

AFRICA LEAD II PROGRAM REVIEW

NIGERIA – KEY FINDINGS

Introduction and Methodology

Africa Lead's program review presents important findings and recommendations from the Nigeria program and its partners. Fieldwork for the program review was carried out in Abuja, Nigeria from 24 - 25 April 2017. The program review process involved key informant interviews (KIIs) and focus group discussions (FGDs) with the following beneficiary institutions:

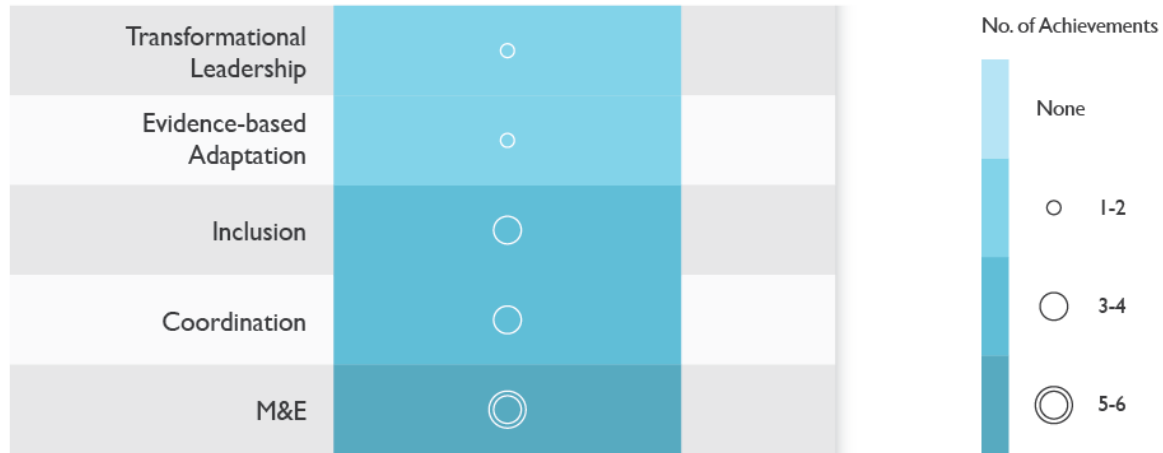
- Federal Ministry of Agriculture and Rural Development (FMARD)
- National Agricultural Seed Council (NASC)
- Non-State Actor (NSA) Network / Comprehensive Africa Agriculture Development Programme (CAADP) Non-State Actors Coalition (CNC) Platform

The KIIs and FGDs were complemented by a follow-up training with FMARD in December 2016, during which Africa Lead facilitated an FGD with FMARD staff, and conducted KIIs with the directors of FMARD's National Agricultural Quarantine Services, Animal Production and Husbandry Services, Statistics and Planning Department, Rural Development Department, and Sustainable Development Goal (SDG) Officers.

Examples of Significant Achievements Influenced by Africa Lead

The Nigeria program beneficiaries detailed 10 significant achievements influenced by Africa Lead. The graphic below characterizes these achievements into thematic areas of focus, counting the frequency with which each of the six themes of agricultural transformation are cited within the achievement examples. Detailed definitions as well as findings and recommendations for each of the six themes can be found in the accompanying summary booklet.

NIGERIA



Benchmarking Performance for Agricultural Transformation (BPAT)

Two of Africa Lead’s key partners in the Nigeria program carried out a self-assessment, and mapped their performance against five of the six agricultural transformation themes in the BPAT tool. The BPAT tool allows organizations to rate themselves a score out of 5. A score of “1” is given to an organization that is performing insufficiently in a certain area. In contrast, a score of “5” is given to organizations whose performance is in accordance with best practices at the top international level. The BPAT tool also asks partners to provide evidence and examples of change to substantiate their scores. The following sections present a summary of the most significant changes presented by each partner.



Most Significant Changes

Federal Ministry of Agriculture and Rural Development (FMARD)

As Africa Lead's primary partner in Nigeria, FMARD regulates agriculture and natural resources, and conducts agricultural, forestry, and veterinary research. Based on the recommendations from a capacity assessment conducted with the International Food Policy Research Institute (IFPRI), Africa Lead has provided technical assistance and training to FMARD to strengthen staff capacity in monitoring and evaluation (M&E), and results-based management (RBM).

In 2015, Africa Lead provided training on effective and evidence-based data collection to state and regional FMARD staff, technical agencies, and the ministry's SDG Desk Officers. In 2016, Africa Lead facilitated a two-day M&E retreat for the Directors of FMARD. Africa Lead also assisted FMARD in developing action plans and roadmaps to streamline and implement its M&E system.

Africa Lead is providing technical assistance to support Nigeria's first Joint Sector Review (JSR) process. Specifically, Africa Lead helped the ministry to establish a JSR steering committee, which includes the Minister of Agriculture and a representative of the CNC co-chair. In February 2017, Africa Lead facilitated the National Agriculture Investment Plan (NAIP) review workshop.

Most Significant Changes

- The JSR steering committee now functions as a forum to improve dialogue and coordination among members. The committee includes a more inclusive set of stakeholders, including the private sector, farmer groups, and civil society. Previously, Nigeria held reviews on a sub-sector basis without an effective mechanism to facilitate coordination internally (intergovernmental) and externally (between government and NSAs).
- The JSR steering committee is increasing FMARD's internal and external communication capacity, and providing an effective feedback loop for ministry staff as they review and develop the revised NAIP, also referred to as the NAIP 2.0 process.
- Key informants report that stakeholders have increased awareness about the annual JSR process, NAIP 2.0, and other CAADP and Malabo requirements.
- In order to determine a roadmap and action plan for developing Nigeria's NAIP 2.0, the JSR steering committee convened a review of Nigeria's current Agriculture Promotion Policy (APP) for 2016 – 2020.
- The JSR steering committee now receives and validates all policies and plans related to agriculture before they are made public. After each meeting, they send a written communique to the government with their feedback.
- In the spring of 2017, the government validated the new Nigerian NAIP, and they meet monthly to plan for the country's first JSR.
- Africa Lead's training helped to clarify the responsibilities and roles of various departments in the ministry, and has led to improved intergovernmental coordination and implementation. Prior to

Africa Lead's training, key informants reported that confusion over roles and responsibilities hindered effective cooperation among ministry staff.

- Africa Lead's training in M&E and RBM helped to clarify each department's role in achieving the broader goals of FMARD, which has helped to eliminate conflict, and led to more effective cross-department implementation.
- Africa Lead has contributed to strengthening the ministry's knowledge management systems – including procedures and standards for filing, document retention, and information sharing – and contributed to an expansion of the ministry's knowledge hub for external users.
- The Agribusiness and Marketing department has now collected and organized key publications from across the ministry, and established a system to simplify document retrieval. According to FMARD key informants, ministry staff now use the Agribusiness and Marketing department as a resource for reference documents, which is improving FMARD's knowledge base.
- To engage farmers and rural communities, FMARD is improving access to extension services and consultation activities. For example, FMARD now holds workshops and meetings with farmer groups to benchmark prices, and to help ensure competitive markets for farmers.
- FMARD is increasing access to government programs that purchase excess production from farmers and storing it for sale at subsidized prices during the lean seasons. While these programs previously existed at the national level, FMARD is now working to extend services to additional communities at the subnational level.

National Agriculture Seed Council (NASC)

The NASC is an agency under FMARD, charged with the responsibility for overall development and regulation of the national seed industry. Staff members from NASC participated in several Africa Lead M&E and RBM trainings throughout 2015 and 2016.

Most Significant Changes

- After participating in Africa Lead's training, NASC developed a PMP and indicator tracking tool that details targets and goals by department. According to NASC staff, these data-driven tools are now informing decision-making at the council, which has led to improved capacity for evidence-based planning.
- The NASC is now developing an M&E framework to assign roles and targets by department, ensuring greater transparency and accountability for results. The new M&E framework will support the council's work to reduce low quality seeds, and address issues of seed storage in the agriculture sector.
- According to NASC key informants, Africa Lead's training highlighted the need for change and provided staff with tools and skills to take immediate actions. According to NASC's Director of Seed Information, Data Management and Capacity Building, "the involvement of directors of the departments [in the two-day M&E retreat] provided a holistic approach on the need for change. During the initial M&E/RBM training, staff mentioned the importance of having leadership staff involved in order to improve M&E practices in the ministry. The retreat reemphasized the importance of M&E, and served as an opportunity for the directors to commit to improving M&E in their respective departments."

- NASC staff reported that Africa Lead’s training encouraged them to improve their skills in knowledge management. After the training, NASC developed an online certification system that has improved its ability to monitor field officer activities. The new system is increasing access to reliable information from the field in real time, which has led to improved evidence-based decision-making by seed certification officers.

Non-State Actor (NSA) Network/Comprehensive Africa Agriculture Development Programme (CAADP) Non-State Actors Coalition (CNC) Platform

In partnership with Africa Lead, the CAADP Non-State Actors Coalition (CNC) held a two-day CAADP sensitization workshop in 2016. The workshop included more than 50 participants from civil society organizations (CSOs), international nongovernmental organizations (NGOs), farmer organizations, the private sector, smallholder farmers, youth, media, and academia. The purpose of the workshop was to raise awareness among NSAs, and strengthen networks to promote effective engagement in CAADP processes. A major highlight of the workshop was the formal launch of a Policy Brief on the role of NSAs in CAADP, developed by the National Association of Nigerian Traders (NANTS), as well as a CAADP and Malabo Advocacy Toolkit developed by the Fresh & Young Brains Development Initiative. In 2017, Africa Lead conducted a C4C leadership training for 79 participants from local youth and women’s organizations. Due to the fact that Africa Lead does not have an office in Nigeria, the organization has partnered with a network of youth and women’s NGOs to roll out a variety of activities, such as C4C and entrepreneurship training.

Most Significant Changes

Keen and Care – After receiving CAADP sensitization by Africa Lead and the CNC, the Executive Director of a nonprofit human development organization stated that its organization has launched activities to educate and encourage youth to get involved in agriculture.

One Campaign – A representative from an international campaigning and advocacy NGO stated that since participating in the CAADP sensitization workshop, its ONE Campaign has advocated for the Nigerian government to increase its allocation to agriculture, and align with the 10-percent budgetary allocation recommended by Malabo. Since the organization began its advocacy campaign, the government’s allocation to agriculture has increased from 0.9 percent to 4.6 percent.

OXFAM – Oxfam is now partnering with Voices for Food Security (VFS), which is a platform of 18 NGOs working in the agricultural sector in Nigeria. The use of the VFS platform has improved Oxfam’s efforts to influence policy making by increasing the involvement of other constituents.

Fresh and Young Brains Development Initiative – The Fresh & Young Brains Development Initiative is a Nigerian NGO that aims to stimulate positive change, and promote social responsibility, environmental sustainability, and volunteerism. Since participating in the CAADP sensitization workshop, the Fresh & Young Brains initiative has been involved in policy work related to the Agricultural Promotion Policy, organized the National Youth Manifesto for Agriculture, and joined Oxfam in the United for Food campaign. They have also carried out a national agriculture festival and report, and are

partnering with other organizations to accomplish tasks collectively. As a result of their participation in Africa Lead's leadership training, the Fresh & Young Brains Development Initiative has replicated the training to an additional 20 women and youth.

Association of Small Scale Agro-Producers in Nigeria (ASSAPIN) – ASSAPIN mobilizes and facilitates support for small-scale farmers, promotes increased investment in agriculture, and seeks to improve women's empowerment in all aspects of agriculture. The mandate of the network is to organize and mobilize small-scale farmers to hold their government accountable. Since the CAADP sensitization workshop, ASSAPIN has coordinated farmers to form strong groups to collectively register with government and access credit.

Key Findings

- 1. The multi-stakeholder JSR steering committee is helping the government to promote inclusive feedback and transparency before finalizing and rolling out agricultural policies.** Appointing the FMARD Minister as the First Chair proved to be a critical success factor. This demonstrates that he is committed to meeting monthly; sharing all new agricultural strategies, policies, and programs in the forum; and formalizing feedback via the secretariat housed at FMARD. The Second Chair of the committee is the head of the NSA apex group. The political economy of the JSR steering committee structure demonstrates to the FMARD staff that the Minister is committed, and that the NSAs are respected and included.
- 2. The government must convene JSRs regularly, and utilize the feedback to improve NAIP formulation and implementation.** While Nigeria has recently held their first JSR, the multi-stakeholder JSR Steering Committee meets regularly. It is chaired by the Minister of Agriculture, with the head of the NSA apex group as co-chair. Furthermore, the Secretariat that regularly shares communiques with the government is housed inside the Ministry, which sends a strong motivational message to all involved that the government is taking the dialogue seriously.
- 3. Building M&E skills can be a critical enabler to ensure that the JSR process serves as a meaningful learning activity, leading to increased feedback loops and a continuous improvement process.**
- 4. Skills building in M&E and RBM can serve as a catalyst for improving evidence-based planning and adaptive management.** NASC was able to learn and adapt from the feedback provided by Africa Lead, and design policies that best conform to the evidence. NASC reported that their new PMP and indicator-tracking tool has enabled the agency to inform decision-making with evidence-based data, and use M&E data for evidence-based adaptation.
- 5. Partnerships with existing NSA networks to replicate the Agribusiness Entrepreneurship and C4C training allows for a modest budget to reach scale in a large country.** The Fresh and Young Brains initiative has provided C4C training to an additional 20 women and youth. In addition, other NGOs have pledged to roll out C4C nationally.