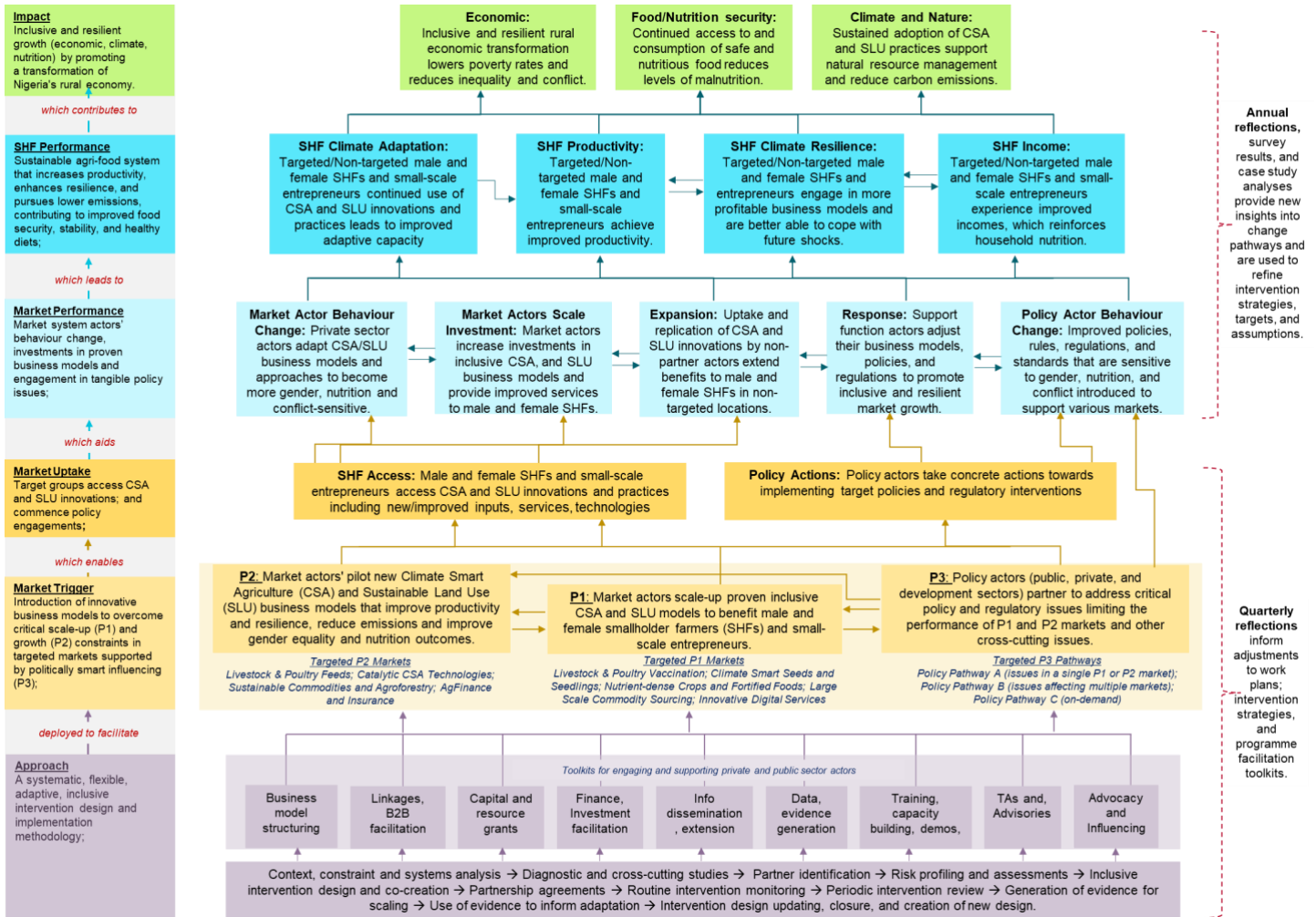
**Key Recommendations:**

- **R1: Propcom+ should look to establish a more strategic mechanism or platform for coordination and collaboration on rural and market development initiatives.** Over the reporting period, the programme introduced learning events with partners but should look to take this a step further to promote wider Business to Business (B2B), Business to Farmer (B2F), and peer to peer learning to strengthen and optimise synergies in addressing constraints faced by agribusinesses, identify and deliver layering of interventions, and further promote instances of systemic changes to market systems.

- **R2: Propcom+ should consider establishing a market intelligence system** to give more real-time updates on programme markets to identify and inform opportunities and risk management as set out in the Business Case. This worked well in the predecessor programme. This system can enable the early identification and management of risks, provide a deeper understanding of the context and state-specific nuances, improve private sector partners responsiveness and efficiencies in addressing constraints that would otherwise impede their operations, and improve coordination with government through information sharing of what is happening in rural markets.
- **R3: Propcom+ to expedite the implementation of their Access to Finance (A2F) strategy** for a wider, integrated and multipronged approach to address the growing financial gap in agriculture by July 2025.
- **R4: Propcom+ should consider how it engages on formal and informal policies** that govern agricultural markets, including how it tracks and records changes. Informal rules, norms and standards can be critical, particularly in markets where formal structures are weak, to drive quality and transparency or the facilitation of B2B or B2F linkages (ongoing).
- **R5: Propcom+ to develop quarterly state-level dashboards** to complement the existing Mutually Accountability Framework (MAF) engagement with more regular and tailored updates (ongoing).
- **R6: Propcom+ should develop a more strategic communication and learning strategy** that helps provide information and evidence to continuously improve programme interventions (see also R2) and showcases key achievements and lessons learnt from the programme, including wider opportunities to package and disseminate this learning, by September 2025. The Annual Review field visit highlighted several change agents and leaders the programme could explore opportunities to engage with for example.
- **R7: FCDO to update the programme logical framework** milestones and targets against the revised budget allocations using the Business Case Value for Money benchmarks to the mid-term in 2027 by September 2025.
- **R8: FCDO to review the relevance of the GBP Key Performance Indicator (KPI) targets** from the Business Case, and to update the revised logical framework, by September 2025.

# B: THEORY OF CHANGE AND PROGRESS TOWARDS OUTCOMES

## Programme's Theory of Change



## Summary of Theory of Change

The Theory of Change (ToC) underpinning the programme follows the principles of market systems development. Propcom+ systematically identifies market constraints, designing climate and nutrition smart intervention models capable of overcoming critical scale-up (P1) and growth (P2) constraints in targeted markets. This is supported by politically smart policy engagement and influencing (P3). The programme then supports market and policy actors to implement these interventions to introduce new/improved inputs, services and technology to the market, which act as 'market triggers'.

Sustained uptake of these innovations by targeted smallholder farmers and entrepreneurs results in improved market performance, including market and policy actor behaviour change, more investments, increased policy engagements, better functioning markets, greater access to market-related goods and services, and increased market system capacity.

Consequently, partners and other market actors are attracted to adopt, adapt, expand, and replicate these innovations resulting in improved enterprise practices, a better enabling environment, and performance at scale. These wider systemic outcomes in turn leads to better smallholder enterprise performance characterised by increased productivity, improved climate resilience, and better income for target and non-targeted beneficiaries, contributing to decreasing their levels of poverty, malnutrition, climate vulnerability, and promoting a transformation of Nigeria's rural economy.

Propcom+'s independent evaluation completed an analysis of the programme's Theory of Change (ToC) during the evaluation design. It noted the programme ToC provided a coherent statement of the problem that the programme seeks to address, is grounded in evidence informed by contextual and GESI analysis, provides a clear vision of the change sought, maps key causal pathways and assumptions, how activities are designed into management processes, and how the 3P approach is envisaged as working in a mutually reinforcing way.

The independent evaluation also commented two key areas to strengthen the ToC logic. First, there was not a clear rationale for why the programme’s interventions are necessary – specifically what are the market failures or system constraints the interventions are intended to address, particularly the barriers to adoption and scale-up of climate smart agriculture among farmers and enterprises. Secondly, the causal pathways and assumptions are presented with a high level of complexity, making it difficult to identify critical links or to test key assumptions easily. There can be a disconnect between the programme ToC and intervention-level results chains, raising concerns about whether implementers fully understand or ‘own’ the overarching logic of the programme and how that translates at the intervention level. The feedback from LEAF was considered by the programme during the end of year review of the ToC, and as a result, both the ToC and intervention results chain structures were updated to align with each other.

**R9:** Propcom+ to explore the use of a Systemic Theory of Change approach which involves a visual depiction of a theory of change that covers a variety of interventions or projects that are intended to change or transform a system together (such as within a specific portfolio). This will depict the multiple, reinforcing connections between different intervention activities, outcomes, and how they affect aspects of the system.

A major change in the programme from the original Business Case has been the inclusion of capital grants in Propcom+’s Climate Smart Agriculture Grants Facility. A Business Case Amendment was approved in March 2024 for the use of up to £10 million of capital investments. During the reporting period, £3.8m of capital grants were disbursed to 15 partners which is expected to improve market access and productivity of over 1m smallholder farmers and small-scale entrepreneurs at a cost per beneficiary of £3.35. Most of these results will be realised over the next two years due to the time lag from investment in the capital assets to said assets being fully operational. The programme continues to work with capital grant partners through P1 and P2 portfolios.

**Is the programme on track to contribute to the expected outcomes and impact?**

Propcom+ has completed its first full year of implementation and is exceeding the programmes stretching results targets at the output level. Limited data and results are available at the outcome and impact level, which are expected over the next 12 months. However, based on the predecessor programme, other market development programmes, and programme evaluations, we are confident the programme is on track to deliver the expected outcomes and impact.

The programme has reported early signs of shifts in market behaviour, demonstrating the relevance, commercial viability and sustainability for sustained private sector engagement. 17 instances of systemic change – a key outcome indicator - have been provisionally documented following the programmes adapt, adopt, expand and response (AAER) framework.<sup>6</sup>

On **Adaptation**, partners are expanding programme business models to new geographies and increasing operational capacity by hiring new staff, opening new offices, and procuring additional equipment. Ambuvet (a partner veterinary pharmaceutical company) reported **Expansion** through the crowding-in of two competitors whilst Matura Agro reported a competitor replicating their model growing quality affordable alfalfa fodder. The programme also observed two instances of **Response**, including the increased registration of Community Animal Health Workers (CAHWs) and Veterinary Paraprofessionals (VPPs) by the Veterinary Council of Nigeria (VCN) and Gombe State government.

The programme’s independent evaluation has been contracted, with evaluation design finalised. The purpose is to independently assess the results achieved by Propcom+ and to learn where, when, for whom, how and why the investment approaches work within different contexts. The learning from this innovative approach is essential to support decision making regarding the scale-up and/or redesign of Propcom+ and contribute to critical evidence gaps.

A key objective of LEAF is to identify the outcomes and impacts of the interventions, whether the programme is on track, and the extent of systemic change observed in targeted markets at national and state levels. It will aim to understand the conditions for success when supporting rural and agricultural interventions in Nigeria. These objectives aim to also capture any unexpected outcomes from the programme from what is set out in the Business Case. Lessons learnt will be integrated into intervention design and implementation (see Section C Output 5 for further discussion).

**Should the programme continue, based on its own merits and in the context of the wider portfolio**

Nigeria continues to have one of the largest numbers of poor people in the world (now at 107m). Poverty and food insecurity are increasing. Nigeria remains one of the most climate and conflict affected countries with farmers on the

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<sup>6</sup> AAER (Adopt-Adapt-Expand-Respond) is a commonly used framework in market systems development (MSD) programming. **Adopt** is where intervention partners take up a change with support from the programme. **Adapt** is where they further invest in this change, without support from the programme. **Expand** is where other actors in the same function or market take up the change, and **Respond** is where actors in other functions change their behaviour in response to the original change, and in a way that supports that change.

frontline of climate change impacts and conflict-related disputes. According to the World Bank, agriculture stands out as a sector where Nigeria has great productive potential, and where progress would be transformative in terms of creating better jobs at scale, as well as tapping external markets and diversifying from oil.<sup>7</sup> The sector is also key to the urgent priority of addressing the high prevailing level of food insecurity in Nigeria and the worsening impacts of the climate crisis.

Propcom+'s approach is fully aligned with UK ministerial priorities, built on a modern partnership – with both the public and private sectors – that facilitate market systems change to address Nigeria's key development challenges of low productivity, jobs-poor growth, climate change vulnerability, and insecurity. It delivers technical expertise, investment and innovation built over a strong legacy of successful private sector agricultural and forestry programmes in Nigeria and globally. These programmes have demonstrated real change by working with the private sector, drawing on UK expertise as a leader in adapting best practice, transforming systems, and building markets in the most difficult circumstances, particularly for women and girls.

Food and agriculture are at the frontier of investment in hinge markets, such as Nigeria, and are important for UK investment vehicles like British International Investment (BII). The programme helps support the delivery of the UK-Nigeria Business plan, and the UK-Nigeria Strategic Partnership on increased mutual economic growth and strengthened institutions and technical cooperation. Food security is a foundation for stability and prosperity.

Agriculture is a key sector of the UK-Nigeria Enhanced Trade and Investment Partnership (ETIP). Early areas have been identified through collaborations with the UK Department of Business and Trade (DBT) to address trade barriers set out in the ETIP; engaging with relevant UK suppliers and expertise, for example in animal genetics, agri-tech and vaccine development; forging sustainable growth partnerships with UK consumer product companies on sustainable commodities; deepening the use of Developing Countries Trading Scheme (DCTS)<sup>8</sup> for example through commodity specific trials on DCTS utilization; and expanding relationship with BII to build a pipeline of investment opportunities and enhance impact of existing investments. There are opportunities to scale up support over the next year with an enhanced offer increasing mutual growth between the UK and Nigeria by helping transform a key sector in Nigeria's economy.

Food and agriculture are also key priorities for Nigeria's Federal and State level administrations. Propcom+ has developed strong partnerships set out in this Annual Review to support Nigeria's policy priorities in promoting private sector led climate and nutrition smart growth. The programme has built strong traction and buy-in from private sector actors demonstrated through the willingness and trust in the uptake and deployment of the programmes promoted business models.

Propcom+ is exceeding output level expectations and in turn, delivering strong value for money. The early signs of systemic change in markets demonstrates the value held both by programme partners adopting, adapting and expanding the models promoted by the programme, but also the crowding in of non-partners replicating the models (see above).

For this reason, this review recommends the programme continues.

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<sup>7</sup> World Bank (2025) Nigeria Development Update : Building Momentum for Inclusive Growth (English). Washington, D.C. : World Bank Group. <http://documents.worldbank.org/curated/en/099050925195027786>

<sup>8</sup> [Developing Countries Trading Scheme \(DCTS\) - GOV.UK](https://www.gov.uk/government/collections/developing-countries-trading-scheme-dcts)

**C. DETAILED OUTPUT SCORING**

<b>Output Title</b>	Innovative and inclusive Climate Smart Agriculture (CSA) and Sustainable Land Use (SLU) intervention models piloted and scaled up by market actors for smallholder farmers and small-scale entrepreneurs.		
Output number:	1	Output Score:	<b>A+</b>
Impact weighting (%):	50	Weighting revised since last AR?	Yes – increased

Indicator(s)	Milestones for this review	Progress
1.1: Number of people supported to adapt to the effects of climate change [ICF KPI 1]. [Females in parenthesis] (Cumulative)	Total: 403,000 (50%) HarvestPlus: 212,000 (50%) Propcom+: 191,000 (30%)	<u>Exceeded:</u> Total: 536,004 (48.6%) HarvestPlus: 254,796 (54.3%) Propcom+: 281,208 (43.5%)
1.2: Number of partner market actors investing in the pilot or scale-up of Climate-Smart inclusive innovations. (Cumulative)	30	<u>Exceeded:</u> 38
1.3: Number of P1, P2 interventions designed and approved. (Cumulative)	10	<u>Achieved:</u> 11

**Briefly describe the output’s activities and provide supporting narrative for the score.**

Output 1 is the principal output measuring Propcom+’s added value, focusing on facilitating sustainable systematic, scale change in the access to, and effectiveness of, critical market functions for poor farmers and small-scale rural entrepreneurs. Performance on this output has moderately exceeded expectations, scoring an **A+**.

Over the last year, P+ supported an additional 359,261 people (121% of target), of which 48.6% were women, to adapt to the effects of climate change through improved access to inputs, services and/or technologies. Over half of these beneficiaries were from scaling last-mile delivery of vaccines (52.5%), with 45% from two other P1 interventions of scaling rural seed promotion (22.2%) and scaling biofortified seeds (21.8%). These three markets were established under the predecessor programme and SRF, and Propcom+ is demonstrating it has been able to leverage the solid platform that was built to continue to grow. The deployment of capital grants over the last 12 months has targeted specific constraints that hold back the required transformational change in these markets, opening significant growth opportunities. Good examples are the investment with the National Veterinary Research Institute (NVRI) which will scale domestic vaccine supply by 600%, with an emphasis on integration of smallholder farmers, and with Premier Seed to establish the first seed processing hub in Northeast Nigeria, in Gombe State.

The programme partnered with an additional 28 market actors that have invested in piloting or scaling up climate smart and inclusive business models. 20 of these were from P1, and 8 from P2. Six market actors have adopted and are now investing in poultry and livestock vaccine distribution, five in seed multiplication and distribution, five in CSA technologies (solar irrigation, threshers, Electric vehicles; biodigester, mechanisation), three in biofortified seed multiplication and distribution, three in aggregation and off-take of biofortified grains two in agroforestry, two in digital extension, one in livestock feed and fodder, and one in poultry and livestock vaccine manufacturing.

Three new interventions were designed and approved during the reporting period, all under the P2 innovation portfolio, including two catalytic CSA technologies (Electric Vehicles to transport agricultural inputs and produce, and solar fridges) and piloting integrated agroforestry for improved cocoa productivity and payment for environmental services (PES) models in the Afi and Mbe Forest, Cross River State. Capital grants were also disbursed to promote the production and supply of organic fertiliser and biopesticides, the adoption of solar-powered agricultural mechanisation services (threshers, dryers, irrigation pumps), and to pilot climate-adapted feed and fodder production and supply.

**Describe any changes to this output during the past year, and any planned changes as a result of this review.**

This output previously captured the Strategic Response Fund (SRF) grant to HarvestPlus to accelerate the delivery of biofortified crops. Output 1 now integrates the SRF results with the main programme, and captures the facilitation of sustainable, systematic and scalable change in the access to, and effectiveness of, critical market functions for poor farmers and small-scale rural entrepreneurs.

Planned changes over the next 12 months are to update the milestone targets for the next two reporting periods to the mid-term in 2027 (see R7 recommendation). This will increase the ambition and stretch from the original Business Case targets due to higher than originally anticipated budgets at the start of the programme, and to capture the capital grant results.

**Progress on recommendations from the previous AR (if completed), lessons learned this year and recommendations for the year ahead**

Lessons learned and recommendations for Output 1 are captured in Sections A and G.

<b>Output Title</b>	Political, business, development and community actors take action to address critical policy and regulatory constraints limiting the performance of P1 and P2 markets, and other cross-cutting issues.		
Output number:	2	Output Score:	<b>A+</b>
Impact weighting (%):	20%	Weighting revised since last AR?	New output

Indicator(s)	Milestone(s) for this review	Progress
2.1: Number of policy and regulatory interventions addressing specific P1, P2, cross-cutting, or macro-level constraints. (Cumulative)	8	<u>Exceeded</u> : 11
2.2: Number of policy actors supported by the programme to implement policy and regulatory interventions. (Cumulative)	10	<u>Exceeded</u> : 16
2.3: Number of concrete actions taken by policy actors supported by the programme towards effecting targeted policy and regulatory changes. (Cumulative)	30	<u>Exceeded</u> : 54

**Briefly describe the output’s activities and provide supporting narrative for the score.**

Market systems are formally and informally governed and organised around rules, policies and processes. These can fundamentally influence the nature of a market system. P+ activity for the reporting period focused on improving the formal rules and practices of its target market systems through policy and regulatory reforms, such that they are commercially efficient, competitive, and profitable, while offering significant inclusive participation of smallholder farmers and small-scale entrepreneurs. Overall, this output has moderately exceeded expectations, scoring an **A+**.

Responding to the 2024 Annual Review recommendation, Propcom+ took forward the enabling policies (P3) approach from Inception into a more comprehensive strategic offer, delivered through three pathways: **Pathway A** addresses single market-specific bottlenecks holding up P1 and P2 markets. Interventions or sub-interventions here would always have an anchor intervention leading action in the relevant area; **Pathway B** addresses broader business environment constraints affecting multiple Propcom+ markets. Pathway B interventions may or may not have an anchor pillar, and **Pathway C** are on-demand technical assistance to policy makers and influencers engaging the private sector and/or the BHC on CSA-relevant policy and regulation. This responds to the identified need to respond more promptly to emerging policy requests and opportunities for more time-bound and discrete policy engagement.

Eight new policy and regulatory interventions were implemented over the reporting period, five in Pathway A, two in Pathway B and one in Pathway C. Pathway A focused on replicating the Africa Sustainable Commodities Initiative<sup>9</sup> in Ekiti, the Cocoa and Forest Initiative (CFI) in Cross River and Ondo States,<sup>10</sup> developing and operationalising the Okomu Forest Management Plan (FMP) in Edo State, and strengthening the institutional capacity for livestock disease prevention with both the Federal Government, and at state level. In addressing the gaps created by FAO’s now limited provision, Propcom+ has stepped forward to build a coordinated approach with other programmes to support the upgrading of the Nigeria Animal Disease Information System (NADIS).

Pathway B developed the Jigawa State Agricultural Investment Plan, Gombe State’s new Agricultural Policy, and provided technical assistance to the Federal Ministry of Livestock Development for development of the Nigeria Livestock Growth Acceleration Strategy (NL-GAS) and for the related coded procurement plan. In addition, a five-day study tour to Ghana in March 2025 for the Cross River State cocoa, oil palm and coffee multi-stakeholder committee

<sup>9</sup> The Africa Sustainable Commodities Initiative is a single set of principles for the responsible production of agricultural commodities. It puts producer countries in Africa at the forefront of defining the principles for the sustainable development of cocoa, rubber, palm oil, coffee and other commodities, in a way that improves livelihoods and protects natural resources, including forests. [Africa Sustainable Commodities Initiative](#)  
<sup>10</sup> The Cocoa & Forests Initiative (CFI) is the first and largest sector-wide public-private partnership in the cocoa sector. It represents a ground-breaking commitment to transforming the cocoa industry by stopping and reversing deforestation and increasing forest restoration. [Joint action for a deforestation-free future – World Cocoa Foundation](#)

provided critical insights into Ghana’s traceability systems and institutional arrangements, forest and tree crops governance, and smallholder support models, and has resulted in a strategy for a legal framework for cash crop governance and a state-level traceability system for cocoa. Pathway C developed policy guidelines for regulating the Warehouse Receipt System (WRS) with the Nigerian Commodity Exchange.

13 additional policy actors were supported to implement these policy and regulatory interventions. Over the reporting period 38 new concrete actions were taken on delivering these policy interventions. These actions include multi-stakeholder consultations on policy action development, developing policy roadmaps, socialising policy frameworks, drafting policy documents, reviewing policies and laws, validation workshops, completing diagnostics and analysis, signing MoUs and letters of commitment, and approval of new policies.

**Describe any changes to this output during the past year, and any planned changes as a result of this review.**

This is a new output.

Output indicator 2.3 provides a useful mechanism to track progress of commitments under Output 2. Concrete actions are defined as specific, observable steps or measures taken by policy actors that directly contribute to policy formulation, submission, approval or implementation.<sup>11</sup> However, the indicator and its definition would benefit from a tighter tracking system to ensure a clearer and more coherent representation on policy and regulatory development.

**Progress on recommendations from the previous AR (if completed), lessons learned this year and recommendations for the year ahead**

The 2024 Annual Review recommended Propcom+ take forward the P3 (enabling policies) approach into a strategic offer on achievable reforms to strengthen the enabling environment for sustainable food and land use in Nigeria. As stated above, the programme developed the three-pathway strategic offer, underpinned by the principles of Thinking and Working Politically, continuous political economy analysis, and initiating high-level policy engagement, strategic partnerships and building coalitions of stakeholders and facilitating action to break down barriers or enable successful market functioning, policy and regulation (issue-based working).

Lessons learned and recommendations for Output 1 are captured in *Sections A and G*.

<b>Output Title</b>	Lessons and Knowledge products from programme implementation are disseminated, and partnerships are forged with strategic partners.		
Output number:	3	Output Score:	<b>A++</b>
Impact weighting (%):	10%	Weighting revised since last AR?	New output

<b>Indicator(s)</b>	<b>Milestone(s) for this review</b>	<b>Progress</b>
3.1: Number of collaborations and partnerships with development programmes and organizations interested in adopting/advancing elements of our interventions and innovations. (Cumulative)	2	<u>Substantially Exceeded</u> : 6
3.2: Number of programme learning or knowledge products developed and disseminated to external stakeholders. (Cumulative)	5	<u>Substantially Exceeded</u> : 16
3.3: Level of satisfaction of surveyed market actors and stakeholders with the quality of programme interventions/business models and learning/knowledge products. (Cumulative)	Medium-High	<u>Exceeded</u> : High

**Briefly describe the output’s activities and provide supporting narrative for the score.**

Output 3 is a new and expanded output that covers a key programme priority of collaborating and coordinating with others through strategic partnerships, leveraging strengths of others to achieve results at scale. By identifying and building strategic partnerships the programme supports the opening of missing markets and addressing other constraints that adversely affect investment, resilience and productivity along the entire given value or supply chain. This output covers the lessons learnt and the development of knowledge products from programme implementation, their dissemination, and collaborations and partnerships developed with strategic partners. Overall, this output has substantially exceeded expectations and scored an **A++**.

<sup>11</sup> See tab 2 ‘Indicator definitions’ of the programme logical framework for further information.

Four new strategic partnerships with development programmes were developed during the reporting period. The first with the World Food Programme (WFP) promotes the adoption and utilisation of biofortified crops and food products for humanitarian assistance programmes, particularly Iron Pearl Millet and Vitamin A Maize. Secondly with the Food and Agriculture Organisation (FAO) on strengthening institutional capacity for livestock disease prevention in collaboration with the Chief Veterinarian of Nigeria (CvoN) through the development of the National Animal Disease Information System (NADIS) which will enhance the programme's actions on disease surveillance. Thirdly, with several FCDO programmes<sup>12</sup> to consult with Kaduna State Local Government Authorities (LGA) on the new Local Government Autonomy bill implications in agriculture and other sectors. Fourthly, with the Initiative for Sustainable Development (IDH) to finalise the Okomu FMP in Edo State who provided funding on the socio-economic survey to complement Propcom+'s Flora and Fauna Survey. These surveys helped finalise the draft FMP, a key document for the consistent management of the Okomu forest landscape. Fifthly, with the International Fertiliser Development Centre (IFDC) HortiNigeria Programme to conduct electric vehicle (EV) intervention research in Kano. Finally, with the International Livestock Research Institute (ILRI) to promote maize substitution in livestock feeds by leveraging High Quality Cassava Peel (HQCP) technology across multiple states and communities.

The programme has performed strongly in the number of learning and knowledge products developed and disseminated to external stakeholders. 16 learning products were developed during the reporting period and are set out in *Section G* of this Annual Review. In addition, the programme hosted three learning events: (i) a webinar with the SRF HarvestPlus project on 'Accelerated Release and Commercialisation of new seed varieties (the HarvestPlus ARC Model) – Lessons Learned in Commercialising Iron Pearl Millet; (ii) Propcom+ hosted a Sustainable Rice Intensification (SRI) knowledge-sharing event of the intervention evaluation to help guide future scaling and policy integration, and; (iii) an external learning event on the programme's business models to help foster knowledge sharing and learning amongst partners and non-partners, with over 90 participants.

Propcom+ commissioned a feedback survey to evaluate stakeholders' perceptions of the quality of programme interventions, business models, and learning/knowledge products. This included two distinct online self-administered surveys: one for programme partners implementing interventions and another for non-partners who accessed the programme's learning products. On the former, the average score was 4.5 out of 5,<sup>13</sup> indicating a high level of satisfaction from 30 partners on the quality of interventions and business models for the programme. Feedback on Propcom+'s knowledge and learning products had an average satisfaction score of 4.7 out of 5, with responses highlighting the quality, timely and practical nature of the products which assisted in decision-making related to project design, advocacy and field implementation.

### **Describe any changes to this output during the past year, and any planned changes as a result of this review.**

This output is a new and expanded output.

### **Progress on recommendations from the previous AR (if completed), lessons learned this year and recommendations for the year ahead**

See key lessons learnt and recommendations in *Sections A and G*.

<sup>12</sup> Lafiya, Partnership for Learning for All in Nigeria (PLANE), Partnership for Agile Governance & Climate Engagement (PACE), Save the Children

<sup>13</sup> Satisfaction was measured using a 5-point Likert scale: 1 = Highly Dissatisfied, 2 = Dissatisfied, 3 = Neutral, 4 = Satisfied, 5 = Highly Satisfied. Responses were categorised into satisfaction levels: Low (<3.5), Medium (3.5 to <4.0), High (≥4.0).

<b>Output Title</b>	Programme design and implementation approach is systematic, flexible, adaptive, and inclusive.		
Output number:	4	Output Score:	<b>A</b>
Impact weighting (%):	10%	Weighting revised since last AR?	New Output

Indicator(s)	Milestone(s) for this review	Progress
4.1: Programme strategy and/or intervention design are reviewed periodically and adapted based on learning and/or changes in context or priorities.	Every quarter, a strategy review meeting is held; lessons learned are documented; planned adaptations are presented to TAC for approval; approved changes are implemented and documented.	<u>Achieved</u> : See below.
4.2: Evidence of cross-cutting considerations (GESI, political economy, conflict sensitivity, nutrition) integrated into each market or portfolio strategy.	Insights from cross-cutting themes assessments executed during the inception phase are integrated into programme intervention design, strategies and activities.	<u>Achieved</u> : See below.
4.3: Evidence that safeguarding (SEAH) policies and environmental compliance policies are established, implemented and monitored.	Programme staff and partner market actors are trained on safeguarding and environmental compliance; safeguarding feedback mechanisms are implemented; and programme's environmental monitoring plan is tracked and implemented.	<u>Achieved</u> : See below.

**Briefly describe the output’s activities and provide supporting narrative for the score**

Output 4 captures the programme’s approach and methodology to design and implementation, ensuring a strong emphasis on adaptive and flexible management, collaboration and coordination with others, and evidence of implementation of assurances set out in the Business Case such as safeguarding (SEAH<sup>14</sup> and environmental), political economy, conflict sensitivity, nutrition, and gender and inclusion. Progress on this output is also tracked quarterly through the Key Performance Indicator (KPI) assessment with the main contract supplier (*see Section F for further discussion*). This output has met expectations, scoring an **A**.

The programme’s strategy is overseen through programme governance aligned to quarterly sprint cycles for robust decision making in agile programme delivery. The programme strategy has adaptability and flexibility built-in to make changes to programme activities to respond to opportunities, challenges, risks, changes in context, and lessons learnt over the previous quarter (sprint cycle). This is based on evidence and learning, responding to evolving priorities or needs, feedback from partners, stakeholders and beneficiaries to guide investment decisions, including ‘stop-go’ procedures for when to cut losses and not proceed with an intervention that is deemed to fail.

Five strategic review sessions were conducted over the year under review with both internal and external stakeholders. Three Technical Advisory Committee (TAC) meetings were held quarterly to ensure that the annual work plan is on track and adapt as opportunities and challenges arise. TAC’s are informed by quarterly strategic meetings that review key achievements in the previous quarter, an assessment of how the programme performed against objectives, recommendations for adaptations, updated risk analysis, and interim progress against output, outcome and value for money indicators. Programme Steering Boards (PSBs) set overall strategic direction for the programme to help shape strategic priorities and facilitate coordination with other programmes and initiatives and met twice during the reporting period.

There is good evidence from the reporting period of integration of cross-cutting considerations. On Gender Equality and Social Inclusion (GESI), GESI mainstreaming and analysis served as the foundation for an iterative process of data analysis, learning and continuous intervention adaptation. A good example has been helping increase female participation in community seed multiplication from between 2-5% of beneficiaries to 10-30%. This is an impressive shift where deep structural barriers and long-established networks often exclude women. With the programme’s facilitation, female farmers stepped up from grain into the higher value market of seed production, demonstrating their ability to adopt practices and follow production requirements. Feedback during the Annual Review field visit consistently highlighted higher repayment rates of loans and buy back to companies for women than their male counterparts. This has led to increased income for women from seed sales, enhanced community standing, and employment opportunities across the value chain.

<sup>14</sup> Sexual Exploitation, Abuse and Sexual Harassment (SEAH)

Further cross-cutting considerations have been integrated into programme design and implementation. A good example was the programme conducted a macroeconomic political economy analysis (PEA) to help understand the changing context and actors from the rapid changes in macroeconomic context to provide guidance on the direction of government policy and interventions. Further state level PEAs and stakeholder were also conducted to help inform the sustainable commodities work.

Propcom+ has strengthened its commitment to safeguarding and environmental compliance through targeted training for staff and partner market actors. On SEAH, the programme conducted a desk review of existing safeguarding arrangements to identify potential gaps to strengthen the programme’s safeguarding pillar and informed the development of Propcom+’s Code of Conduct. All staff are trained in safeguarding principles, during on-boarding and refreshed annually, and there is a safeguarding focal person in-country with clear feedback and grievance mechanisms in place. All interventions are guided by environmental compliance principles through Environment Management Plans (EMP). These are anchored with project partner Environment Sustainable and Compliance Assessments (ESCA) which were introduced during the reporting period to monitor and track partners environmental performance. 27 partners were assessed and developed tailored improvement plans and training to strengthen environmental risk management. Periodic monitoring exercises are completed to ensure recommendations from the ESCA are continually implemented.

**Describe any changes to this output during the past year, and any planned changes as a result of this review.**

This is a new output and there are no planned changes. The programme could consider a more systematic way of reporting against this output and the KPI’s through a rubric or scorecard approach.

**Progress on recommendations from the previous AR (if completed), lessons learned this year and recommendations for the year ahead**

See key lessons learnt and recommendations in *Sections A and G*.

<b>Output Title</b>	Procurement of independent evaluation (LEAF) completed, contracted, and inception phase and mid-term evaluation completed.		
Output number:	5	Output Score:	<b>A+</b>
Impact weighting (%):	10%	Weighting revised since last AR?	New output

Indicator(s)	Milestone(s) for this review	Progress
5.1: Preferred bidder identified through mini-competition on existing GEMFA framework and contracted.	ToR signed off by EQUALS by March 2024, EME held by May 2024, ITT Pack Published by June 2024, Bids evaluated, and implementation contractor selected and contracted by September 2024.	<u>Moderately Exceeded</u> : ToR signed off by EQUALS February 2024. ITT Pack published in May 2024, and contract signed in September 2024.
5.2: Supplier mobilised, and successful completion of Inception Phase, including EQUALS review.	Evaluability Assessment completed by December 2024, Evaluation Design completed by February 2025, and EQUALS Review completed by March 2025.	<u>Achieved</u> : Evaluability Assessment, Evaluation Design and EQUALS Review completed.
5.3: Mid-term Evaluation Completed, and finding disseminated.	n/a	n/a

**Briefly describe the output’s activities and provide supporting narrative for the score.**

Overall, this output has moderately exceeded expectations, scoring an **A+**. Output 5 captures the procurement process for selecting the Supplier for the independent evaluation of Propcom+, the Learning, Evaluation and Accountability Facility (LEAF), and the completion of evaluation design.

An Early Market Engagement (EME) was held on 21<sup>st</sup> May 2024. Prior to the EME, attendees were provided with a draft copy of the Terms of Reference (ToR) that had been signed off by FCDO’s Evaluation Quality Assurance and Learning Service (EQUALS). The Invitation to Tender (ITT) pack was published on FCDO’s e-procurement portal through the Global Evaluation and Monitoring Framework Agreement (GEMFA) on 29<sup>th</sup> May 2024. Four compliant bids were received and evaluated against the scoring criteria. Oxford Policy Management Limited’s (OPML) bid was deemed to be the most economically advantageous tender and therefore value for money. The contract was signed on 27<sup>th</sup> September 2024.

Evaluation design commenced in October 2024, comprising two key deliverables. The first, was an evaluability assessment to help define what evaluation approaches are feasible, including a review of Propcom+'s monitoring approach and Management Information System (MIS) to assess its utility and relevance for evaluation. The second was the evaluation design report which details the evaluation approach and the process of the inception phase including providing a record of how and why decisions were reached. The evaluation design and evaluability assessment were quality assured by the LEAF Advisory Reference Group<sup>15</sup> and EQUALS, who scored the evaluation design as excellent.

**Describe any changes to this output during the past year, and any planned changes as a result of this review.**

This is a new output that responds to the 2024 Annual Recommendation (R9) to prioritise the procurement of the independent Monitoring, Evaluation, Research and Learning (MERL), with a preferred bidder identified, contracted and mobilised by November 2024.

**Progress on recommendations from the previous AR (if completed), lessons learned this year and recommendations for the year ahead**

The 2024 Annual Review recommended prioritising the procurement of the independent evaluation. See above for progress.

**R10:** With the completion of the procurement process and evaluation design, Output 5 with its indicators, milestones and targets should be updated and changed to cover activities to deliver the Mid-Term Evaluation in 2026.

See key recommendations in Section A.

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<sup>15</sup> The Advisory Reference Group purpose is to assure the overall quality and usefulness of LEAF's evaluation products, and adherence of the evaluation process to the OECD/DAC Evaluation principles of impartiality, transparency, independent, credibility and partnership and the OECD/DAC Quality Standards for Development Evaluation. It comprises representative with evaluation and specialist sector experience relevant to the Propcom+ programme.

## D: VALUE FOR MONEY

### Key cost drivers and performance

The key cost drivers stem from the cost of the Supplier to set up and manage the programme. The Business Case sets out management fees, overhead costs, staff, and consultancy costs as the key determinant of Value of Money (VFM). The primary cost drivers are from the increased costs of working in a conflict-affected and fragile environment, the adoption of new climate smart agriculture areas, and inclusion of vulnerable groups (women, geography, internally displaced persons, persons with disability, etc.).

FCDO's VFM framework measures VFM on the 5E's – economy, efficiency, effectiveness, equity, and overall cost-effectiveness. During the reporting period, the programme focused on: (i) delivering early interventions designed during programme inception (ii) delivering new C-DEL grants from the Business Case Addendum (iii) designing new and expanded interventions aligned to programme strategy and objectives (iv) closing the SRF grant to HarvestPlus and transitioning to a programme partner under Palladium, and (v) procurement and design of the independent evaluation.

There is limited data to assess programme performance on effectiveness and cost-effectiveness for the reporting period. Therefore, this Annual Review will focus its VFM assessment on economy, efficiency, equity, some effectiveness indicators, and the VFM proposition in the Business Case.

### VfM performance compared to the original VfM proposition in the business case

Propcom+ employs a VFM framework nested within the wider delivery to inform VFM judgements and decision making, and to improve programme performance.

Propcom+ measures **economy**, *referring to inputs*, through a ratio typical to market systems development programmes of total operations costs (overhead & management) to total cost. Over the reporting period, the main contract had a ratio of 31% and compares to 41% in the first year of implementation of the predecessor programme, Propcom Mai-Karfi. The main contract's ratio falls to 21% when including the capital grants. HarvestPlus had a ratio of 35.2% down from 36.9% in 2024. This was driven by a strong increase in programme delivery in the final six months of the programme.

**Efficiency** *refers to how well programme inputs are converted into outputs*. Propcom+ measures efficiency through cost per beneficiary supported to access markets (inputs, services or technology) and adapt to the effects of climate change. Overall, the programme has delivered this at a cost per beneficiary of £17.90 compared to the Business Case target of £25. The main contract with Palladium's resource spend (RDEL) that delivers technical assistance achieved £20, and HarvestPlus achieved £2.20 at project closure. With the capital grants (CDEL), the cost per beneficiary increases to £32 with the expectation this will significantly improve as most of these results will be realised over the next two to three years.

On **Equity**, the programme performs strongly, with *the percentage of female farmers* at 48.6% overall, consisting of 43.5% for main contract and 54.3% for HarvestPlus. This is broadly aligned to the Business Case target of 50% but substantially exceeds the predecessor programme which achieved 32.7%. The estimated cost per female beneficiary is £74 overall with the capital grants, and £48 through technical assistance. These are commendable results for operating in a context where significant gender gaps and entrenched norms exist and govern rural markets.

The programme continues to prioritise delivery in poor and marginalised States in Nigeria, and building off the 2024 Annual Review recommendation, has developed a strategy for integration of internally displaced persons (IDPs) as part of an offer on durable solutions, particularly in the Northeast. Disability inclusion has been integrated into implementation, with some early positive instances of inclusion found that builds off the predecessor programme. Propcom+ should look to review and develop a clearer understanding to strengthen its inclusion offer. See also *Section A on Lessons Learnt*.

**Effectiveness** *refers to how well outputs are achieving the outcome*. HarvestPlus's *cost per beneficiary with increased income* was £12.47 whilst the *cost per beneficiary with improved resilience* was £11.08. Both indicators are substantially below the Business Case targets of £23-25. No data from the main contract is available during the reporting period for income and resilience outcomes.

Data for private sector investment leveraged is tentative, however, *for every £1 spent by FCDO on the main contract, private sector investment increased by* £0.31 whilst for HarvestPlus is similar at £0.32. Both are below the Business Case target of £2.15, and the £2.18 achieved in the predecessor Propcom Mai-Karfi programme. This reflects the

early stage of the programme and the challenging macroeconomic context, particularly the significant devaluation of the Naira since Business Case approval.

**R11:** Propcom+ to integrate 'timely' mini VfM case studies and policy impact tracking to supplement cost-effectiveness data and to better assess long-term systemic effects. This will provide a richer understanding of performance and resource, giving deeper insights. Case studies should follow a common template that shows the rationale for interventions and the change traceable to the intervention to better understand the return on investment for a given portfolio and/or intervention.

**R12:** FCDO and Propcom+ should set annual VfM milestones to enable a meaningful assessment of VfM in future Annual Reviews.

**Assessment of whether the programme continues to represent value for money**

The Value for Money (VfM) proposition in the Business Case remains valid. Growth is a central priority in the **UK-Nigeria Business Plan** and a key priority for HMG and Nigeria. The agricultural sector remains a mainstay of Nigeria's economy and improving agricultural productivity and value addition are key to Nigeria's growth and poverty reduction goals. Alongside improved productivity, income uplifts, job creation, climate change adaptation and mitigation, enhanced food and nutrition security remain high priorities.

As set out above, Propcom+ has achieved strong performance against the VfM indicators in early implementation. Output attainment has exceeded expectations, with VfM performance driven by higher number of beneficiaries being reached and partnerships with key market actors (SMEs & govt.) within the programme budget, particularly women. Signs of systemic change are demonstrating early evidence of the programme's wider impact on market systems supporting inclusive and resilient growth that catalyses a transformation of Nigeria's rural economy.

As a result, we assess that the programme continues to represent value for money.

**E: RISK**

**Overview of risk management**

**Overall risk rating:** This Annual Review recommends maintaining the programme risk rating at **Major**. This reflects the continued challenging external context the programme operates in and scaling up implementation. During the reporting period, Propcom+ was audited by FCDO's Internal Audit Department (IAD) who assessed the programme operating at a major net risk with controls adequate to manage risk within appetite.

**The British High Commission (BHC) Nigeria's risk appetite for Propcom+ remains receptive (inclusive of major risk)** as per the Business Case, where FCDO accepts most activities carry a major degree of residual risk. Over the reporting period, the programme has delivered within appetite across all risk categories. The highest risks for the programme arise from the external context due to macroeconomic risks, weak and fragile markets, and the continued high levels of conflict and insecurity in the country. As set out in the Business Case, FCDO believes that the potential rewards are commensurate with the level of risk and within BHC Nigeria's risk appetite.

FCDO maintains a comprehensive risk register tracking strategy and context, policy and programme delivery, safeguarding, public service delivery and operations, financial and fiduciary, reputational, and people risks. FCDO and Palladium regularly catch-up where emerging risks are flagged and actions to mitigate them discussed. The risk register is updated quarterly, and as emerging risks are identified.

**Strategy and Context** risk appetite remains receptive and remains the highest risks to the programme, particularly the macroeconomic context and continued fragile security situation. Continued strong inflation, higher costs of borrowing, devaluation of the Naira, and higher fuel prices, along with significant infrastructure deficiencies, continue to influence rising food and input prices. Real incomes and purchasing power are declining for most of the population leading to rising poverty and food insecurity. Feedback to the programme and FCDO highlight, as with the last Annual Review, these impacts continue to impact business liquidity and the capacity and willingness to take risks in terms of adopting new technologies or business models. Nonetheless, this opens opportunities for deploying more efficient methods, such as driving supply chain efficiency as highlighted in the lessons learnt in *Section A*.

The programme has implemented several mitigation strategies to help address these risks. A good example is tailoring inputs, services and technologies to smallholder farmers, such as smaller and more affordable volumes of seed and fertiliser for what they need for their land holding (traditionally inputs were only available in large quantities) and an access to finance offer to improve the availability and affordability of credit for farmers and SMEs. The

programme has also been working with market actor partners to enhance input pre-financing models for smallholder farmers by making them more flexible and less demanding in upfront payment. Propcom+ is also facilitating broader B2B linkages to reduce logistical costs of inputs and services that usually lead to increased costs.

Climate change impacts and environmental degradation remain key challenges as set out in the original Business Case’s climate risk assessment and the programme’s climate vulnerability analysis. Last year’s wet season experienced drought followed by extensive flooding, impacting the North-West and North-East States. The FAO reported 29 States were affected, with more than 2.5 million people impacted and 200,000 displaced.<sup>16</sup> FAO estimated 1.3 million hectares of land was submerged, including 558,000 hectares of cropland across the country. Feedback from farmers and businesses highlighted the awareness of climate impacts, and rising interest in opportunities to adopt more climate smart practices and technologies which the programme has been able to leverage and support. Avian flu, pests and diseases, and crop failure risks remain high but unchanged.

**Policy and Programme Delivery** risk appetite is receptive, with the largest new risk from the delivery of capital grants (CDEL). Delays in the delivery of the capital assets (often requiring local fabrication and/or importation) led to adjustments in timelines and risked grantees’ ability to achieve results and meet milestones, which in turn delayed the release of further tranches of grants (see below). Propcom+ was able to help mitigate this risk by working with grantees to help ensure smooth delivery, for example stepping in to help the NVRI to source the required quotes and equipment for vaccine manufacturing.

The programme has also seen three key personal changes in the reporting period, with the programme covering gaps across the team and drawing on staff from the short and long-term advisory pools to cover. Recruitment for replacements for one of the positions is still ongoing, with further recruitment to scale up programme capacity and frontline staff. The FCDO programme team will experience a key change in the coming year, with the change in SRO and Lead Adviser. Robust handover processes have been developed to mitigate and minimise delivery risks from FCDO team changes, with the incoming SRO experienced with the programme and context.

**Safeguarding** risk appetite is cautious. The programme is compliant with FCDO’s zero tolerance on safeguarding against sexual exploitation and abuse (SEAH), with clear procedures in funding agreements and programme policies to report any safeguarding issues to BHC Nigeria. Environmental risks are managed through an Environment Management Plan (EMP) which is regularly reviewed and monitored to avoid, minimise, and mitigate environmental risks throughout implementation. No safeguarding risks were realised during the reporting period. *Section C Output 4* provides further discussion on safeguarding and environmental policies implemented this year.

**Financial and fiduciary** risk appetite is cautious. FCDO has zero tolerance on fraud and corruption. Risks are mitigated by the FCDO Propcom+ programme team adopting tight financial management processes. The programme carried moderately higher financial and fiduciary gross risk with the introduction of capital grants. Palladium’s additional fund and grant managers diligently oversaw the CDEL, with robust grant management policies and procedures to manage this risk. Capital grants were divided into tranches, with further release subject to performance and utilisation to manage any financial risk. During the year, there were instances of holding back payments while partners were able to satisfy performance and financial requirements, which led to the above average variances in the C-DEL budget lines (see *Section F for further discussion*).

**Reputational** risk appetite is minimal and closely managed alongside other risks within the programme.

**F: PROGRAMME MANAGEMENT: DELIVERY, COMMERCIAL & FINANCIAL PERFORMANCE**

**Summarise the performance of partners and FCDO, notably on commercial and financial issues.**

The Propcom+ contract was awarded to Palladium International Limited in May 2023. Palladium are supported by six consortium members: The Policy Practice (TPP), Social Development Direct (SDD), ProForest, DevLearn, Bopinc, and the PIND Foundation.

The Propcom+ contracting modality uses a hybrid Payment by Results (PbR) model to incentivise efficiency and maximise results and value for money whilst ensuring that risk is shared between FCDO and the Supplier. The PbR model splits total fee payments between either:

<sup>16</sup> [FAO warns of worsening food insecurity in Nigeria as devastating floods continue | FAO in Nigeria | Food and Agriculture Organization of the United Nations](#)

- (i) **Key Performance Indicators** (KPI's) based on a fixed percentage of total programme management and programme administration fees, paid monthly on an input basis (time). 50% of these fees are at risk.
- (ii) **Payment Milestones** – output-based on a fixed price per milestone and linked to 100% of frontline delivery fees.

The contract includes input-based (materials) monthly payments of reimbursable expenses, and grants. Key cost drivers for the programme are fees, market facilitation, grants, direct facilitation costs, overhead, and management cost. This is consistent with the Business Case. A total of £8,063,645 was invoiced and paid to Palladium International in 2024/25. This includes a total £3,675,744 C-DEL, of which £3,443,368 were grants disbursed, with the balance spent on fund management and reimburseables.

Funding to HarvestPlus was through a Memorandum of Understanding (MoU), signed with the International Food Policy Research Institute (IFPRI) on behalf of HarvestPlus, totalling £2.89m. This was for implementation of the project under the Strategic Response Fund (SRF). A total of £339,482 was disbursed in 2024/25, bringing the total spend to £1,773,568.

Oxford Policy Management (OPM) funding is through a hybrid contract, consisting of milestones and inputs (time and materials), signed in September 2024. A total of £289,666 was paid to OPM in 2024/25.

To date, the programme has spent a total of £11.9m to 31<sup>st</sup> March 2025, 12.5% of total programme budget.

The FCDO programme team have continued to provide strong programme management and leadership support over the first year of implementation and closing the HarvestPlus grant. A clear and defined governance structure has continued to be operational throughout the reporting period, with strong stakeholder engagements with partners. BHC Nigeria's Integrated Strategy and Delivery Unit (ISDU), commercial, and regional teams have contributed to ensuring quality deliverables and compliance.

### **Delivery against contract and MoU**

**Palladium** has delivered against its output-based milestones and KPI's during the reporting period. The programme has built on the diagnostic and design work of the Inception Phase to build, and form, trusted and willing relationships with partners, businesses, stakeholders, and beneficiaries for the programme's interventions. The programme is exceeding output level targets and on track to meet the mid-term results targets.

An assessment against agreed KPI's for performance and bi-annual SRM performance scorecard reporting show 'Good' performance, scoring an average of 77%, with Palladium International meeting performance requirements. Palladium's quality, delivery and timeliness of reporting was overall good, but at times required strong FCDO engagement. The programme has strengthened strategic partnerships and stakeholder relations over the reporting period, but areas of improvement are needed in financial management and innovation. See *Section C Output 4* discussion on programme safeguards and cross-cutting priorities.

The **HarvestPlus** agreement was successfully closed during the reporting period, with work and lessons learned transitioned to continue under the Palladium contract. Programme results have been strong, confirmed through field visits by the FCDO Nigeria management team. The HarvestPlus/IFPRI team remained responsive throughout the closure period and have continued to engage well with Palladium and FCDO under their new agreement with Palladium.

**Oxford Policy Management Limited** has delivered its output-based milestones during the reporting period. FCDO's independent quality assurance, EQUALS, of the evaluation products rated the deliverables as excellent. See *Section C Output 5* for further discussion.

### **Quality of Financial Management**

Propcom+ has developed strong management structures with good financial, administrative and procurement systems. FCDO carries out comprehensive reviews of monthly invoices, following which approvals are given within delegated authority limits. Budgets and forecasting are included in monthly dashboards provided by Palladium, and in monthly operations meeting with OPM and HarvestPlus where finances are discussed in detail. All procurements are reviewed against programme policies and approvals given following VfM assessments.

Palladium's monthly financial reports are well presented and provide comprehensive details. Palladium's total spend for the reporting period was £8.06m consisting of £4.39m R-DEL and £3.68m C-DEL. This compares to a £4.3m and 3.8m allocation, respectively for R-DEL and C-DEL. Palladium have an overall forecasting variance of 7.7%, consisting of an average monthly variance of 1.58% for R-DEL and 6.1% for C-DEL against the FCDO target of 5%. The uncertainty of a short delivery window for C-DEL grants posed significant challenges in C-DEL budgeting and

forecasting, with decisions taken by the programme and FCDO to proactively manage any financial and fiduciary risk. Several additional actions have been taken during the reporting period to strengthen financial management. However, more timely and stronger financial management is required to bring the forecasting variance to an acceptable level.

**HarvestPlus** spend for the reporting period was £339,482, against a Y3 allocation of £400,000 (a variance of 15%) – this covered on quarter prior to project closure. FCDO was notified early of this expected variance, and re-allocated the funds to the main contract with Palladium.

**Oxford Policy Management** spend for the reporting period was £289,666 against an allocation of £279,268 (-4% variance). Whilst OPM’s variance is within FCDO’s allowable 5% threshold, there is a need to tighten their financial management to ensure quarterly forecasting is accurate with timely submission.

**Delivery Chain Risk Map**

Propcom+’s delivery chain risk map was updated in May 2025 with key risks and necessary controls in place and is attached to this Annual Review.

**Audit, asset monitoring and control**

Propcom+ was audited by FCDO’s Internal Audit Department (IAD) during the reporting period. IAD assessed the programme to be operating at a major net risk with controls adequate to manage risk to within appetite. The auditors highlighted several areas of good practice on the programme, including the design of the value for money framework integration into the programme’s delivery framework, the design of the contract to balance risk between FCDO and partners, and on embedding gender equality in both programme public commitments and partner reporting. All audit recommendations are either ongoing or have been implemented.

A financial audit was completed during the reporting period covering the HarvestPlus grant and Palladium’s Inception Phase – August 2022 to January 2024. Audit findings were unqualified, and showed funds were spent within scope and in accordance with contract agreements. All items were procured following agreed policies. There was one case with HarvestPlus overbilling of £23,632 – this has been refunded to FCDO. All audit recommendations have been implemented and are actively monitored. A second-year financial audit of the programme is ongoing for the period February 2024 – January 2025 for Palladium and February 2024 – July 2024 for HarvestPlus. The draft audit findings were unqualified.

The programme maintains an asset register which is updated by Palladium on a quarterly basis and reviewed by FCDO Programme Managers and the PRO. The programme’s audit included asset verification of all programme assets against the asset register. Asset management is also reviewed during the monthly FCDO dashboard meetings and forms part of the submitted Quarterly Reports. All the assets from HarvestPlus were approved for transfer to Palladium; and these have all been captured on the Palladium asset register.

Date of last narrative financial report	31st March 2025	Date of last audited annual statement	HarvestPlus: 31st Dec 2023 Palladium International: 30th June 2024
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**G: MONITORING, EVIDENCE AND LEARNING**

**Monitoring and Evaluation**

This Annual Review (AR) was led by the SRO and Lead Adviser. The AR has drawn from programme deliverables, partner assessments, the independent evaluation design reports, stakeholder interviews, and programme reports to assess whether Propcom+’s strategy, intervention focus, and activities are appropriate and represent value for money. Although the review team met only a small and largely programme-selected sample, in depth probing, questions, cross checking, triangulating, and observation appeared to validate the results, and provide a significant degree of confidence.

The AR included a field visit to Kaduna, Kano and Jigawa, meeting with businesses, farmers, entrepreneurs, State Government (Commissioners of Agriculture, Technical Adviser to Governor of Jigawa, Permanent Secretaries, and Directors), covering interventions from Animal health, Biofortification and fortified crops, climate smart seeds, digital extension, and climate smart technologies. The review team also met with eight C-DEL beneficiaries.

FCDO undertook three further field visits during the reporting period. The first was to Cross River State to discuss with key stakeholders on replication of the Africa Sustainable Commodities Initiative (ASCI), meeting with the

Governor, Agricultural Commissioner, Forestry Commission Chairman, National Park Conservator, civil society (WCS, WCF<sup>17</sup>) and palm oil companies (including a CDEL recipient). A key outcome was the Governor signing a commitment with the programme in promoting sustainable land use, forest protection, and advancing deforestation-free commodities, specifically cocoa, oil palm and coffee. This commitment along with feedback has helped shape opportunities to replicate the ASCI model from Edo State for sustainable production and traceability aligned to the EU Deforestation Regulation (EUDR). This will create enhanced trading opportunities and lay a platform for sustainable cocoa that replicates and scales up the regional Cocoa and Forest Initiative (CFI) activities in Ghana and Cote D'Ivoire.

The second visit was to Oyo State to meet with HarvestPlus and International Institute of Tropical Agriculture (IITA) research staff and fields on biofortification crops and products, as well as meet with several micro and small enterprises. This visit included meeting with the Governor to discuss wider economic and agri-tech opportunities in the State, and with new British International Investment (BII) investees, Valency International and AFEX, to scope potential collaboration opportunities for P+ to support these investments.

The final visit was to Lagos to meet with Lagos-based businesses that Propcom+ are currently working with and are scoping opportunities to partner with in Y4 of the programme. Additional meetings were held to connect with BII and Manufacturing Africa on further collaboration opportunities. The trip included meeting with Infracredit, other development partners and small and medium enterprises to discuss productive use assets, and opportunities for collaboration with the programme's climate smart technologies portfolio. The feedback has fed into the Y4 programme workplan.

An independent evaluation, LEAF, was commissioned during the reported period and has successfully completed its Inception Phase of an evaluability assessment and evaluation design. See *Section C Output 5* for further discussion on LEAF.

## Evidence

The programme commenced implementing the Monitoring, Evaluation, Research, and Learning (MERL) system established during the Inception period. Propcom+'s MERL system aims to support evidence-based programme design and implementation, facilitate adaptive management, and drive the achievement of programme strategy and objectives.

To ensure that monitoring data, evidence, and learning adhere to the principle of 'Leave No One Behind', the MERL team deploys detailed data collection forms for implementation partners to report their service delivery activities. Consequently, the programme receives disaggregated information on beneficiary smallholder farmers, including sex, age, disability, geography, and specific details of the services they received. As programme data is stored on the programme Management Information System (MIS) and linked to live PowerBI dashboards, it enables the team to study progress constantly, analyse how different beneficiary groups are served, and detect emerging issues. For instance, while examining the dashboards, the team noted that the reach to female farmers was lower than expected for certain interventions, prompting the team to intensify efforts with partners to improve gender targeting.

The deteriorating macroeconomic and security situations have already been highlighted in Section A. On the economic front, these changes arose mainly due to government policies, particularly involving the removal of petrol subsidies and foreign exchange policy reforms. Analysts, including the World Bank, believe the reforms are necessary but maintain that they have intensified pressures on households and businesses in the short term.<sup>18</sup> For instance, the inflation rate reached a near 30-year high of 34.8% in December 2024; however, following the Nigerian Bureau of Statistics' rebasing of the Consumer Price Index in January 2025, the inflation rate decreased to 24.48% in January 2025, 23.18% in February 2025 but rose to 24.23% in March 2025.<sup>19</sup> These economic shifts have severely impacted the business environment and investment decisions. Several multinationals have exited the country, while smallholder farmers struggle to afford inputs to support their production. These issues have made achieving programme targets more challenging. While the programme continues to adapt to these issues, a request for a downward review of GBP-denominated outcome indicators (Net Attributable Income Change and Amount of Private Sector Investment leveraged) targets was submitted to FCDO during the reporting period (see *Section A R8*).

The independent evaluation (LEAF) team completed an Evaluability Assessment during the reporting period and will commence the mid-term evaluation in Year 4 using a phased approach. The LEAF team proposed employing a mixed-method evaluation methodology rather than a pure quantitative impact evaluation. In consultation with the programme, the evaluators have mapped out stakeholder groups relevant to the programme for engagement and introduced the programme team to the use of a Systemic Theory of Change. These strides align with the principles of

<sup>17</sup> Wildlife Conservation Society (WCS) and World Cocoa Foundation (WCF).

<sup>18</sup> [Nigeria Development Update \(NDU\)](#)

<sup>19</sup> <https://tradingeconomics.com/nigeria/inflation-cpi#:~:text=Nigeria%20inflation%20Rate%20at%20Near,the%20end%20of%20this%20month.>

the Inclusive Data Charter (IDC), especially relating to the Leave No One Behind agenda, drawing data from multiple sources, and enhancing the capacity of actors.

## Learning

Lesson learning and knowledge sharing are critical for achieving Propcom+ objectives as set out in the Business Case. Propcom+ at its core has a strong focus on adaptive learning, ensuring rapid cycles of review are embedded with tight feedback loops to build localised solutions that fit the context and inform decision points on whether to scale-up, maintain, adapt, or drop approaches/interventions. This is essential in supporting programme flexibility to scale interventions up or down, and move in or out of specific value chains, business models, and geographies, as required. During the reporting period, the programme has utilised these feedback loops to scale up in animal health and community seed multiplication portfolios, expand into new geographies, and scale back work in others.

Propcom+ delivered a range of well presented and multi-channel learning and knowledge products and events which are set out in the table below and discussed further in *Section C Output 3*. It was reported that there was significant value add when Propcom+ facilitated its Partner meetings to help lessons learning and information exchange through peer-to-peer networks on adoption of innovations and practices. During the Annual Review field visit, pockets of excellence lessons emerged on B2B, B2F and peer-to-peer learning. This Annual Review recommends the programme develops a more systematic approach to facilitate and monitor, particularly opportunities to foster systemic change. Key lessons identified are discussed in *Section A* with recommendations.

The independent evaluation, LEAF, has developed a robust communication strategy to share evaluation findings that can influence broader learning and systemic change. The strategy is rooted in a utilisation-focused approach with three main goals:

1. To foster a shared understanding of Propcom+ among key system actors, including FCDO, which may support collaboration, coordination, and potential scale-up of successful approaches.
2. To strengthen learning and adaptive management within Propcom+ by providing timely, relevant evidence on what is and isn't working.
3. To ensure evaluation findings are understood and used appropriately, particularly by Propcom+ implementers, FCDO, and—where feasible—other market system stakeholders who can help advance programme objectives.

	Title of learning or knowledge products	Product type	Dissemination method
1.	Edo State Case Study	Case study	Emails
2.	<a href="#">SRI Evaluation Report</a>	Study report	Multiple channels
3.	<a href="#">UK Government Investment in Irri-Go Model Boosts Rice Production in Northern Nigeria</a>	Success story	Website
4.	<a href="#">Improved Climate-Smart Seed Varieties Inspire Hope for Rural Communities</a>	Success story	Website
5.	<a href="#">Increasing Last-Mile Access to Animal Vaccines: A Community Animal Health Worker's Story of Resilience</a>	Success story	Website
6.	<a href="#">A Learning Paper: Reducing Barriers for Women in Rice Cultivation</a>	Learning paper	Website
7.	<a href="#">Nigerian women at the frontline of climate change</a>	Article	Website
8.	<a href="#">A Climate-Smart Approach to Propcom+'s Interventions</a>	Article	Website
9.	<a href="#">Public Private Partnership (PPP) Framework</a>	Guide / Toolkit	Multiple channels
10.	<a href="#">Intervention Profile: Scaling last-mile delivery of vaccines through the Community Animal Health Workers (CAHWs) and Veterinary Paraprofessionals (VPP) Model</a>	Fact Sheet	Website
11.	<a href="#">Intervention Profile: Scaling Rural Seed Promoters (RSP) Model</a>	Fact Sheet	Website
12.	<a href="#">Intervention Profile: Scaling Community Seed Multiplication (CSM) Model</a>	Fact Sheet	Website
13.	<a href="#">Intervention Profile: Aggregation to Promote Offtake of Fortified Produce</a>	Fact Sheet	Website
14.	SRI Technologies Profitability and Breakeven Analysis: Motorised Transplanter	Fact Sheet	Multiple channels
15.	SRI Technologies Profitability and Breakeven Analysis: Solar-Powered Irrigation	Fact Sheet	Multiple channels
16.	<a href="#">Learning and Adapting for Greater Impact</a>	Newsletter	Emails