



# Programme Theory of Change

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## Context summary

- **Nigeria's agricultural sector comprises 22.1% of the GDP, 75% of non-oil exports, and employs over two-thirds of the population.**
  - In states like Adamawa and Kaduna, agriculture contributes significantly to their GDP (54% and 40%, respectively).
  - The north has over 80% of its population engaged in primary production agriculture, leading to high poverty rates and vulnerability to climate impacts.
  - Gender gaps in agriculture, including unequal access to extension services, inputs, and crop choice, undermine sector productivity.
- **Nigeria, particularly in the North, is highly vulnerable to climate impacts due to low resilience, driven by poverty and climate-sensitive livelihoods.**
  - Land degradation poses a significant risk to key ecosystems, reducing land productivity and resilience.
  - Approximately 25% of Nigeria's GDP is exposed to flooding risks.
- **Climate change, demographics, and urban growth increase the risk of conflict in Nigeria.**
  - Future conflicts, tied to resource access, are expected to rise with climate change and population growth.
  - Improving agriculture, economies, land use, and climate measures can mitigate underlying drivers, preventing further instability.

## Constraint summary

- **Propcom+ seeks to address three interrelated problems:**
  - Weak productivity: Two-thirds of Nigerians depend on agriculture, but weak agricultural productivity and gaps in rural markets, including gender gaps, contribute to unemployment and poverty and undermine food security and access to nutritious food.
  - Climate vulnerability: Climate risks are increasing as variable weather patterns threaten climate-sensitive agricultural livelihoods and exacerbate existing inequalities, pressure on natural resources fuels competition and instability, and unsustainable land use drives greenhouse gas emissions.
  - Ongoing conflict: Underlying drivers of instability (unemployment, governance failures, inequality, competition for natural resources) continue to fuel internal conflict, displacement and food insecurity, which further undermines development.

## Core approach

- Propcom+ will systematically address the three key constraints 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.

## Targeted Impact

- Programme activities are expected to lead to inclusive and resilient growth (economic, climate and nutrition) by promoting a transformation of Nigeria's rural economy.
- Transformational impact involves systemic shifts that change Nigeria's rural agricultural sector to become a productive, resilient, low-carbon, and commercially viable sector. This will involve the following:
  - Scaling proven and adaptable rural economic interventions
  - Systematic integration of climate risk, building resilience and sustainable land-use and food systems
  - Ensuring that at least 50% of the benefits of the project accrue to women
  - Integrating nutrition sensitivity across all interventions
  - A tiered priority focus with expanded geographic attention responding to needs and issues
  - Enhanced policy engagement with State and Federal Governments following principles of mutual accountability, and
  - Seeking to create strategic partnerships to enhance investments.

# ToC Visual

## Impact

Inclusive and resilient growth (economic, climate, nutrition) by promoting a transformation of Nigeria's rural economy.

contributing to

## Outcome

Sustainable agri-food system that increases productivity, enhances resilience, and pursues lower emissions, contributing to improved food security, stability, and healthy diets;

leading to

## Intermediate Outcome

Market system actors' behaviour change, investments in proven business models and engagement in tangible policy issues;

to facilitate

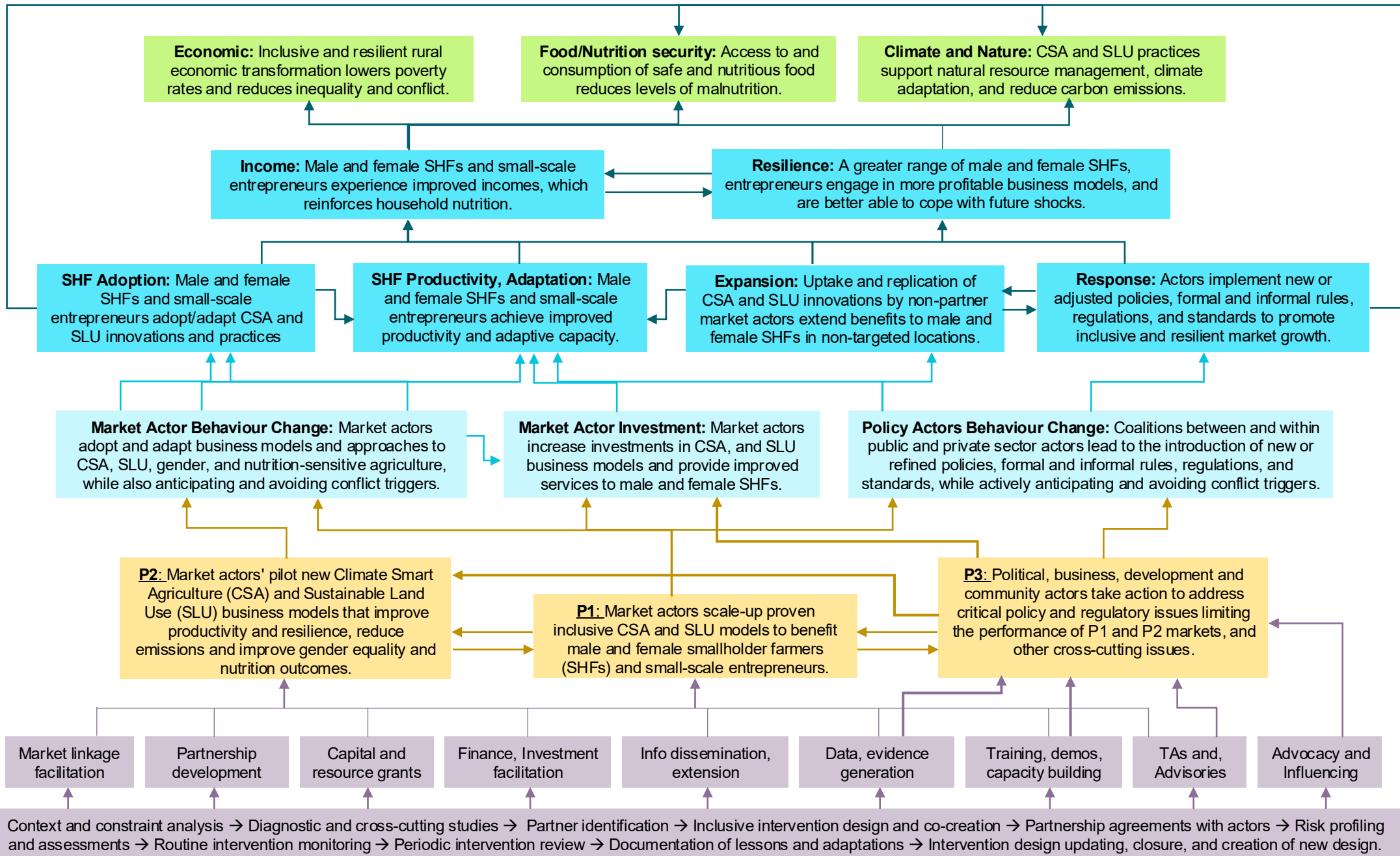
## Output

Introduce innovative business models to overcome critical scale-up (P1) and growth (P2) constraints in targeted markets supported by politically smart influencing (P3);

..in order to

## Approach

A systematic, flexible, adaptive, inclusive intervention design and implementation



Annual reflections, results and case study analyses provide new insights on change pathways; and are used to refine output and outcome level results, indicators, and assumptions

Quarterly reflections inform adjustments to actors' work plans and milestones; intervention strategies, and programme facilitation toolkits.

## ToC Assumptions...1/3

- **Output → Intermediate Outcomes**

- There is sufficient pipeline of viable business models to feed into P1 and potential new markets and business models to inform P2.
- Partners take ownership of new business models and policy engagements.
- Market actors have sufficient capacity to adapt and scale investments in the various markets.
- Senior management in companies are able to drive change at the ground level.
- The business environment enables positive investment decisions.
- The policy environment is conducive to execute P3 initiatives and also support rather than undermine or distort efforts in P1 and P2
- The security situation does not deteriorate further and constrain partners' implementation activities.
- Adverse climate conditions, pandemics, natural disasters capable of affecting actors performance do not occur.

## ToC Assumptions...2/3

- **Intermediate Outcomes → Outcomes**

- Actions of government and other programmes do not result in significant market distortion which prevents market players from enacting positive and sustainable changes that benefit poor women and men in the long term.
- The political economy of agriculture remains as it is, or improves, and does not significantly affect the implementation of business environment reforms.
- Smallholder farmers and small-scale entrepreneurs, especially women and those from marginalized backgrounds, have the capacity (e.g. literacy) and willingness to engage in new market development programmes.
- The enabling environment does not deteriorate and prevent the achievement of a critical mass in each market needed to enable the shift from actor level to market system level.
- Adverse climate conditions, pandemics, natural disasters capable of affecting productivity and resilience negatively do not occur.
- The security situation does not deteriorate further and limit smallholder farmers engagement in agricultural activities.
- Coalitions are representative of community and not captured by private interests.
- Increased involvement or new roles for women in market systems does not result in gender-based violence or harassment.
- Women have sufficient time to participate in market systems and engage in innovations.

## ToC Assumptions...3/3

- **Outcomes → Impact**

- Macro-economic conditions do not worsen.
- Increased participation of women does not lead to a backlash from stakeholders.
- Nutritious food is socially accepted and consumed by those who need it most, women and children.
- Other sources of conflict not addressed by the programme (e.g., political) do not close off the space for conflict resolution.
- Women will be able to control the income that they earn and make decisions that result in a reduction in levels of malnutrition in the household.
- Policy, social, and market changes targeted are achievable within the lifetime of the project.
- Trade-offs between the various impacts can be managed.
- Adverse climate conditions, pandemics, natural disasters capable of eroding income and resilience gains do not occur.

## ToC Narrative: Approach

Propcom+ employs a diverse range of tools such as technical assistance, grants, advice, and advocacy to accomplish its overarching objectives. The program is committed to being adaptive, conflict-aware, integrated, and inclusive in its approach.

To achieve this, Propcom+ constantly incorporates new insights derived from Monitoring, Evaluation, Research, and Learning (MERL) processes and market analysis. It remains flexible and adaptable, iterating its strategies to identify and implement successful models.

Furthermore, Propcom+ employs a social and political perspective to diagnose, detect, and design solutions that are deeply rooted in the local context and align with the interests of key stakeholders. This approach ensures that interventions work in harmony with the prevailing conditions and priorities of the region.

The program also places great emphasis on integrating cross-cutting issues such as gender, conflict, and nutrition into every phase of its analysis, design, and implementation. This holistic approach ensures that these critical factors are considered and addressed within the broader development framework.

Moreover, Propcom+ is committed to the active involvement and benefit of women and individuals from marginalized groups in its interventions. By engaging these communities, the program seeks to empower them and create opportunities for their meaningful participation in the development process.

## ToC Narrative: Outputs

Propcom+ focuses on delivering three key pillars as its primary outputs, each of which plays a vital role in achieving its objectives:

- The first pillar, P1, centres on the scaling-up of proven climate-smart interventions. The goal is to facilitate the widespread adoption of these practices and models among millions of impoverished and vulnerable smallholder farmers and small-scale entrepreneurs, with a particular emphasis on including women.
- The second pillar, P2, is dedicated to market development through the creation and piloting of innovative business models. These models are designed to enhance productivity, reduce gender disparities, bolster resilience to climate change, lower emissions, and improve nutritional outcomes.
- The third pillar, P3, focuses on facilitating the establishment of policies that promote a strengthened and inclusive enabling environment for sustainable food and land-use systems.

Importantly, these three pillars are interconnected and mutually reinforce each other. Pilots initiated under P2 have the potential to be scaled up and expanded under P1, while the initiatives pursued under P1 are expected to generate fresh ideas and opportunities that can be piloted under P2. Furthermore, the development of appropriate policies and regulations falls under the purview of P3, and these policies can provide support for the business models created under P1 and P2. Evidence and insights gathered from the implementation of P1 and P2 can also contribute to the formulation and refinement of these policies and regulations, creating a dynamic and synergistic approach to achieving Propcom+'s goals.

## ToC Narrative: Intermediate Outcomes

The three outputs of Propcom+ are expecting to lead to three intermediate outcomes; change in behaviour from market actors, additional investment, and behaviour change from policy actors.

- Under Output P1, market actors scale up proven inclusive Climate Smart Agriculture (CSA) and Sustainable Land Use (SLU) models. As they expand the reach of these models, market actors continually adapt and refine their approaches. This demonstrates a readiness to change and align their actions with the evolving needs of the agricultural sector. At this stage, high levels of investment are expected from market actors, enabling them to reach large numbers of smallholder farmers.
- Under Output P2, Propcom+ engages market actors in the piloting of innovative Climate Smart Agriculture (CSA) and Sustainable Land Use (SLU) business models. This proactive involvement encourages market actors to explore fresh approaches aimed at improving productivity, resilience, emissions reduction, gender equality, and nutrition outcomes. It prompts them to adapt and adopt these climate-smart strategies, thereby departing from traditional methods. At this stage, moderate levels of investment are expected, and successful models will transition into P1 for scale-up.
- Output P3 focuses on engaging political, business, development, and community actors to address critical policy and regulatory issues that hinder the performance of P1 and P2 markets. Propcom+ fosters coalitions and collaborations among these actors, encouraging them to work collectively towards policy changes. These coalitions lead to the introduction of new or refined policies, formal and informal rules, regulations, and standards. This signifies a significant shift in behaviour among policy actors, as they actively work towards creating a more conducive environment for sustainable and inclusive agricultural practices.

## ToC Narrative: Outcomes

Propcom+'s intermediate outcomes set the stage for a series of outcomes that fundamentally change the agricultural landscape and the livelihoods of smallholder farmers (SHFs) and small-scale entrepreneurs.

The first change is the adoption of Climate Smart Agriculture (CSA) and Sustainable Land Use (SLU) practices by male and female smallholder farmers and entrepreneurs. This shift is a result of the improved services offered by market actors through their adoption and investment in CSA and SLU models. These practices, now viewed as both viable and beneficial, gain traction among the farming community, leading to widespread adoption.

As these innovative practices become more prevalent, there is an increase in SHF productivity and adaptive capacity to climate change. Improved techniques and approaches in agriculture, informed by the CSA and SLU models, boost the efficiency of farming practices and contribute to better crop yields and quality. This uptick in productivity is a crucial step towards economic empowerment and sustainability for these small-scale farmers and entrepreneurs.

Simultaneously, there is an expansion in the uptake and replication of CSA and SLU innovations. This expansion is not limited to the initial target audience or geographical locations but extends to non-partner market actors as well. As these practices prove their worth, they are naturally replicated by other market actors, spreading the benefits to SHFs in non-targeted locations.

In parallel, there is a response from various actors in implementing new or adjusted policies, formal and informal rules, regulations, and standards. This shift in the policy landscape, influenced by the behaviour change in policy actors, fosters an environment that promotes inclusive and resilient market growth. These policy changes ensure that the gains made in CSA and SLU practices are supported and sustained over the long term.

Furthermore, these developments lead to an improvement in income and resilience for the SHFs and entrepreneurs. The adoption of better agricultural practices and increased productivity directly translate into higher incomes. This economic upliftment is not just a marker of financial success but also plays a critical role in reinforcing household nutrition. With more profitable business models and improved coping mechanisms, these individuals are better equipped to handle future shocks, whether they be environmental, economic, or social. This resilience is key to ensuring the sustainability of the gains made and in building a robust agricultural sector that can withstand the challenges of the future.

## ToC Narrative: Impact

The outcomes lead to three key impacts.

- Firstly economic, reducing poverty rates and transforming the lives of people in Northern Nigeria. The distribution of benefits is an important component of Propcom+, ensuring that at least 50% of the economic benefits accrue to women and that economic growth is broadly shared, reducing inequality.
- Secondly food security and nutrition, whereby a change in agricultural practices and increased income can reduce food insecurity and malnutrition. Nutrition can be improved both through an overall improvement in productivity, and a specific focus on nutrition-sensitive investments, such as in biofortified food.
- Finally, climate, whereby climate-sensitive agriculture and sustainable land use practices can improve farmers resilience - help farmers maintain or improve productivity in the face of worsening climatic conditions, while also reducing the amount of greenhouse gas emissions produced through farming. A change in agricultural practices, improved services, and use of climate smart technologies (example solar-powered fridges for vaccine cold-storage chains) can reduce emissions and improve mitigation outcomes.

Propcom+ will also be conscious of the risk of negative impacts from its work. There are specific risks for women, as increased productivity and work opportunities could place additional burdens on their time, or lead to a backlash from other community members. There are risks to conflict, as changes in market systems are expected to create losers as well as winners. And there are environmental risks, as increased production could contribute to existing environmental problems. By integrating GESI, climate, and political considerations through Propcom+ work, it is expected that these negative impacts will be avoided or mitigated.

# THANK YOU