

STRATEGIC PLANNING NARRATIVE OUTLINING THE 3-Year Strategic Plan Under PRCI

DUE DATE: 29/10/2021

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Introduction

In August 2019, the Centre for Petroleum, Energy Economics & Law in collaboration with the Department of Agricultural Extension & Rural Development, University of Ibadan indicated interest to be considered as one of the three Centres for Policy Leadership under PRCI. The vision of the centre is to develop capacity to train and retain strong faculty members in the skills required to engage in agricultural and food security research and use the evidence generated to inform policy processes, thereby bridging the gap between policy makers and other actors along the agricultural food system. To this end, the centre would employ a mix of approaches including formal training, organizational strengthening and participation in collaborative research. To achieve this, an agricultural desk/community development unit within CPEEL/DAERD's framework would be created to drive the vision and the objectives. This was summarized in the proposal with a four-year plan;

- Achieve enhanced understanding of the state of the agricultural policy landscape in the country – including actors, issues and deficits
- Conduct extensive stakeholder consultations; implement interventions to develop the capacity of CPEEL/DAERD and other research and policy actors in technical areas; strengthen organizational capacity to provide future training in those areas
- extend capacity development to training in cross-cutting issues such as gender inclusion, agricultural policy communication and strengthen collaborations with regional and global partners

- Evaluate and report on the contribution of PRCI activities for individual and institutional capacity building; articulate plans and programmes for long-term operations

However, the vision was modified as a result of the PICA process. It helped to move from the high level of conceptualization into practicable and achievable specifics with appropriate timelines and assigned responsibilities. Hence, after modification the new vision is expressed as follows; “to develop capacity to train and retain PiLAF researchers and associated faculty members in the skills required to engage in inclusive and participatory agricultural food security research, guided with appropriate timelines and specificities, and use the evidence generated to inform policy processes, thereby bridging the gap between policy makers and other actors along the agricultural food system. Furthermore, the PICA process provided guidance which clearly distinguished the technical from the organizational dimension of project implementation. It also assisted in articulating and understanding the entire policy process where CPEEL-DAERD has comparative advantage (CPEEL has a gamut of staff from a multidisciplinary field such as Economics, Law, and Energy whose research skill could prove quite useful while DAERD has an array of staff who have engage agricultural research for over two decades). The enormity of these exceeded what an agriculture desk could handle; this, in addition to the derivable benefits from the synergy between the two departments led to the establishment of the Innovation Lab for Policy Leadership in Agriculture and Food Security (PiLAF).

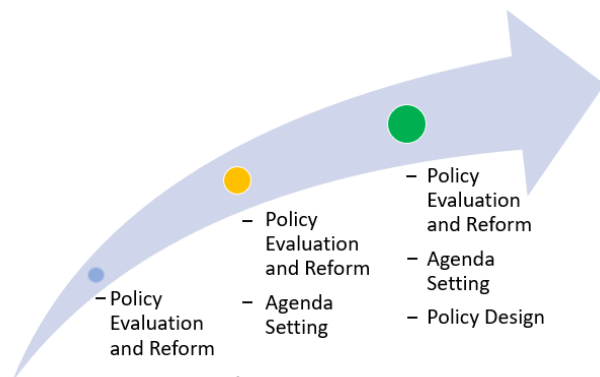
Systems Mapping Results and Feedback

The PICA process with the help of the kaleidoscope model of policy change was employed in the systems mapping exercise. The exercise x-rayed the role, strength and weaknesses of CPEEL-DAERD in the agricultural policy space. Some of the areas of strength included CPEEL-DAERD’s relationships with some government and policy makers, significant internal capacity, existing relationship (MOU) between CPEEL & DAERD, and potential to upscale its reputation in the agricultural policy space. However, some shortcomings were likewise noted. These include weak institutional partnerships, low capacity for agricultural policy communication and the use of some research tools.

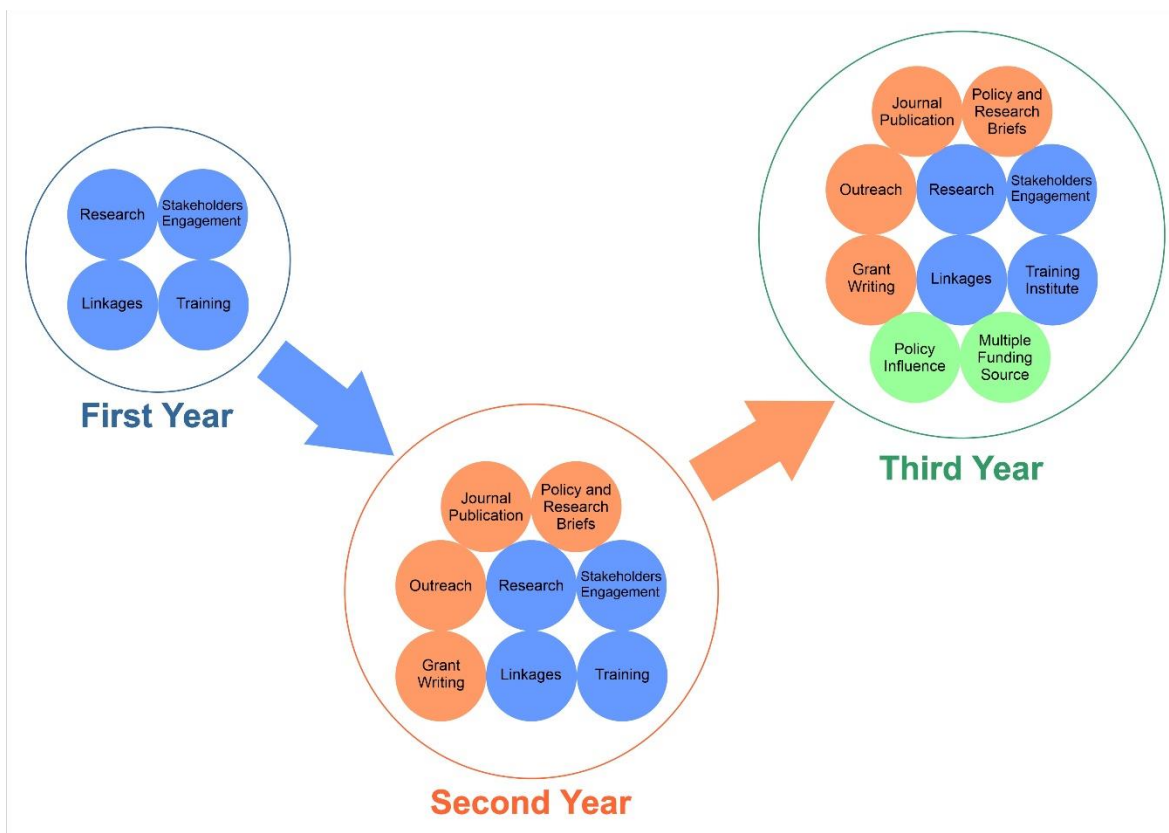
Following the Kaleidoscope model of policy change, we have since realized that every stage of the policy process is unique and very important, however there is a need for us as a policy centre to concentrate on Agenda Setting, Design, Evaluation & Reform. Given resource constraints (fund, time etc), there is a need to prioritize. This has led to focusing on activities around evaluation and reform where PiLAF is currently strongest. At the moment, PiLAF is at the verge of collaborating on a project called Operation Green Your Landscape (OGYL) which is targeted at promoting Urban Agriculture in Nigeria. A pilot phase will be initiated at the state level and scaled up across the country in due time. This is in response to the increasing rate of food insecurity triggered by rising security challenges (farmer-herder conflicts, boko haram and banditry), covid-19 pandemic, population explosion, rural-urban migration and increased urbanization. PiLAF is also in discussion with a private firm with great expertise and competence in the area of drone technology, smart farming and data analytics. We have jointly put up a proposal focusing on the use of digital technology to increase farm productivity. We have scaled through the first stage and at the technical review stage. In addition, further discussions about establishing an Institute for Smart Farming, where PiLAF will play a pivotal role, are ongoing. These collaborations might not necessarily demand

additional staff strength for PiLAF as the collaborating partners have some personnel and their resources to bring on board for the partnership arrangement.

In the next three years, it is expected that PiLAF with the support of PRCI would have built capacity and strength (both organizational & technical) which will advance its ability to continuously participate in policy evaluation and reform and scale-up active engagement in agenda setting and design. Furthermore, PiLAF's research capacity especially the mentoring framework provided by MSU would have enhanced its ability to undertake high quality research that will not only focus on local audience but attract global attention.



PiLAF in 3 years following the Kaleidoscope model of policy change



PiLAF in 3 years vis a vis organizational and technical activities and outputs

Gap Analysis Results

The result of the technical gap analysis identified the following as priority needs:

1. Grant proposal writing skills – this will help provide more funding to help ensure the future of the centre at the expiration of PRCI
2. Research Capacity – there is a need for PiLAF staff to be trained on research methodologies, use of statistical software like stata & R and journal publications
3. Policy Communication – the communication of research findings in languages understood by policy makers and the whole set of stakeholders along the agricultural value chain. This is a very vital gap that must be filled. The creation of a website was one out of several means of filling this gap. This will help with great impact.
4. Project Management Skills – the centre must have capacity to manage projects from planning, execution, monitoring and controlling, evaluating and closing
5. Policy Advocacy – this will build the capacity of PiLAF towards becoming a major player in the Nigerian agricultural policy process. This shall be achieved by partnering with key media outfits, pressure groups/related organizations while leveraging on social media platforms amongst others

Capacity Development Goals

Strengthening the Centre's Research Capacity – the mentorship and collaborative research led by the MSU team is crucial to achieving this goal. Through participation in joint research with professors from MSU & IFPRI, the technical capacity acquired will enhance PiLAF's ability to undertake rigorous evidence-based research that can influence policy. To complement this effort, several trainings and workshops will be held on the prioritized areas identified through needs assessment. These includes training on qualitative research methods, quantitative research methods, use of statistical packages (stata, R, MAXQDA, NVivo), Project management, Environmental Impact Assessment, Evidence Synthesis etc..

Develop Linkages with Policy Makers & Specialized Agencies – the need for the centre to be influential in the policy space requires lots of networking, collaborations and linkages. Key stakeholders along the agricultural value chain will be identified. Covid-19 pandemic has limited interactions to the use of virtual interactions. However, where possible and necessary, physical visitations which is more effective, especially in our climate, will be exploited.

Policy Communication – Research findings will be disseminated to stakeholders; a continuous mechanism that will encourage regular feedback through virtual meetings and regular exchange of emails.

This will serve the multipurpose objective of societal problem solving, creating awareness and influence for the centre and ultimately policy impact along the agricultural value-chain. It is also expected that some of the research can be published in high impact journals which will help wider/global scholarly knowledge and debate.

Dialogue/Fora with Key Stakeholders in the Agricultural & Food Security Space in Nigeria – to achieve the critical goal of ensuring participatory approach in the policy process, there will be periodic stakeholder consultations comprising grassroot producers, processors, wholesalers/retailers, marketers, consumers, civil society groups, financial institutions, government representatives etc of various subsectors in the nation's agri-food system. In addition to specific stakeholder consultations in various subsectors, there will be annual workshops where food security issues will be discussed by experts across the country. The centre will host this event which will help create further influence.

Research & Administrative Staff Exchange – model policy centres would be identified and visited for learning experience and exchange of ideas that will help improve on the performance of the centres activities to remain relevant and competitive within the country and subregion.

Summary of key activities

Setting up PiLAF Office – Activities for year one was essentially filled with virtual trainings organized by the MSU team, PICA Process and the start of the set-up of the PiLAF office. This included identifying and equipping two office spaces located in the department of agricultural extension & rural development (DAERD), University of Ibadan. Items such as Laptops, Solar Inverters, office furniture, fuel, internet connectivity gadgets (especially during the peak of Covid-19 pandemic), personnel payment amongst others. This cost about \$31,000 for year 1.

Collaborative Research



The study on energy poverty and food security jointly undertaken with MSU professors is one of many other collaborative research efforts and it is a key component of PRCI towards building capacity of PiLAF's researchers. This cost \$25,000 in year 1 and will cost about \$18,000 in year 2.

Stakeholder Engagement – a stakeholder engagement was held for the actors along the poultry valuechain. This cost about \$1,400 in year 1. Engagements with actors in other prioritized agricultural subsectors will hold in year 2 & 3 at the cost of \$1500 each.

Training on Qualitative & Quantitative Research Methods – these trainings took a cumulative seven days with up to 7 facilitators and a cost of about \$2,000 in year 1.

Annual Dialogue on Food Security Issues in Nigeria – this is expected to bring together experts in the agrifood system, government/policy makers, researchers, community-based organizations amongst others. This will cost about \$5000 in year 2 and year 3.

Workshop on Project Management – this is a technical capacity activity scheduled for year 2 and will cost about \$2000

Training on Gender-Sensitive Research, Evidence Synthesis & Report Writing – this is scheduled for year 2 and will cost \$3000.

Training on the use of stata and R – scheduled for year 1 & 2. It will cost about \$12,000 including cost of Stata software.

Visitation to a Model Policy Centre – this is expected to provide learning experience for PiLAF and scheduled for year 2.

Brown Bags Seminars – this is expected to be monthly or quarterly. It will bring agricultural field practitioners to the centre to share their practical experiences to enrich and inform research ideas for problem solving. This is expected to start in year 2 and will run till the end of PRCI at a cost of \$500 per session.

Indicators

Under the entire life of the grant, PiLAF plans to focus on three sub-sectors for grassroots policy influence. These are the Poultry (livestock), Rice (arable) and Cocoa (cash crop) sub-sectors. PiLAF is currently on the poultry sub-sector and hopes to conclude work on it by the end of the second year of the grant cycle. We shall face the rice sub-sector by the third year while the last year shall be dedicated to cocoa sub-sector. Other sub-sectors in the agri-food system covering the livestock, arable and cash crops shall be ventured into in the future leveraging on our sustainability plan to take PiLAF beyond the grant life span.

Some indicators that will determine progress are listed below.

Number of Stakeholder Engagements

The number of stakeholders engagement is closely connected to the sub-sectors selected for grassroots policy influence. This entails mobilizing actors along selected sub-sectors (commodity value chains),

especially at the grassroots level in a participatory engagement to elicit the effects of policies on their agricultural enterprises and the direction to which policy reforms may be necessary. Two stakeholders' engagements are needed per sub-sector (one at the on-set policy process and the other towards the end) aside some others which necessity could demand along the policy process. This aligns with the capacity development goal of Dialogue/Fora with Key Stakeholders in the Agricultural & Food Security Space and it is expected to hold at least twice a year.

The number of times PiLAF/PiLAF staff is invited for presentation at conferences/workshops – The influence that PiLAF has in the policy space can be associated with the quantum of invitation/participation the Lab will have in conferences and workshops that are geared towards promoting sustainable agriculture and food security. Hence, PiLAF will make effort to widen its network to facilitate more invitations and participations in conferences/workshops. It is expected that in a year, two conferences and workshops such as Nigerian Association of Agricultural Economists (NAAE), Agriculture Extension Society of Nigeria (AESON), Rural Sociological Association of Nigeria (RuSAN) etc. shall be attended by PiLAF staff. This would provide visibility for PiLAF and acceptance of its policy advocacy efforts.

The number of organizations reached/ Collaborations – for PiLAF to achieve its objectives, there is a need for strong and quality collaborations with organizations and agencies sharing similar vision and objectives such as Federal & State Ministries of Agriculture and Rural Development, Cocoa Research Institute of Nigeria (CRIN), Nigerian Stored Products Research Institute (NSPRI), Farm and Infrastructure Foundation (FIF) International Institute for Tropical Agriculture (IITA). For Instance, while setting out on PiLAF's policy engagement in the poultry value chain, collaborations were established with the Poultry Association of Nigeria (PAN), Central Bank of Nigeria (CBN), the State Ministry of Agriculture and Rural Development etc. These collaborations would facilitate synergy and ensure the achievement of the overarching objective of policy influence and attainment of food security. The list of prospective collaborating organizations is not exhaustive, however, strong networks/partnerships with at least five relevant organizations shall be established.

Number of trainings/workshops organized - these are necessary for capacity building and knowledge sharing for PiLAF staff, faculty members and graduate students. The outcome of these activities will inculcate the requisite skill sets needed to conduct policy research and participate effectively in the policy process for the ultimate goal of policy influence. Three trainings/workshops are expected to be conducted yearly. Currently, PiLAF has successfully conducted trainings on Qualitative and Quantitative Research Methods. With respect to training on statistical packages, we expect at least 40 participants.

Number of Research Conducted and Publications – policies informed by evidence-based research is critical to problem solving and facilitating appropriate policy action. It is expected that during the PRCI grant cycle, two researches will be conducted together with mentors at MSU while three studies shall be conducted in-house.

Number of Grants applied for and won – PiLAF plans to outlive funding from PRCI therefore more grant funding is needed to be sought for. This will guarantee sustainability and the continued relevance of PiLAF in the policy space both within the country and its subregion. The number of grants to be applied for is inexhaustive but it is envisaged that one grant funding will be won.



Number of Occasions When National/Regional/Global Organizations/Entities Approach PRCI Researchers/Partners with Request for Information, Consultation, Data and Presentations: This is a proxy for policy influence and visibility. It also gives credibility to PiLAF's activities. We anticipate at least 10 of these yearly.

Number of Blogpost on Websites – the website provides a platform for visibility where PiLAF's activities can be accessed and followed. At least one blogpost on topical issues relating to agriculture and food security shall be uploaded every month.

Number of Channels of Communication Explored – In addition to PiLAF's website, social media platforms like twitter, facebook, linkedin and instagram will be explored and utilized to propagate information generated from PiLAF for wider audience and visibility. Twitter is currently banned in Nigeria. It is expected that there will be at least a post every month on the social media platforms (12 posts per year).

Number of Policy Influenced

As a policy centre, PiLAF's ultimate aim is to influence policy. While this is a longterm goal, necessary steps, activities and actions as highlighted above are expected to interplay and finally culminate into actual influence anticipated.

It is important to note that absolute numbers as stated above might not be adequate. We will be benchmarking the absolute numbers against what we plan to achieve. The benchmarking will be done and it will give a proportional index that will be most appropriate for determining progress.

Monitoring and Evaluation Process

The ultimate goal of PRCI is to ensure the centres of policy leadership become policy influencers in their respective countries. Periodic monitoring and evaluation is key towards ensuring this. While some activities will be evaluated immediately after completion, others will be evaluated as they progress. Therefore, at PiLAF we will not wait till the end of PRCI. Progress on some activities such as number of blogposts, trainings, workshops, publications etc will be monitored periodically while the final evaluation will be done at the end of the project.

Agreed indicators were generated along different nodes of PiLAF's activities. For example, the poultry stakeholders' engagement meeting was conducted at the onset of PiLAF's activity to understand the current challenges facing actors within the sector. The evaluation of was done by comparing the number of participants against those invited; the quality of information obtained on challenges of interest against what was expected; the number of linkages built with actors in the sector etc.

Having identified key indicators for determining progress, the PIs are assigned the responsibility of assessing progress viz-a-viz the indicators. The PICA excel sheet will be used to monitor progress of PiLAF's activities.

To evaluate PiLAF's influence in the policy system, some of the indicators listed above will be used. For example, PiLAF as a policy center has been receiving requests for collaboration from other actors in the

policy system e.g. the request for an establishment of an institute of smart farming from Agroxchange (a private firm), Nigerian Flying Labs (Drone Technology Consortium), joint grant proposal writing on AgriDI, Project Initiative on Urban Farming Practice for Food Security by Operation Green Your Landscape (OGYL) etc. Also, the no of invitations received by PiLAF or PiLAF staff members to participate in workshops or research projects. For example, one of the PIs was recently invited by the Central Bank of Nigeria to make a presentation on food security issues in Nigeria.

BUDGET

| Item | Budget 2021 | Budget 2022 | Budget 2023 | Budget 2024 | |
|--|---------------------|---------------------|---------------------|---------------------|----------------------|
| Labour time: PI | \$ 11,978.95 | \$ 1,578.95 | \$ 1,578.95 | \$ 657.89 | |
| Labour time: Co-PI | \$ 9,978.95 | \$ 1,578.95 | \$ 1,578.95 | \$ 657.89 | |
| Labour time: Additional researchers | \$ 16,502.64 | \$ 8,210.54 | \$ 8,210.54 | \$ 3,421.05 | |
| Travel and Accommodation | | \$ 6,160.75 | | | |
| Supplies | \$ 12,423.68 | \$ 5,621.06 | \$ 5,621.06 | \$ 2,342.11 | |
| Software | \$ 2,000.00 | \$ 2,000.00 | \$ 2,000.00 | \$ 2,000.00 | |
| Communication | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | |
| Data Management | \$ 350.00 | | | | |
| Research Meetings and Training | \$ 14,460.00 | \$ 14,000.00 | \$ 8,000.00 | \$ 3,500.00 | |
| Stakeholders Meeting and Dissemination Workshop | \$ 5,000.00 | \$ 6,000.00 | \$ 6,000.00 | \$ 6,000.00 | |
| Local conference attendance for PIs and Junior Researchers | \$ 3,000.00 | \$ 3,000.00 | \$ 3,000.00 | \$ 3,000.00 | |
| Dissemination Workshop (OUTREACH STRATEGY) | \$ 2,000.00 | \$ 5,000.00 | \$ 5,000.00 | \$ 7,400.54 | |
| Indirect Cost (10%) | \$ 7,869.42 | \$ 5,415.03 | \$ 4,198.95 | \$ 2,997.95 | |
| Total | \$ 86,563.64 | \$ 59,565.28 | \$ 46,188.45 | \$ 32,977.43 | \$ 225,294.80 |