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# IFPRI – AFRICA LEAD REPORT ON ASSESSMENT OF NIGERIA AGRICULTURE TRANSFORMATION AGENDA (ATA) AND CAPACITY BUILDING NEEDS

December 2012

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**DECEMBER 2012**

Africa Leadership Training and Capacity Building Program

## **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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# OVERVIEW AND OBJECTIVES OF THE ASSESSMENTS

The Nigeria Agriculture Transformation Agenda (ATA) is the broad plan by which the Minister of the Federal Ministry of Agriculture and Rural Development envisions bringing agriculture back to the center of Nigeria's economy that it once occupied, and by so doing solving the problem of rural poverty, youth unemployment and over-reliance on imported foods. Further, it is the mechanism by which the Minister sees Nigeria replicating the agriculture-driven economic success stories of countries such as Brazil, Thailand, China, Malaysia and Indonesia and, closer to home, Kenya and Malawi.

In short, the ATA is to bring about the following by 2015<sup>1</sup>:

- An increase of more than 3.5 million jobs in the following five value chains -- rice, cassava, sorghum, cocoa and cotton
- A boost of more than 300 billion Naira (US\$2 billion) in farmer income
- An injection of at least 350 billion Naira into the rice value chain from increased domestic rice production and commensurate reduced imports
- An injection of more than 60 billion Naira into the cassava value chain from a policy to substitute locally produced high quality cassava flour (HQCF) for imported wheat flour in bread
- Food security achieved by increasing production of key food staples by 20 million metric tons
  - Rice, 2 million metric tons
  - Cassava, 17 million metric tons
  - Sorghum, 1 million metric tons

In May 2012, USAID and the FMARD asked IFPRI (the International Food Policy Research Institute) and DAI, the main contractor responsible for the implementation of Africa Lead to map the key institutions/organizations which will drive the ATA and to identify their capacity development needs in order to ensure that the 4-year goals of the ATA are achieved and even more importantly to set in place a structure, process and habit of thought and analysis that will lead to better designed, delivered and measured agriculture programs in Nigeria leading to greater agriculture productivity and food security over the long run. Two separate assessments were carried out with IFPRI looking in detail at a limited number of ATA implementing bodies and DAI covering the full range of institutions working to achieve the objectives of the ATA.

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<sup>1</sup> This list is a slight rewording of slide 86 "What Mr. President can claim in four years: Much more to come" of the Nigeria Federal Ministry of Agriculture and Rural Development (FMARD) document entitled, "Presidential Brief Agricultural Transformation Agenda: We will grow Nigeria's agricultural sector," September 9th 2011, Presentation made by the Honorable Minister of Agriculture to the Economic Management Team.

The scope of work for these assessments included the following four principal tasks:

- Identify and map the institutions and stakeholders (federal, state and local government, private sector, and civil society) that play a critical role in the implementation of the ATA;
- Analyze institutional capacity strengths and gaps in relation to their proposed implementation roles;
- Identify system-level reforms, technical assistance, and training to enable the institutions to perform their roles effectively; and
- Identify the leadership and management structure required for effective implementation of the ATA.

This synthesis report presents a summary of the key findings, challenges and recommendations identified in the two capacity needs assessments carried out by Africa Lead and IFPRI between July and September 2012. The annex of this document contains the two detailed IFPRI and Africa Lead reports.

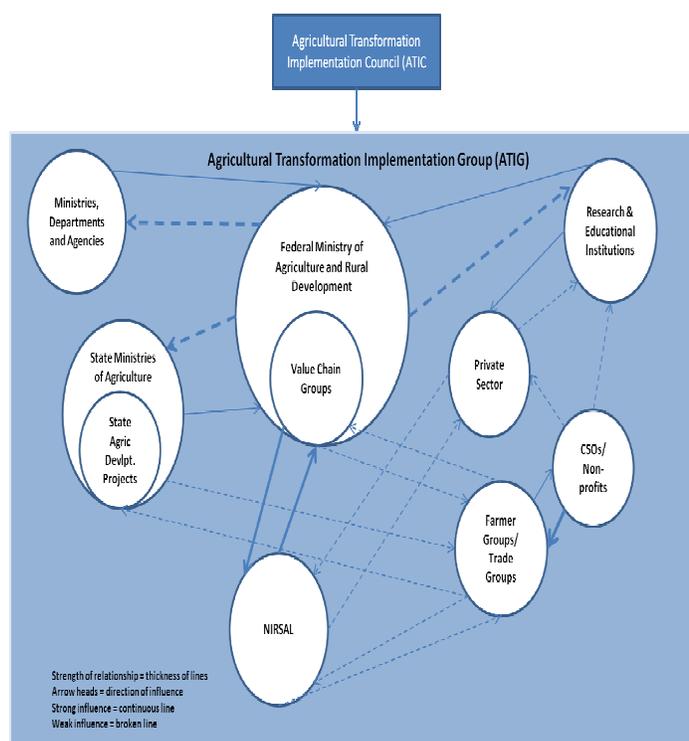
# GENERAL FINDINGS AND KEY INSIGHTS

In this section of the paper we present the general findings and key insights gleaned from the Africa Lead and IFPRI assessment team reports.

A review of the goals of the ATA makes it clear that this is a highly ambitious plan whose chances of succeeding will depend on how closely and effectively a large number of organizations – federal, state, local government, private sector associations, NGOs and donors – are able to work together. Clear-eyed diagnosis of the key factors that have led to the agricultural stagnation highlighted in the ATA report and careful prioritization of the cures or corrective actions to be taken is the first most critical step. Coordination of the process of selecting, financing, implementing, monitoring and evaluating the outcomes of interventions will be critical to the process of learning what works and communicating that to practitioners, farmers, businesspeople and other stakeholders.

The FMARD has put in place a structure by which the ATA is to be coordinated and progress towards its ambitious goals measured. The Agriculture Transformation Implementation Council (ATIC) is the highest decision making body for the ATA, with the President of Nigeria as the Chair and “Face of Change.” This gives the ATA the visibility and heft that is the hallmark of most successful agriculture transformation initiatives in other countries, and is widely viewed as the only way to pull the multifaceted and sometimes disparate organizations, interests and views together to achieve the needed innovation in agriculture.

At the heart of the ATIC is the Agricultural Value Chain Transformation Implementation Group (Value Chain ATIG), which will identify and help unlock barriers to productivity growth, sales and value addition along each of the priority value chains. The Value Chain ATIG will be supported by an array of other working groups established to address challenges common to all agriculture value chains. The Agricultural Investment Transformation Implementation Group (Inv. ATIG) will ensure an investment environment conducive to private sector entry into agriculture. The Agriculture Infrastructure Transformation Implementation Group (Infra. ATIG) will work with the Value Chain ATIG to identify priority infrastructure investments needed to achieve the above-stated goals. And, to oversee unlocking of financing for agriculture investments, the NIRSAL ATIG, driven by the Central Bank of Nigeria, will take the lead.



This is the core “pilot house”, if you will, of the ATA, and while actual activities will be undertaken by a large array of actors, the ATIC and its constituent working groups (identified above, the “ATIG”s) will have responsibility for charting the course of transformation, gathering information about problems in key value chains, barriers to private sector initiative, and advocating for the human, financial and institutional resources to address them.

Assessing what the ATIC and ATIGs need in order to effectively play this guiding and coordinating role toward a more dynamic agriculture and food security future for Nigeria is one focus of this exercise and report.

From the institutional mapping exercise portion of the assessment have come a few key insights into the ATA process and what may be required for it to serve as an effective catalyst for transformation of Nigeria’s agriculture. They are presented here in brief and covered in greater detail in the sections below.

- The Value Chain Transformation Groups have a magnified role and deeper involvement in the implementation of the ATA than internal departments of FMARD. A gradual exchange of this posture is desirable, so that the internal departments are positioned to support lasting change.
- Other Federal Ministries play a significant role in the successful implementation of the ATA. This, therefore, calls for FMARD to have a deliberate inclusiveness, shared-success collaboration strategy.
- The role of research and educational institutions in supporting the ATA in increasing food supply is very specific. Available resources should be harnessed in alignment to provide the research support required.
- Private sector, civil society, trade groups and financial institutions are the stakeholder groups with the widest breath of roles towards the actualization of the ATA. Platforms for engaging these stakeholder groups must be strengthened if ATA objectives are to be met.

## **KEY INSIGHTS AT THE POLICY, ORGANIZATIONAL AND INDIVIDUAL LEVELS**

In depth analyses of the capacity needs were carried out at three levels: the policy process level, the organizational level, and the individual level. This was complemented with a specific analysis of the capacity needed to strengthen federal-state-local government linkages and public-private-CSO linkages, and their roles in designing and implementing the ATA, as well as the capacity needed for value chain development under the ATA.

### **POLICY PROCESS LEVEL**

Understanding the policy process involved in the development of agricultural strategies is crucial for identifying opportunities for capacity development. It is also important to define the role of various players at the macro and sectoral levels for identifying overall accountability at the sectoral level. The key organizations in the policy process, in order of influence, include the parliamentary committees on agriculture both in the upper and the lower houses, the Federal Minister’s Office, the value chain team leaders, the policy expert group, the agriculture donor working group, the National Council on Agriculture (NCA), the All Farmers Association of Nigeria (AFAN), and lastly, any other stakeholders such as the private sector and CSOs who are often consulted in the development and implementation of agricultural strategies.

At the ministerial level, in the context of the ATA, demand for evidence is high, and technical experts who are knowledgeable in each area are sought out to lead each value chain. However at the legislative level, the demand for evidence seems to be weak. Moreover, the legislative committees do not go beyond the monitoring of agricultural ministry inputs (expenditures) and outputs (physical infrastructure) in their monitoring and evaluation of the sector. They see their role as being limited to making laws and monitoring inputs and outputs. The value chain groups are facing operational problems as there seems to be weak integration of ministry staff in these groups. There is a general view that the AFAN, which appears to be the largest aggregation of farmers, has been ‘politicized’ and does not represent the interests of small scale farmers.

Among all the stakeholders, including the FMARD, there appears to be minimal use of the National Bureau of Statistics (NBS). Many of the M&E questions can be answered through the annual surveys administered by the NBS. More broadly, there appears to be no mechanism for guiding the research community toward meeting the knowledge needs of the agriculture stakeholders.

## **ORGANIZATIONAL LEVEL**

### **Federal Planning, Research, and Statistics (FPRS) Department**

The FMARD’s current organizational structure as well as its working relationships and work processes, determine its capacity needs. The FPRS Department and its sub-departments, ARCN, and ADPs are used as representative organizations of planning, research, and extension systems and as case studies to identify the capacity challenges and strategies for designing and implementing the ATA strategies. Organizational linkages, workflows, and their roles in implementing the ATA, were analyzed for the FPRS Department, ARCN, and ADPs. Federal Planning, Research, and Statistics (FPRS) Department

An analysis of the horizontal integration of the departments of the FMARD showed that they perform at different levels depending on various organizational factors. For example, the FPRS Department, while primarily responsible for planning, monitoring, and evaluation functions, crucially depends on other federal departments to accomplish its mission. The formal mechanisms of setting joint goals and objectives, defining roles, implementing programs and projects, and sharing knowledge on the accomplishments and gaps, are currently limited. Performance in these areas is constrained by a range of organizational capacity issues at various levels.

Strategy development, investment planning, policy analysis, M&E, and knowledge management require qualified human resources. Because enhancing the quantity and quality of staff depends on improved organizational management capacity, setting annual work plans and monitoring staff performance are key organizational capacity needs for the FMARD. Some of these capacity gaps are currently filled by hiring value chain experts on a contractual basis. However, organizational reforms are required to develop effective working arrangements that can track the performance of these experts.

### **The Agriculture Research Council of Nigeria (ARCN)**

The ARCN has a key role to play in linking the research and extension systems to the implementation of the ATA at the federal and state levels. Reconstituted from the Agricultural Sciences Department (ASD) of the FMARD, the present ARCN began active operations five years ago as an agency to coordinate, supervise, and regulate the agricultural research, training, and extension system in Nigeria. The mandate of the ARCN calls for the provision of an overall strategy for agricultural research in the country. However, the National Agricultural Research Institutes (NARIs) are semi-autonomous and have their own boards and receive direct funding from the Budget Office of the Federation in the Federal Ministry of Finance. Thus under the current organizational mechanism, there is weak authority for the ARCN to

guide the research programs of the NARIs. A way to address this is to strengthen the ARCN's existing legal provisions immediately, provide additional managerial and funding responsibilities to the ARCN, and hold it responsible for results from the NARIs and Federal Colleges of Agriculture (FCAs) with respect to the implementation of the ATA. Currently, the research institutes and FCAs are not fully accountable for the resources they receive nor do they have any incentive to adopt or execute the research priorities of the ATA as their own.

The ARCN, in collaboration with the International Food Policy Research Institute (IFPRI), has undertaken activities designed to strengthen and reposition the NARIs and FCAs to be responsive to the goals and objectives of the FMARD programs such as the ATA. Furthermore, it has identified state level gaps for integrated agricultural development efforts and has developed ways to work with the state governments to develop their own agricultural strategies. This effort is cognizant of the ATA but needs to further align the comparative advantages of the states with specific value chain teams.

With a staff of about 80 professionals, the Council has attempted to bring together the federal research institutions and the FCAs located in various parts of the country to contribute to the research needed for the smallholder sector. Several organizational capacity challenges remain to be addressed by the ARCN to achieve its mission. Capacity for developing research priorities, aligning research priorities with national strategies such as the ATA, developing leadership and management capacity of the research managers, and enhancing monitoring and evaluation and impact assessment capacity are the primary capacity priorities for the ARCN.

It is also noted that the planned effort to increase the ARCN's role in the management of national agricultural research for development efforts need to be given high priority and quickly pursued to support the implementation of the ATA.

## **INDIVIDUAL LEVEL**

Specific issues, challenges, and constraints for the effective generation and use of individual capacity for implementation of the ATA were discussed during individual interviews and group discussions with the FPRS department, the ARCN, and the ADP staff.

Responsibilities of the staff in the FPRS Department are complex and range from planning, policy analysis, monitoring and evaluation, to knowledge management. Training in these areas is needed. Analysis of work processes show that the staff responsibilities are poorly defined and the analytical capacities of the FPRS Department are weak due to minimal staff that can carry out policy analysis or investment planning. Selection of participants for training should be need based. Presently, the FPRS Department has at least 100 – 150 staff in Abuja. If 10 – 15 of them are well trained, this will substantially improve its capacity to guide the implementation of the ATA. In the interim, however, it may be useful to hire short-term staff that can simultaneously train them as well as fill in the capacity gap. Properly trained FPRS and ARCN staff can serve as knowledge stores for the agriculture sector. Information, data, and analysis can be obtained from them as a public service for various decision making processes related to the ATA. With a functioning website and dedicated staff, this will be possible. Altogether, there is high potential to derive much value from a well-functioning FPRS Department and ARCN. It would also be useful to complement the capabilities of the FPRS Department and the ARCN with those of researchers in other government and non-government institutions. For example, the agricultural research staff of the Central Bank of Nigeria (CBN) and the National Planning Commission (NPC) can further help in the generation of evidence for ATA's implementation. Individual capacities in

various departments need to be mobilized to support ATA's implementation. This can be achieved through the ATPG.

## **KEY INSIGHTS ON THE AGRICULTURAL DEVELOPMENT PROGRAMME/EXTENSION SYSTEM**

The Agricultural Development Programs (ADPs), initiated with funding from the World Bank in the 1980s remain the main system of extension and advisory services in Nigeria. Their linkage with the FMARD and the state ministries of agriculture has been an issue of concern as they were originally run as a donor funded projects. At the end of the project period, all of the state governments absorbed the ADPs into their extension systems. The extension field workers of the ADPs are currently involved in the enumeration of the smallholder farmers for the Growth Enhancement Support (GES) scheme that distributes subsidized fertilizer and seeds. The ADPs, however, could provide the crucial linkage to the research system through their role in the value chains. Several organizational and capacity challenges need to be addressed to improve the organizational effectiveness of the extension system in order to serve the ATA objectives.

The state ADPs operate on their own without a national level strategy for extension and advisory services, although they seem to continue with different versions of the training and visit system of extension. There is a need to streamline the reporting and communications functions of the program managers of the ADPs and the state directors of extension. The ADPs are not fully integrated with the technical services departments and their annual plans at the state level. This is important to address as the ATA value chain development strategy at the state level will depend on the leadership from the technical directors and their collaboration with the ADPs.

## **FPRS, ARCN AND ADP INDIVIDUAL STAFF CAPACITY NEEDS**

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## **KEY INSIGHTS ON FEDERAL-STATE-LOCAL GOVERNMENT LINKAGES FOR IMPLEMENTING THE ATA**

The implementation and ultimate success of the ATA will depend on how the state ministries of agriculture will adopt and implement the ATA in their own plans and programs. In order to analyze the structural and organizational linkages between the federal, state, and local governments, group discussions and individual consultations were held in three states: Kogi, Enugu, and Delta.

The current organizational linkages between the FMARD and the state ministries are weak. There is no formal monitoring of the extent to which state ministries of agriculture discuss federal agricultural strategies and formally adopt the objectives of the ATA. The State Commissioners of Agriculture through the NCA form the critical link. Translation of the ATA into implementable, funded programs crucially depends on the acceptance of the ATA by the State Commissioners. Operationally, their leadership and vision will drive the ATA process at the state level. Currently, there is limited understanding of the ATA by the state level department directors. However, recent efforts to involve state level officials in ATA programs show encouraging signs in their acceptance of the ATA.

## **KEY INSIGHTS ON PUBLIC-PRIVATE-CSO LINKAGES FOR IMPLEMENTING THE ATA**

Increasing the role of the private sector and CSOs by strengthening public-private-CSO linkages is crucial for the success of the ATA. The development of the private sector in the GES scheme provides a case for the analysis of capacity constraints in the private sector involvement in ATA. The GES scheme is an example of how a subsidy-based intervention could develop the private sector. It is also modeled, in the context of the ATA, to show how a federally designed program could be implemented directly without involvement of states. This has been a challenge for the development of the private sector in the past due to rent seeking by the states. If implemented as planned, the GES program has the potential to develop the private fertilizer and seed companies and can result in full elimination of the subsidy, leaving the fertilizer and seed subsectors completely in the hands of the private sector. In order for the private sector to play an increased role, there is a need for regular consultations with private sector groups. This is currently progressing well, at least in the context of the GES scheme.

The GES scheme is a major breakthrough in itself, in liberating the fertilizer market from the hold of state governments to a wider range of private sector actors including seed companies. However, within the GES scheme, the private sector faces several challenges. The loan repayment schedule is not in line with the operational schedule of the GES scheme. The low level of capacity and participation of the agro-dealers hinders the participation and the profitability of the private sector. Implementation of the GES scheme with private sector participation provided several lessons that should be used to increase the participation and the effectiveness of the private sector to serve the farming community and to achieve the goals of the ATA.

CSOs can play an effective role by working with farmer associations and strengthening them to be key players at the state and local government levels. Farmer-based organizations could be an outlet to reach out to small-scale farmers through organized markets. However, there is a need to strengthen farmer-based organizations (FBOs) along the value chains to effectively contribute to the ATA at the national and state levels and to work closely with the local governments in the regions where they operate.

## **VALUE CHAIN DEVELOPMENT AND CAPACITY NEEDS**

The development of the commodity-based value chains under the ATA is a move in the right direction. There are about 20 value chains identified for development under the ATA. The rationale for including all of them is unclear, and there is a need to set priorities among them to channel the limited resources. All the value chains have produced reasonably good status reports and transformation plans with budgets. However, for the purposes of this study, only two value chains (rice and cocoa) were analyzed through consultations with various actors. Capacity constraints are identified throughout the value chains and they vary widely depending on the commodity.



# CAPACITY DEVELOPMENT NEEDS AND RECOMMENDATIONS

The recommendations of the assessments encompass a wide range of actions that need to be taken to bridge the gap between what is in the way of effective policy making, organizational structure, human resources and systems, and what needs to be done to achieve the goals of the ATA. The table below synthesizes the capacity development needs as well as makes recommendations on target areas for funding, systems development, training and technology within the Federal and State agencies as well as the private and nonprofit sectors. At the end we propose some next steps for consideration.

## GOVERNMENT: FEDERAL & STATE MINISTRIES AND THE LEGISLATURE

The capacity and support needs identified by the staff of the government agencies including the FPRS at the federal and state levels include the following:

Funding To Support:	Systems	Training – Access To Training On/For	Technology
<ul style="list-style-type: none"> <li>Salaries for consultants to lead reforms, change management efforts, policy development and implementation</li> <li>Implementation plans for the focused value chains</li> <li>Equipping of laboratories</li> <li>Establishment of the market corporations</li> <li>In-house library for FMARD</li> <li>Mapping of the ATA value chain priority regions, the storage (silos), dams, river basins, rural electrification grid and other resources and assets across the country</li> <li>Travel expenses associated with study tours for Ministry employees to observe efficient agriculture policy and extension systems</li> </ul>	<ul style="list-style-type: none"> <li>Systems and structures to drive the annual farmer enumeration exercise, multi-year farmer survey and ensure the integrity of data generated in the 36 States and the FCT</li> <li>Systems and structures to support the extension services, fertilizer and seed subsidy scheme to ensure access and support for farmers</li> <li>Crop Insurance</li> <li>Performance monitoring systems to understand benefit/impact of programs</li> <li>Knowledge management</li> <li>Communication between FPRS, PRS, FMARD and SCA's</li> </ul>	<ul style="list-style-type: none"> <li>Policy design, analysis and implementation</li> <li>Extension support at the community level on market oriented approaches</li> <li>Performance monitoring design and data collection, analysis and dissemination</li> <li>Business and project/ financial management</li> <li>Donor coordination and management</li> <li>Cross-sector/strategic collaborations</li> <li>Innovations in agricultural financing and PPP arrangements</li> <li>ICT</li> <li>Knowledge management</li> <li>Commodity exchanges and market corporations</li> <li>Communications and publicity</li> <li>Product standards and certification</li> <li>NCA and sub-committees</li> </ul>	<ul style="list-style-type: none"> <li>ICT improvements to enable communication between FMARD employees across the country and their state counterparts</li> <li>Improvements in cell phone technology and methodology for distributing inputs and extension support</li> <li>Cashless system for inputs</li> <li>Hardware and software for data collection and analysis</li> <li>Post harvest processing/ storage</li> <li>Water management</li> <li>GPS systems</li> <li>Weather forecasting technology</li> <li>Quality seeds and seedlings; Product standards and certification</li> </ul>

Funding To Support:	Systems	Training – Access To Training On/For	Technology
		to improve coordination <ul style="list-style-type: none"> <li>• Value chain specific training including:               <ul style="list-style-type: none"> <li>– Cocoa rehabilitation using new technology</li> <li>– Rubber rehabilitation</li> <li>– Food science and engineering</li> </ul> </li> <li>• Farmer Group Organization</li> </ul>	<ul style="list-style-type: none"> <li>• Market information</li> <li>• Intranet and web site for FMARD as well as web based discussions &amp; teleconferencing to reduce operational costs</li> <li>• Upload FMARD indicators on website</li> </ul>

## RECOMMENDATIONS

Targeting interventions to a few critical areas has the potential to transcend the work of a particular department, but will be pivotal to the achievement of the ATA targets and will outlive the current administration. They include the following:

- Strengthening the legislature’s capacity to monitor progress of food and agriculture goals (for example, those related to poverty and hunger reduction) by monitoring specific outcomes (for example, agricultural growth and improvements in trade) and appreciating and utilizing this information.
- Providing funding and technical assistance to the FMARD Department of Policy, Research & Statistics (FPRS) to ensure adequate systems, structures and human capacity for an annual, credible farmer enumeration exercise and multi-year farmer survey in the 36 States and the FCT. This data will enable the FMARD and the State governments to understand the needs of farmers and how to more effectively support them. It will also inform the work of other ministries that are part of ATIC, as well as the development partners who are committed to targeted interventions. In addition, it will provide a critical baseline for measuring the impact of the ATA and other targeted interventions.
- Assist FPRS in each area of its technical functions – research and statistics, M&E, planning, information dissemination, and cooperation to exhibit leadership to the states and use the ATA as a mechanism to streamline the reporting systems on the key indicators of the ATA’s progress.
- Technical training and support for the transformation of the extension services in Nigeria, including funding for the implementation of the strategic plan outlined by the Agricultural Extension Transformation Agenda (AETA) team, adoption of electronic two-way transfer of knowledge and problems, training for extension workers and the development and implementation of systems and structures to support how FMARD works with the ADPs.
- Mapping of the ATA value chain priority regions, the storage (silos), dams, river basins, rural electrification grid and other resources and assets across the country, and publishing this mapping for use by private sector investors who are eager to engage in priority value chains directly or through PPP arrangements. This will require collaboration with the Ministry of Water Resource and Ministry of Power who already appear committed to supporting the implementation of the ATA, and appreciate the importance of leveraging shared resources to accelerate development in the country.
- Training of key departmental heads at the Federal and state levels in a range of topics especially policy design, analysis and implementation and M & E. This is especially relevant at the Federal

level, as FMARD transforms itself from a programme implementation organization to a policy making and monitoring institution. This transition is critical in this current administration and DAI's Africa LEAD initiative is well suited to provide in-house training and a train-the-trainer programme for federal and state employees.

- Constituting the Agriculture Transformation Policy Group (ATPG) as identified in the ATA in order to provide policy support to the ATA. This group will include the FPRS Department, ARCN, NBS, Nigerian Institute for Social and Economic Research (NISER), think tanks and other knowledge producers.
- Conduct a Annual Joint Sector Review in order to improve accountability, and to jointly take stock of sectoral progress

## GOVERNMENT-FUNDED RESEARCH/EDUCATIONAL INSTITUTIONS

As outlined in the main report, there are at least 15 agricultural research institutions and 11 academic institutions specialized in agriculture operating in the Nigerian context, under the Agriculture Research Council of Nigeria (ARC�). These institutions struggle with a range of capacity and system support needs presented below:

Funding To Support:	Systems	Training – Access To Training On/For	Technology
<ul style="list-style-type: none"> <li>• Streamlining and restructuring of the research and academic institutions to improve their efficiency and effectiveness, reduce waste and increase their alignment with the ATA</li> <li>• Recruitment and retention of qualified staff</li> <li>• Fellowships and study tours</li> <li>• ICT Equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Mechanisms for developing and implementing annual research plans that are demand driven</li> <li>• Mechanisms for communicating with policy makers and the private sector</li> <li>• Distance Learning</li> <li>• Measurement &amp; evaluation</li> <li>• Knowledge management portal</li> <li>• Annual Joint Review</li> </ul>	<ul style="list-style-type: none"> <li>• Demand driven research and tools for preparing user friendly reports for policy makers and the private sector</li> <li>• Policy analysis, institutional development, monitoring and evaluation, project management and impact assessment</li> <li>• Grant/proposal writing</li> <li>• Advanced Performance monitoring design and data collection, analysis and dissemination</li> <li>• Value chain analysis</li> <li>• Statistical analysis</li> <li>• Research tools &amp; methods</li> <li>• NBS survey and how to use the data</li> </ul>	<ul style="list-style-type: none"> <li>• Technology for developing new crop varieties</li> <li>• Product testing and analysis for ensuring quality control</li> <li>• Hardware</li> <li>• and software for data collection and analysis</li> <li>• Update website of ARC�</li> </ul>

## RECOMMENDATIONS

Given the serious capacity needs of the research and academic institutions, efforts could be focused at first on funding technical advisory services for the streamlining and restructuring of the research and academic institutions to improve their efficiency and effectiveness, reduce waste and increase their alignment with the ATA. Clearly, there has to be considerable political will at the highest levels of government for this to occur. However, this effort would be critical to unlocking the research potential of

the Nigerian agricultural landscape, not merely to inform the work of the ATA value-chains, but also to support the activities of the private sector and civil society. Other recommendations include:

- Assist ARCN to clarify and connect value chain teams to the research system and make the research system deliver on the research and innovation needs of the ATA.
- Encourage ARCN to work more with state ministries of agriculture to identify research priorities and design and implement ATA research strategies at the state and local levels.
- Create a state level agricultural research coordination committee consisting of scientists from the federal research centers and state universities at the state level will help bridge the knowledge and operational gaps in the state level adoption and implementation of the ATA.
- Increase ARCN role in the design and development of the extension system in order to improve the research-extension linkages in the context of the ATA.

## NONPROFIT ORGANIZATIONS/CBOS

The Nigerian agricultural nonprofit/CBO landscape is still relatively weak, and the few organizations struggle for relevance, survival and a range of capacity needs as outlined below:

Funding To Support:	Systems	Training – Access To Training On/For	Technology
<ul style="list-style-type: none"> <li>• Core programme support required to constitute and support farmer organizations/Associations and enable them access production and processing equipment</li> <li>• Hire and retain capable staff, and expand their reach and operations</li> <li>• Access a revolving loan fund for farmers and MSMEs across the agricultural value chain</li> </ul>	<ul style="list-style-type: none"> <li>• Financial management systems</li> <li>• Performance monitoring system to understand benefit/impact of programs</li> <li>• Knowledge management</li> <li>• Information collection and dissemination</li> </ul>	<ul style="list-style-type: none"> <li>• Business/financial management</li> <li>• Policy Analysis/Advocacy</li> <li>• Performance monitoring design and data collection, analysis and dissemination</li> <li>• Creating and strengthening farmer organizations like AFAN</li> <li>• Value chain management and improving yields, access to markets etc.</li> <li>• Governance</li> <li>• Product standards and certification</li> <li>• Financial Sustainability – earned income</li> </ul>	<ul style="list-style-type: none"> <li>• Hardware and software for data collection and analysis</li> <li>• ICT for input distribution and for improving communication &amp; coordination</li> </ul>

## RECOMMENDATIONS

Strengthen the existing CBO landscape and promote the emergence of more credible nonprofits and CBOs by actively:

- Encouraging FMARD and USAID MARKETS to partner with credible local nonprofits and CBOs especially in the areas of creating and strengthening farmer organizations, technical support for farmers and performance monitoring and evaluation.
- Introducing a challenge grant which will require state governments to partner with CBOs/NGOs to deliver support to farmers in the rural areas.

- Training credible CBOs/NGOs to serve as the key trainers via a DAI Africa LEAD TOT for public sector organizations.
- Improve CSO/FBO leadership and communication skills in order to better participate in the ATA process.
- Involve the program managers and technical staff of the CSOs in specific capacity strengthening activities at federal, state, and local levels
- Core programme support is required to constitute and support farmer organizations/Associations and enable them access production and processing equipment.
- Technical assistance to strengthen their financial management, performance monitoring and Knowledge management systems
- Training in the following topics: Business/financial management , Policy Analysis/Advocacy, Performance monitoring design and data collection, analysis and dissemination, Creating and strengthening farmer organizations, Value chain management, Governance, and Product standards and certification

## PRIVATE SECTOR

The Nigerian private sector is excited about ATA and eager to engage in the implementation of ATA. However, they continue to struggle with a range of capacity needs including the following:

Funding To Support:	Systems	Training – Access To Training On/For	Technology
<ul style="list-style-type: none"> <li>• Access to commercial credit at competitive terms and revolving loan funds or credit guarantees to reduce risks associated with agricultural financing</li> </ul>	<ul style="list-style-type: none"> <li>• PPP arrangements for the core ATA value chains</li> <li>• Systems for engaging with the public sector and research communities</li> </ul>	<ul style="list-style-type: none"> <li>• Business/financial planning</li> <li>• Financing of MSMEs in priority value chains</li> <li>• Training in value chains</li> <li>• Product development and productivity improvements and value addition</li> <li>• Managing processing units</li> </ul>	<ul style="list-style-type: none"> <li>• IT supply chain management systems</li> </ul>

## RECOMMENDATIONS

- Support the CBN, NIRSAL and FMARD to unlock financing for the Nigerian private sector, especially MSMEs that are eager to engage in priority value chains by:
  - Providing challenge grants and revolving loan funds for innovative financial institutions including MFIs that are committed to providing financing for MSMEs engaged in the agricultural value chain.
  - Providing training for loan officers and heads of agriculture desks to enable them better understand how to provide credit to MSMEs in priority value chains.
  - Constitute the Agriculture Industry Advisory Group (AIAG) as rightly identified by the ATA as a means of galvanizing the private sector in the ATA process. The AIAG will also improve accountability in the policy process.

- Federal, state, and local government agricultural officers need to be trained to develop a cadre of regulatory officials because increasing quality control of the fertilizer and seed markets will help to keep a check on the spurious products and ensure quality products are delivered to farmers.
- Private sector growth crucially depends on increasing the number of agro-dealers in rural areas. Improving the capacity of the private entrepreneurs by providing training in small business management will enable their participation in input and output markets.
- Linking and improving the capacity of rural entrepreneurs to access credit from commercial banks will help in increasing the success of the capacity development program.

## MULTI-STAKEHOLDER

Beyond the needs of the public, private and nonprofit sectors, there are clear gaps in the area of multi-stakeholder engagement, specifically as it relates to communications and collaborations.

Funding To Support:	Systems	Training – Access To Training On/For	Technology
<ul style="list-style-type: none"> <li>• Resources to support regular convening of the ATIC and other relevant stakeholders to ensure knowledge transfer and foster collaborations</li> </ul>	<ul style="list-style-type: none"> <li>• Communications</li> <li>• Knowledge management</li> </ul>	<ul style="list-style-type: none"> <li>• Public private partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Communications</li> </ul>

## RECOMMENDATIONS

- Funding should be provided to support monthly convening of the ATIC and other relevant stakeholders to ensure knowledge transfer and foster collaborations.
- The ATIC and ATIGs need to develop knowledge management and communications systems since their role of coordination and monitor of the ATA will require substantial sharing of information about goals and achievements.

# POSSIBLE GOVERNMENT AND DONOR NEXT STEPS

**Coordination:** With respect to convening of the ATIC, it is important to find ways to provide initial funding for monthly (or whatever period of meeting is considered optimal for coordination of policy development and implementation.

**Federal and State Ministries with some donor support** can have significant leverage by targeting its interventions to a few critical areas, which have the potential to transcend the work of a particular department at the federal or state levels, but will be pivotal to the achievement of the ATA targets and will outlive the current administration. More specifically, it could consider:

- Providing funding and technical assistance to the FMARD Department of Policy, Research & Statistics to ensure adequate systems, structures and human capacity for an annual, credible farmer enumeration exercise and multi-year farmer survey in the 36 States and the FCT. This data will enable the FMARD and the State governments to understand the needs of farmers and how to more effectively support them. It will also inform the work of other ministries that are part of ATIC, as well as the development partners who are committed to targeted interventions. In addition, it will provide a critical baseline for measuring the impact of the ATA and other targeted interventions.
- Technical training and support for the transformation of the extension services in Nigeria, including funding for the implementation of the strategic plan outlined by the Agricultural Extension Transformation Agenda (AETA) team, adoption of electronic two-way transfer of knowledge and problems, training for extension workers and the development and implementation of systems and structures to support how FMARD works with the ADPs.

**Government-Funded Research/Educational Institutions:** Given the serious capacity needs of the research and academic institutions, a first step could be to focus efforts on funding technical advisory services for the streamlining and restructuring of the research and academic institutions to improve their efficiency and effectiveness, reduce waste and increase their alignment with the ATA. Clearly, there has to be considerable political will at the highest levels of government for this to occur. However, this effort would be critical to unlocking the research potential of the Nigerian agricultural landscape, not merely to inform the work of the ATA value-chains, but also to support the activities of the private sector and civil society.

**CBOs:** USAID and other donors can support the strengthening of the existing CBO landscape and the emergence of more credible nonprofits and CBOs by actively encouraging FMARD and USAID MARKETS to partner with credible local nonprofits and CBOs especially in the areas of creating and strengthening farmer organizations, technical support for farmers and performance monitoring and evaluation. **Private sector:** USAID can support the CBN, NIRSAL and FMARD to unlock financing for the Nigerian private sector, especially MSMEs that are eager to engage in priority value chains by - providing challenge grants and revolving loan funds for innovative financial institutions including MFIs that are committed to providing financing for MSMEs engaged in the agricultural value chain.