

First Exercise

Farmers First

GENERAL DIRECTIONS

- You are expected to spend about 8 hours on this exercise. You may work on it as little or as much as you need.
- Save this document with your name, add your answers, and upload to the link provided within 8 hours of your receipt.
- You will receive a score not just for the content of your answers but also for the clarity of your language and communication and the “professional polish” of your work. So please try to format your answers in a clear and organized way, with bullet points and tables instead of long paragraphs, to make the responses more clear.

QUESTION: Analyzing The IV Economic Tree Trial

In 2022, the Nigeria Impact Ventures Program delivered 700,000+ tree seedlings to approximately 56,000 farmers. The tree seedling distributed was Albizia lebbeck, a fast-growing agroforestry tree that could provide farmers with firewood, pole and also fix soil nitrogen.

The program recruited Nursery Managers from communities, who set up nurseries that are able to supply the seedlings within walking distance to farmers. Nursery managers were provided with inputs (seeds, watering cans, polythene bags, nursery set up advance), were expected to raise an average of 10,000 seedlings each, and were paid N12 for each healthy seedling raised (i.e. approximately NGN100,000 for a 10,000 seedling capacity nursery). Albizia lebbeck was largely distributed freely to farmers with each farmer receiving an average of 13 seedlings. Farmers who wanted more were given the opportunity to purchase extra seedlings at NGN100 each. The adoption result was good at an average of ~70%. (Adoption refers to the proportion of farmers in a site that partake in a specific project or in this case the proportion that collected the seedlings)

In the same year, the IV program also introduced high value economic tree seedlings to farmers in selected sites. Specifically, the program delivered seedlings of Orange, Cashew and African Mahogany. Unlike A. lebbeck that was offered freely, the economic tree seedlings were sold to farmers. The matured seedlings were also procured centrally by OAF from experienced external seedlings suppliers. For the first year of the trial, the economic tree seedlings will be procured centrally by OAF before being moved down to different communities for further distribution. The seedlings were purchased from the suppliers at the rates shown below:

Seedling	<i>Orange</i>	<i>Cashew</i>	<i>African Mahogany</i>
Price per unit	N400	N300	N350

Below are some key additional points to note:

- The rates for the seedlings are exclusively of logistics cost for moving the seeds from purchase point to the farmers in the community.

First Exercise

Farmers First

- The program projected that about 3,000 farmers will buy the economic seedlings (approximately 30% adoption rate in the selected sites)
- It was also projected that each farmer would buy an average of 6 seedlings.
- The seedlings were delivered to the farmer sites in May/June 2022
- The number of farmers that bought the seedlings was ~2,800 (approx 93% of initial target)
- However, farmers bought an average of 2.5 seedlings against the projected 6 seedlings each. This leaves the project with ~10,000 seedlings after distribution.

Questions

1. Provide an assessment of the results/performance of the economic tree trial?
2. Discuss at least 4 factors that could be responsible for the low average number of seedlings purchased per adopter.
3. In a bid to make improvements in a follow on trial, how would you respond to each of the factors you identified above.
4. You have been requested by your manager to provide at least 3 recommendations for handling the remaining economic tree seedlings after distribution. What will your recommendations be, and which recommendation will you prioritize (provide rationale for your selection).
5. You have been delegated to lead the follow up trial for the Economic Trees Seedlings in 2023 targeting 5,000 farmers across 10 communities, with adoption rate still set at 30% and average number of seedlings at 5 seedlings per farmer but for a single species (orange);
 - a. Develop a draft work plan for the trial.
 - b. What are the major KPIs you will be tracking in the course of the season and how will you measure them?
 - c. Develop a marketing plan highlighting the strategies and tactics that will enable you to reach the proposed number of farmers.