

Working to integrate DCED standard in GEMS Nigeria-Current Challenges & Practices

**Wafa Hafiz, Specialist-Results Measurement
& Knowledge Management
GEMS1-Support to Meat & Leather**

**DCED Seminar on Trends and Results in PSD
Session 2, Thursday 19 January 2012**



Overview

1. Overview of GEMS Program
2. Overview of GEMS1-Support to Meat & Leather
3. GEMS Program and the DCED Standard for Result Measurement
 - a) The Proposed system
 - b) Current Challenges
 - Operational
 - Technical
 - c) Current Practices at GEMS program level
4. GEMS1 and the DCED Standard for Result Measurement

- GEMS – **G**rowth and **Em**ployment in **S**tates.

- **Goal, target and Scope:**

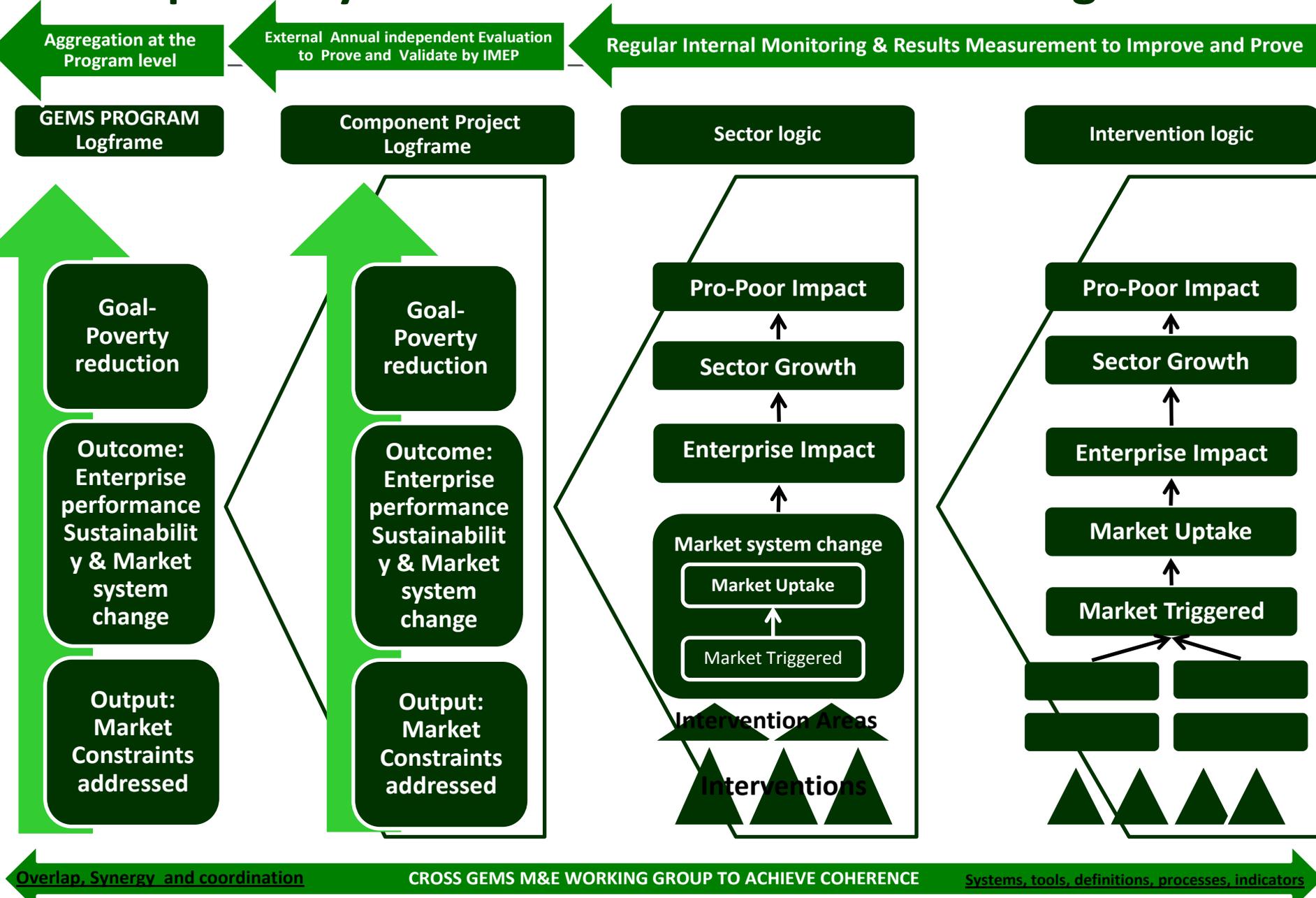
Increased growth, incomes and jobs in the selected states of Kano, Kaduna, Lagos and Cross River.

- \$270 million program delivered with federal and selected state governments of Nigeria to create 100,000 jobs.
- 7 Components projects, different implementing agencies
- 5 year program
- 7 Sector
- 1 Business environment reform agenda
- DFID, WB & FGoN

Overview of GEMS 1: Support to Meat and Leather

Sectors	Meat and Leather
Donors	DFID
Implementers	GRM International
Budget	GBP 7 Million
Target	6000 FTE
Duration	5 Years
Core Team	3 Intervention Managers, 1 RM M&E Specialist, 1 Technical Director, 1 team leader

The Proposed System – How it Fits Across the Program



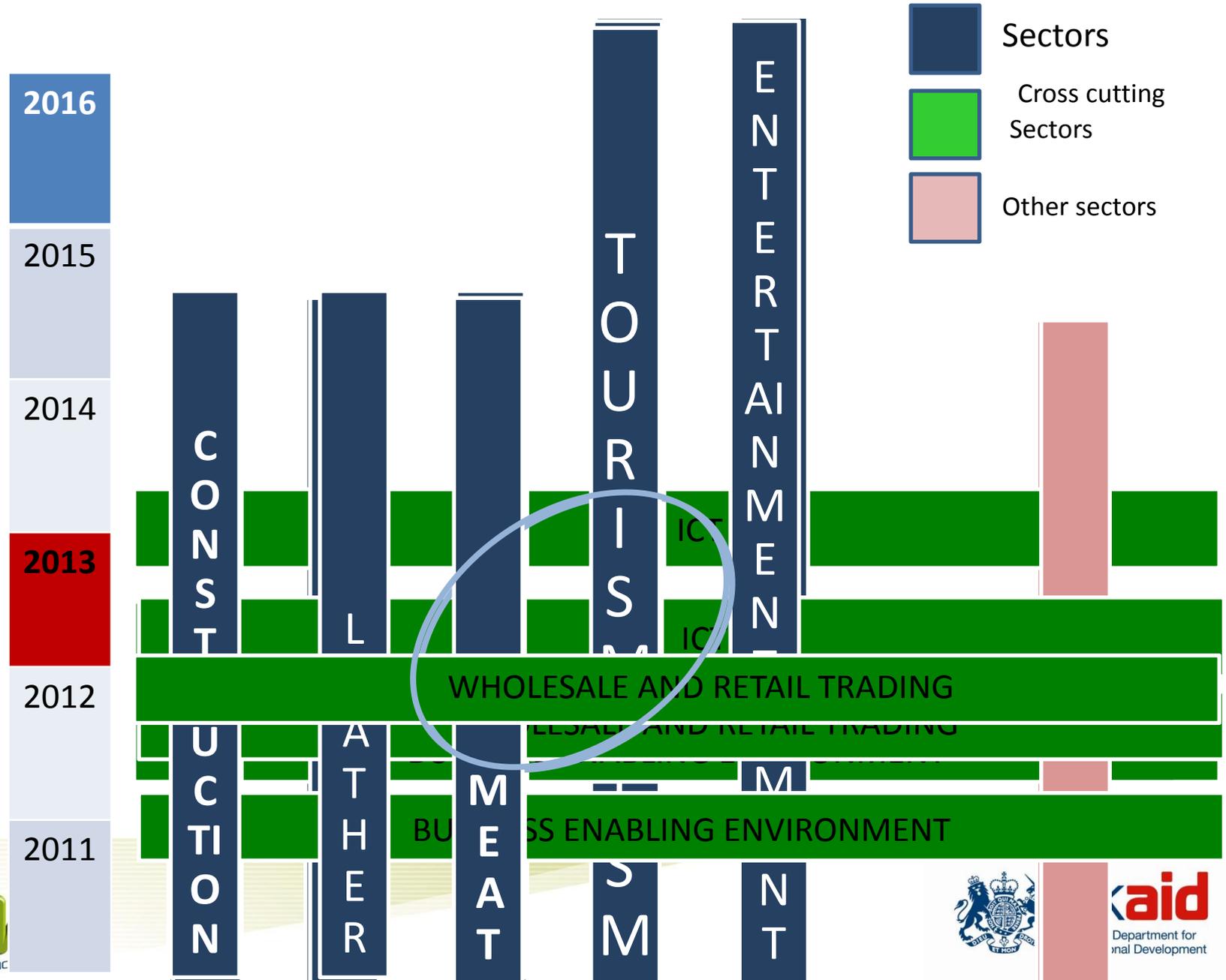
Operational Challenges: Structure and Time line

	Waiting for Bid	Currently under Bid	Inception/ Redesign	Currently Implementing	
GEMS1	2 sectors- Meat & Leather, GRM International				} Funded by DFID
GEMS2	1 sector- Construction & Real-estate, Coffey International				
GEMS3	BEE issues & Policy Reforms-Adam Smith International				
GEMS4	Wholesale & Retail Trading				
GEMS5	Hospitality & Tourism				
GEMS6	Entertainment				
GEMS7	ICT				
					} Fund mobilized by WB Through FGoN's PIU

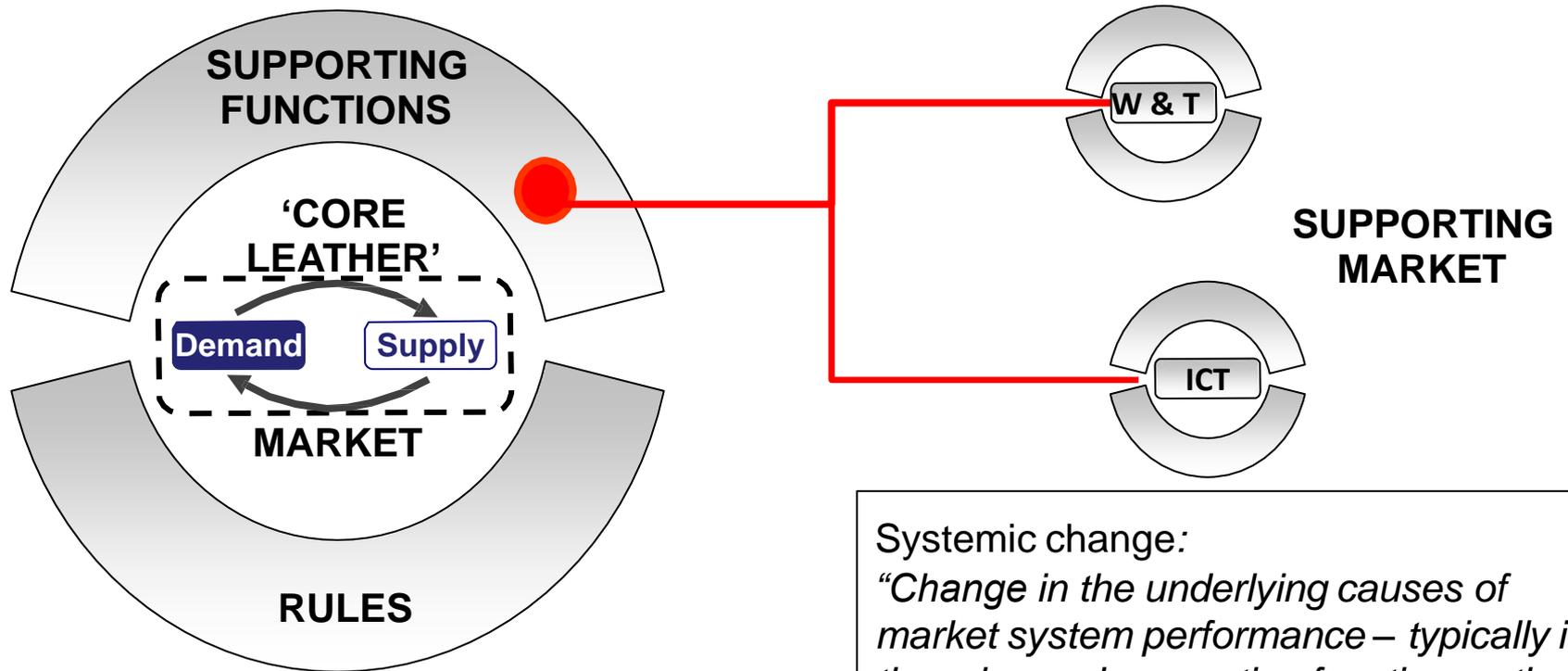
Technical Challenges:

- Different dynamics of North and South
- Lack of statistics /credible data on poverty /growth /income etc in Nigeria
- Measuring Synergy
- Measuring systemic change
- Varying dynamics, culture in each state and sector
- Unified definition of : Poverty/Poverty line diversity in states
- Employment creation/Job creation
- Lack of capacity in Implementing DCED standard based RM systems and in implementing M4P approach
- Redesigning projects to fit M4P approach

Operational Challenges: Synergy/Overlap Aggregation



Operational Challenges: Measuring Systemic Change



Systemic change:
“Change in the underlying causes of market system performance – typically in the rules and supporting functions – that can bring about more effective, sustainable and inclusive functioning of the market system”

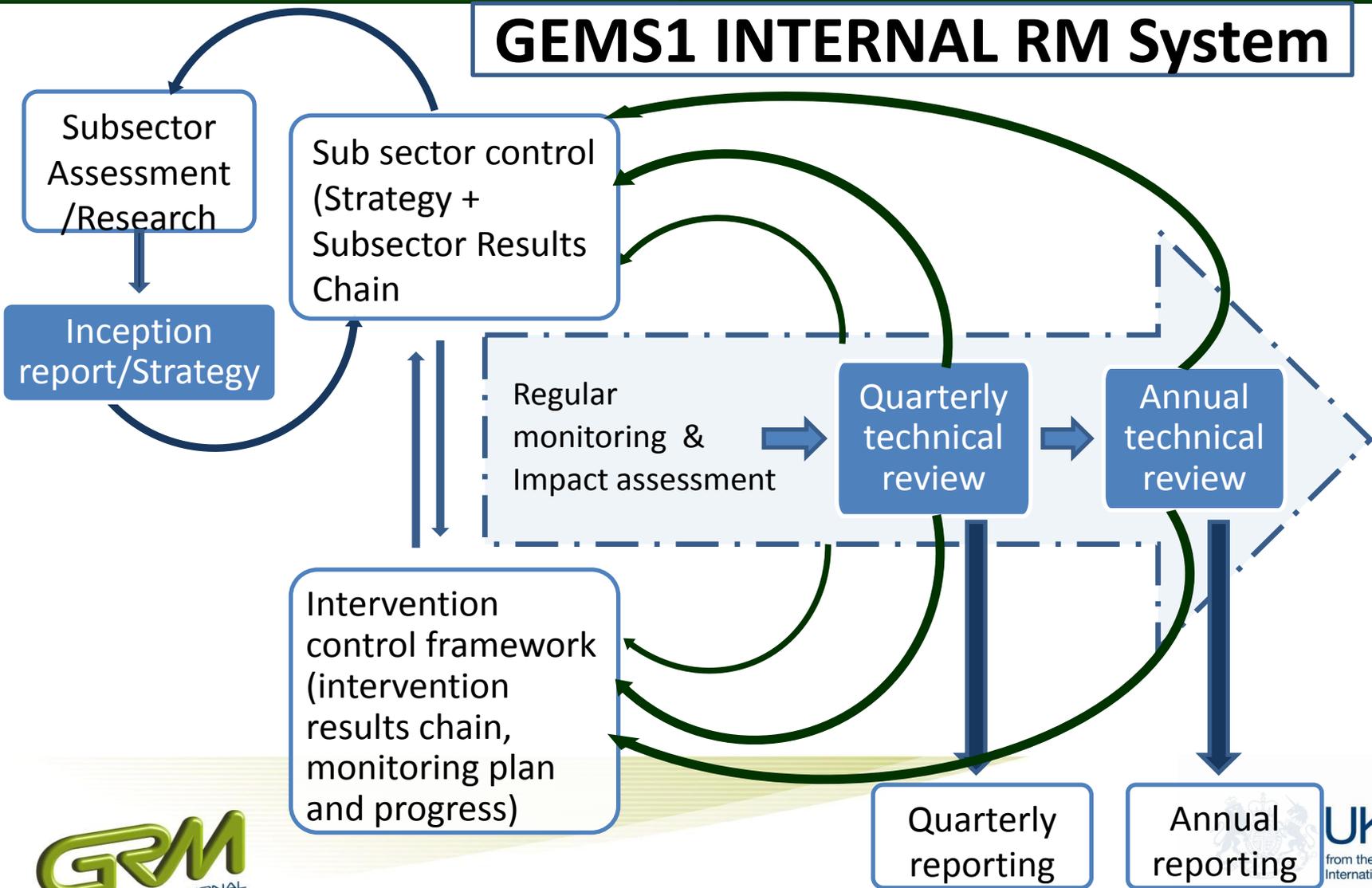
Current Practices & Measures under way

- Standardizing the definitions, that can fit the components
- Drafting an overarching guiding document that defines the points of synergies and coherence
- Coherent , synchronized reporting system/structure , work plans
- Developing a M&E coherence working group to Coordinate and achieve coherence across GEMS to:**
 - Develop/share guidelines and tools that can be used across GEMS
 - Defining methods/processes of assessing and measuring synergy and overlap and aggregation
 - Develop/share experiences in relation to tools, methodologies, measurements, capturing attributions and impact
 - Coordinate research and knowledge management to ensure efficient use of resource:

DCED standard implementation:
Experience in GEMS 1
-Support to Meat & Leather

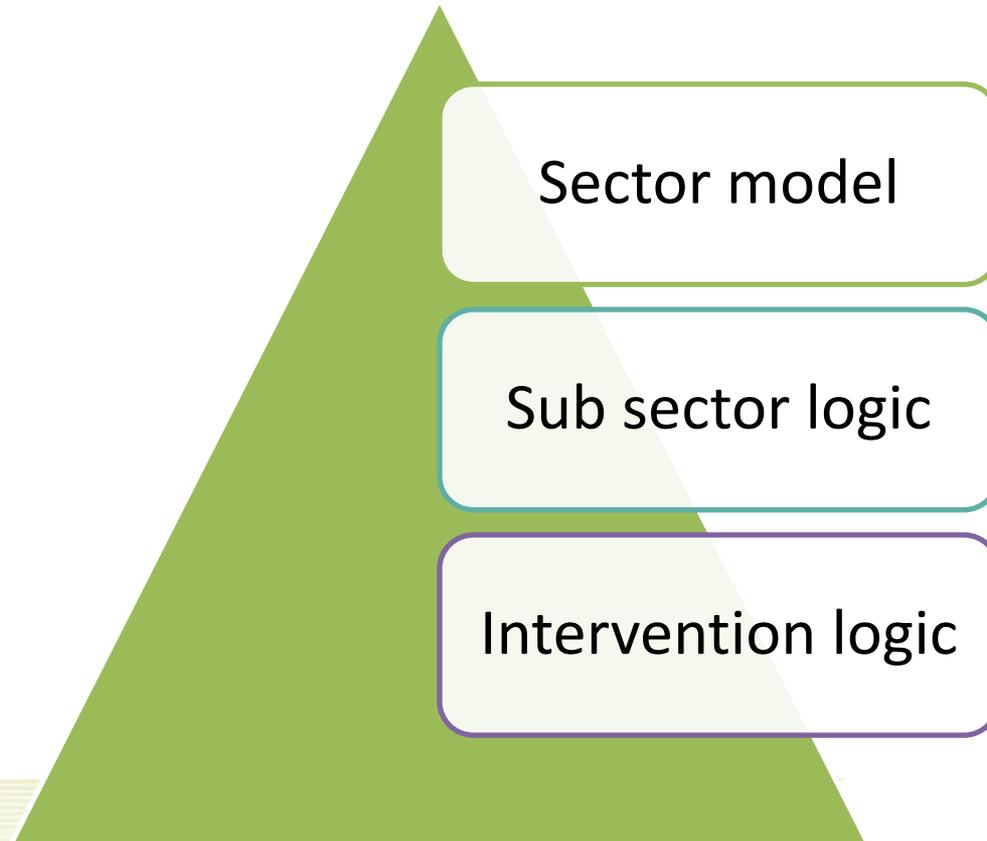


GEMS1 INTERNAL RM System



EXTERNAL ANNUAL EVALUATION

The structure and interrelation between results chain



Impact on Poor

Sector & Enterprise impact

Support Market Uptake

Support Market Triggered

Activities

POVERTY REDUCTION

Additional 1833 FTE created

GBP 6.2 Million additional income for 12,000 men and women

Higher standard of living

Increased turnover from increased export, production and price

Increase in profit 35%, Jan 14

Increase in profit 35%,

Additional production of 1 Million shoes, sold at increased price of 27% , Jan 14

Additional production of 0.25 Mil shoes, sold at increased price of 27%

Quality FL used for export (upto 25%)

Quality FL used for finished leather goods production (755) by 110 producers

Quality FL used for finished leather goods production by 50 producers

Approximate y 1580, 000 FTSQ Finished leather (worth 2.3 Million GBP) is available for production and export

At least 396,000 FTSQ (25%) is imported indirectly

LAPAN sees the benefit of importing wetblue and places an order of 24 containers (each having 2000 piece , by January 14

Both member and non member tanners (6) process wetblues (by Jan 14)

At least 6 other tanners process wetblue

LAPAN sees the business potential and places a sample order of 10 hides to assess the quality and finish (Nov 11)

Lapan engages at least (2) tanners for processing by Dec 12

At least 5 other tanners and industrial producers import wet blue

Assist LAPAN to link with tanners (1) for processing wetblue

Assist LAPAN to negotiate import of wetblue from NMPA

Assist LAPAN to understand the cost benefit of importing wetblue to produce quality finished leather

Assist LAPAN to identify an exporter of Wetblue (NMPA)

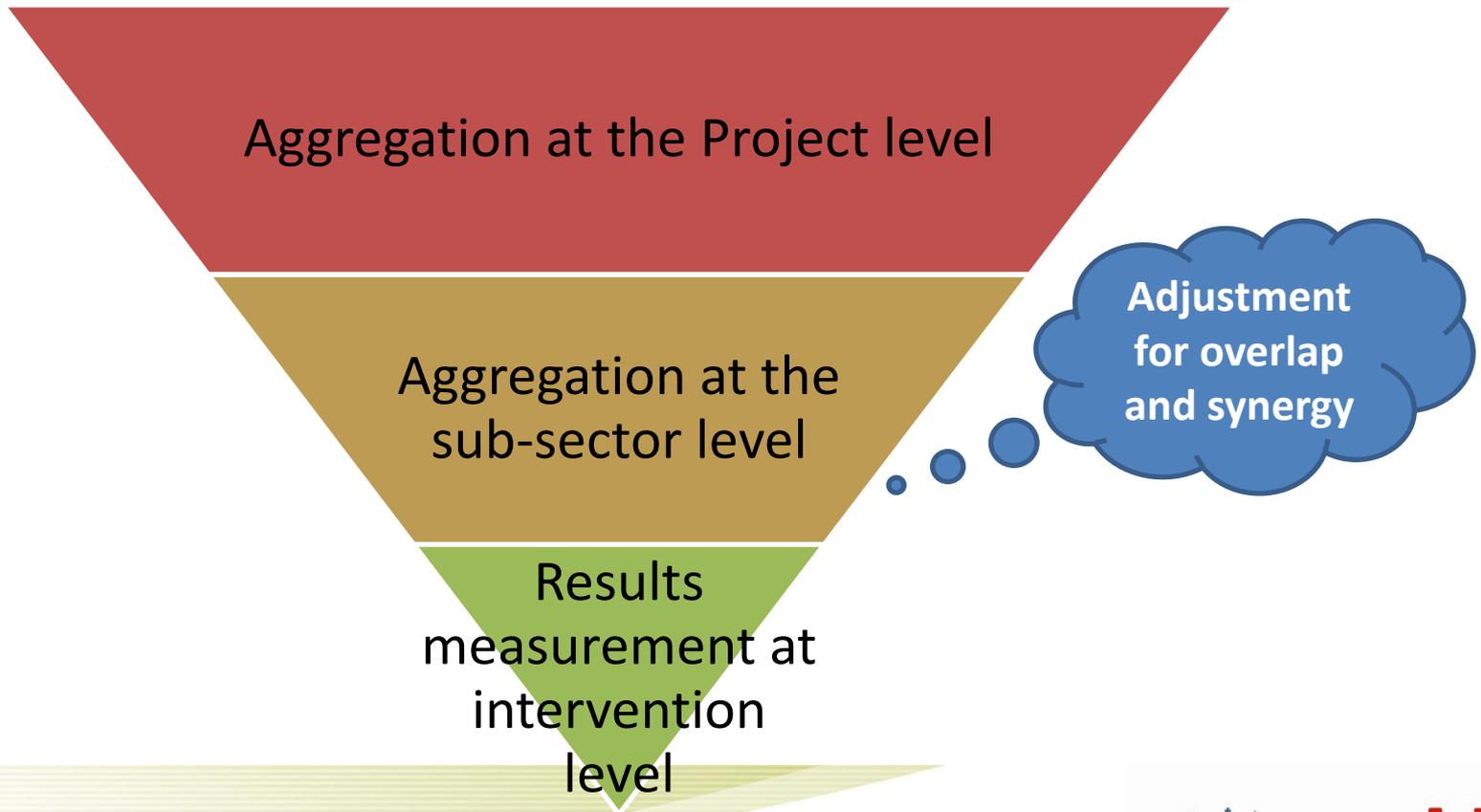
Assist LAPAN to secure loan (GBP 236,000) through policy intv.

Identify LAPAN as a partner interested to import Wetblue to produce quality finish Leather

Indicators, assumption & Calculation

Indicators	Targets	Assumptions	Facts (Study or Sector info)	Calculation considerations
Employment	1833 FTE	Additional production require additional person days	1 pair of shoe requires 3 man-days	
Income	Direct (5M) Indirect (1.2 M)		Average profit margin ranges form 30-50% various types of shoes , Cost, profit and sales information per type of shoe	Weighted average taken for different types of shoes
Sales	19. 7 Million	25% of the Finished leather will go for export	Study shoes that currently tanners focus on export, because of govt , incentives	The calculation for income only considers revenue from production
Total Outreach	150 Enterprises, 1833 workers, and 12,000	Average family size (6), additional income benefits the household	In northern Nigeria most people live in extended families	
Copying (Outreach)	50	1: 0.5		The calculation has been focused more from production capacity

The Process of Aggregation !

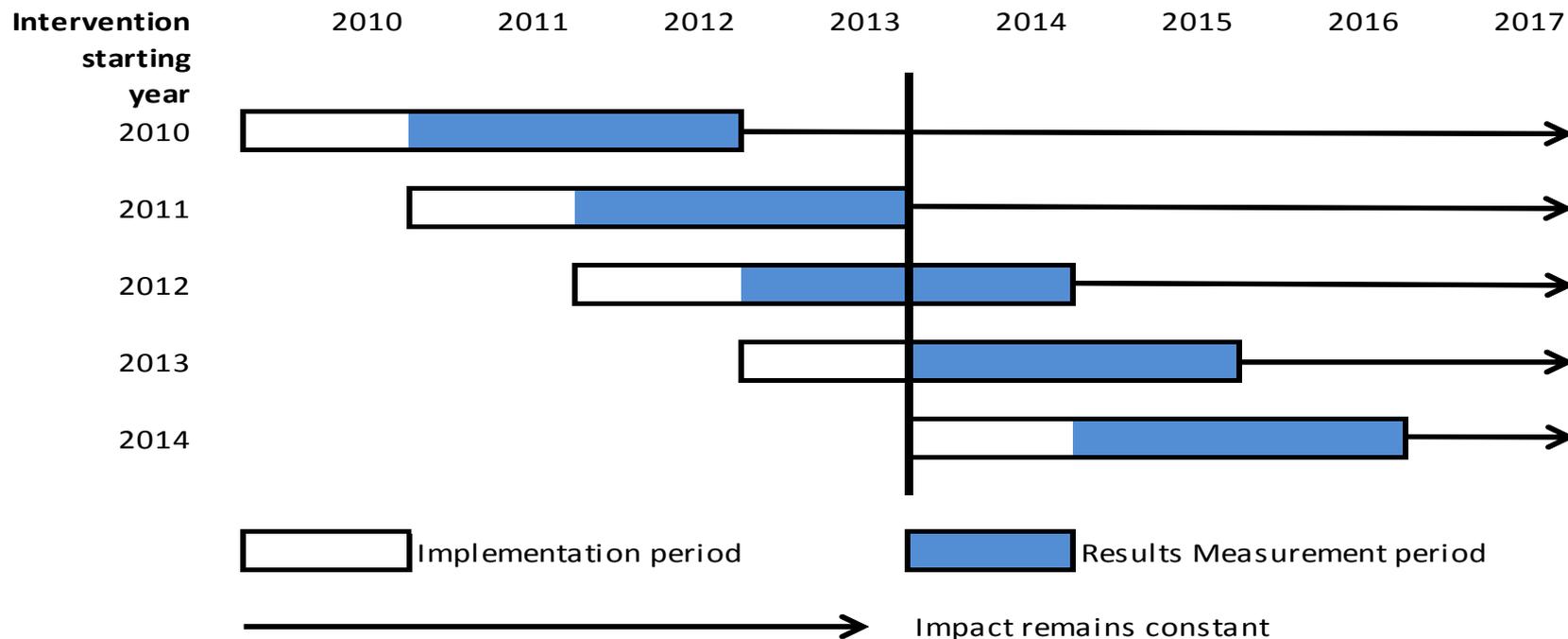


Monitoring and Aggregation

- We monitor for at least 24 months after the intervention ends.
- We assume it takes at least a year to have observable copying and crowding in to happen.
- Therefore monitoring and results measurement period has aggregation implications.
- What to aggregate?
 - Additional income generated
 - Outreach
 - Sustainable Market changes (services/products/policies)

Cumulative impact aggregation upto 24 months beyond intervention completion

Intervention Implementation and Results Measurement Duration



Adjustment for Overlap at GEMS1-project level is done for outreach- by

- ✓ Looking at overlapping interventions (within GEMS1 or across program)
- ✓ Looking at geographical coverage:
 - ✓ Example : The intervention logic discussed as an overlapping impact from the policy intervention. Therefore, the outreach would have to be deducted from the policy intervention

Experience in GEMS1 in working towards the Standard

Current Challenges:

- Defining poverty, employment (formal, informal)
- Unavailability of data/and the informal nature of the industry presents difficulty in forecasting/targeting at the intervention level
- Estimating the impact of time value in informal apprentice/workforce in leather sector, issue of labour mobility.

DCED Standard implementation Experience in GEMS1

Steps take to address the challenges:

Poverty :

- Internal definitions for poverty (N600/day) and employment has been developed (based on initial scoping assessment)
- A detailed poverty study is in the process to test and refine this definition further, and make it coherent with other components.

Employment:

Additional employment defined as :

- additional workdays (either casual, or contractual), and 240 additional workdays counted as 1 FTE
- A job/position creation (in an enterprise) as 1 FTE

Data and Forecasting:

- Along with sub-sector studies, specific scoping studies are being carried out for interventions to understand the statistics better. Example: Apprentices and Master crafts person study, Crop waste study etc
- Associations are also being used to understand the size of the industry, and get statistics on the sector

Thank you 😊

