

***Michigan State University  
In partnership with the  
International Food Policy Research Institute***

**Feed the Future Nigeria Agricultural Policy Project**

Associate Cooperative Agreement Number AID-620-LA-15-00001

**Year 0 and Year 1 Work Plan**

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## LIST OF ACRONYMS

ABU	Ahmadu Bello University
ADWG	Agriculture Sector Donor Working Group
AFRE	MSU's Department of Agricultural, Food and Resource Economics
APRNet	Agricultural Policy Research Network
ARCN	Agriculture Research Council of Nigeria
ATA	Nigerian Agriculture Transformation Agenda
CAADP	Comprehensive African Agricultural Development Program
CSOs	Civil Society Organizations
FGN	Federal Government of Nigeria
FLO1	First Level Objective
FMARD	Federal Ministry of Agriculture and Rural Development
FSP	Food Security Policy Project
FtF	Feed the Future
FTFMS	FtF Monitoring System
IFPRI	International Food Policy Research Institute
IR	Intermediate Results
MEP	Monitoring Evaluation Plan
MOU	Memorandum of Understanding
MSU	Michigan State University
NGOS	Non-Governmental Organizations
NSSP	Nigeria Strategy Support Program
	Regional Network of Agricultural Policy Research Institutes of East and Southern
ReNAPRI	Africa
ReSAKSS	Africa's Regional Strategic Analysis and Knowledge Support System
SMART	Specific, Measureable, Accurate, Realistic, and Time Bound
SR	Strategic Results
STATA	Data Analysis and Statistical Software for Professionals
Sub IR	Sub-Intermediate Results
TBD	To be determined
UI	University of Ibadan
UP	University of Pretoria

## EXECUTIVE SUMMARY

USAID's Feed the Future activities facilitates the attainment of the goals under the Nigerian Agriculture Transformation Agenda (ATA), (or other agenda for agriculture expressed by the Federal Government of Nigeria (FGN). In order to achieve the outcomes outlined in these strategies there is a need for the FGN, Nigerian institutions, and other key stakeholders in the policy process to:

- **Strengthen Information and Knowledge Management Systems:** Generate adequate data to inform policy dialogue, formulation and implementation. As research generates knowledge which is necessary for policy formulation, the challenge is for national institutions to determine and develop organizational practices, principles, and approaches on how knowledge can be created, harnessed, shared, tracked, and distributed among government agencies, research communities, and the public.
- **Identify and fill key knowledge gaps:** Nigeria's agriculture is predominantly a small-holder activity and therefore suffers from many constraints such as limited use of improved technologies for production, processing, storage, and transportation. These constraints are exacerbated and compounded in the Nigerian context by the extensive ecological diversity, which generates substantial knowledge gaps in production processes and marketing outlets.
- **Strengthen strategic planning through promoting participation:** A planning process requires the formulation of strategies, which involve a time-bound prioritization and selectivity, with the participation of all stakeholders. Stakeholders in Nigerian agriculture have expressed frustration with the lack of adequate consultation on the process determining what is to be done and in the making of strategic choices.
- **Build networks:** Investigate options for creating linkages among key stakeholders. A multi-disciplinary approach is necessary to address the production, processing and marketing constraints.

The project is implemented by Michigan State University (MSU) in partnership with the International Food Policy Research Institute (IFPRI). The Associate Cooperative Agreement between USAID/Nigeria and MSU was finalized on June 24, 2015. The five year project runs from July 1, 2015 to June 30, 2020. The budget over the life of the project is US\$ 12.5 million.

The major expected outcomes of the project, categorized by objective, are:

1. Strengthened national capacity for greater evidence based policy processes in agriculture exhibited by increased capacity of Nigerian analysts to undertake and make widely available relevant evidence-based policy analysis.
2. An informed policy dialogue promoted and fostered among all stakeholders in the agricultural sector by means of an inclusive, transparent, and sustainable process at the country level, building blocks for a well-integrated and developed national policy system.
3. Improved federal and state governments' ability to plan and implement effective policy analyses and programs, as well as improved demand to absorb policy research in their policy process.

## PROGRAM COMPONENTS

### Goals and objectives

Successful implementation of any government policy (such as the Agricultural Transformation Agenda (ATA)) requires credible evidence in monitoring progress and in revising approaches as priorities shift with changing policy concerns on emerging issues. This means having sufficient national capacity to conduct policy analysis and research to fill key knowledge gaps. It also requires a demand for such research (by policy makers) to inform the national policy process and to improve the design, implementation, monitoring, and evaluation of the policies. Nigerian agriculture policy-making has evolved and capacity to make and implement policy has improved over time. However, shortfalls in human and institutional capacity remain and have the potential to undermine the efforts of the ministry in implementing their policies and programs. An IFPRI-Africa Lead report in 2012 revealed a number of important challenges regarding the overall implementation process for ATA.

These challenges are related to large capacity gaps at the institutional, organizational and individual levels. These gaps need to be filled if any national policy geared towards increased productivity, value addition, food security and poverty reduction, is to be successfully implemented. The above study's main objectives included mapping key institutions and stakeholders, analyzing institutional capacity strengths and gaps, and making recommendations to improve these capacities in relation to their proposed implementation roles. The above study also identifies the leadership and management structure required within FMARD for the successful implementation of the ATA and similar government programs. Finally, the study makes recommendations to improve capacity at the policy process and organizational levels to increase the effectiveness and efficiency of FMARD. See also Babu et al. (2014) for further details.

Since the introduction of the ATA in 2010/2011, there has been increased demand from FMARD and its stakeholders for greater policy research and capacity training as Nigeria seeks to accelerate its agricultural transformation. With the increased recognition of the importance of agriculture, this is likely to continue with the newly elected government; particularly as it charts its own course. Moreover, other African countries seek to learn from Nigeria's policy innovations and practices. The proposed activities will ensure that IFPRI, MSU and their Nigerian partners are equipped to respond effectively in a timely manner, to the added demands. In the process, they will ensure that all partners meet the growing expectations of the positive role that national and international research can play in supporting the capacity, knowledge and information needs of FMARD. More specifically, it will focus on three integrated objectives as follows:

**OBJECTIVE 1:** To strengthen the **national capacity** for greater evidence based policy processes in agriculture by increasing the capacity of Nigerian analysts to undertake and make widely available relevant evidence-based policy analysis.

**OBJECTIVE 2:** To promote and foster informed **policy dialogue** among all stakeholders in the agricultural sector through an inclusive, transparent, and sustainable process at the country level, building blocks for a well-integrated and developed national policy system.

**OBJECTIVE 3:** To help federal and state governments improve their **capacities to plan and implement** effective policy analyses and programs, and demand and absorb policy research in their policy process.

### Technical approach

FSP is a well-established international consortium with objectives that are entirely consistent with the proposed approach of Feed the Future Nigeria Agricultural Policy Project. Second, the FSP consortium combines the strengths of three reputable research and academic institutions: Michigan State University (MSU), the International Food Policy Research Institute (IFPRI), and the University of Pretoria (UP). Thirdly, the FSP consortium is able to leverage on IFPRI's experience with implementing the Nigeria Strategy Support Program (NSSP) over the past eight years (2007-2014). Doing so will help assure continuity and trust among local stakeholders and partners while further enriching the past efforts to increase national capacities for generating and informing future agricultural and food security policies. Together, the three institutions and their extensive research and alumni partner networks in Nigeria and across countries in several continents, bring depth and breadth to evidence-based and inclusive approaches for national capacity building and improved policy formulation and implementation.

From the time of its inception, the NSSP was fairly successful in achieving many of its objectives. Over its eight years in Nigeria, NSSP has responded to changing priorities and new demands for research and capacity support. However, this was not without difficulties. The most difficult challenge has been the absence of a functional policy analysis or technical unit within FMARD. This absence has contributed to the insufficient capacity of the ministry to absorb the research and technical outputs of local researchers and NSSP, as well as, in articulating its specific knowledge gaps and information needs. Despite being a long recognized problem among all partners involved (FMARD, the donor community, IFPRI, Nigerian universities and think tanks) little has been done to address this challenge. Additionally, there are weak links between local knowledge generators (e.g. universities and research think tanks) with demand among policy makers more generally, and with FMARD in particular. This in turn has made it exceptionally challenging for programs such as the NSSP to establish strong technical ties with ministry personnel in order to strengthen FMARD's own internal capacity for evidence-based policy making. As a result, the policy process and implementation of FMARD's ATA strategy during the last few years has often lacked access to timely information and evidence being generated by policy research.

The FSP consortium builds on decades of experience in increasing national capacity through working with national research institutes, government ministries and institutions of higher learning across sub Saharan Africa. For example, MSU's Department of Agricultural, Food and Resource Economics (AFRE) is known for its applied research and capacity building, with a focus on African agricultural and food system development, food security and related food system policy. In the last 15 years, the Department's faculty has engaged in collaborative research, policy dialogue, and capacity building throughout Africa, including projects in Burkina Faso, Ethiopia, Kenya, Malawi, Mali, Mozambique, Nigeria, Rwanda, Senegal, Tanzania, Zambia and Zimbabwe. These projects have established a strong track record of working successfully with partners including government ministries and policy makers.

In all these activities, MSU has demonstrated the ability to provide sustained capacity-building support for the institutions it has worked with. In most of its work with National agricultural policy institutes in East and Southern Africa, MSU has strengthened the capacity of researchers and leveraged on their links with African public universities. These national policy research institutes are locally managed, have local executive boards drawn from local private and public sector stakeholder organizations, and are organized to provide policy-relevant analysis for all stakeholders.

In addition to these country-level programs, MSU has recently initiated the development of a regional network of national research organizations through the Regional Network of Agricultural Policy Research Institutes of East and Southern Africa (ReNAPRI). Consequently, FEED THE FUTURE NIGERIA AGRICULTURAL POLICY PROJECT can leverage MSU's experience with building networks among stakeholders at a national and regional level as it works in Nigeria. FEED THE FUTURE NIGERIA AGRICULTURAL POLICY PROJECT can equally leverage MSU's experience coordinating training and research activities across various stakeholders in its work with National agriculture research institutes in Nigeria, the ministry of agriculture and various institutions of higher learning.

IFPRI has a long history of undertaking policy research and capacity strengthening activities in Africa, as well as expanding its reach by engaging with local research institutions, organizations, and policy making bodies. For example, IFPRI's reach on the continent has included the establishment of two regional offices in Africa – in Addis Ababa, Ethiopia and Dakar, Senegal – as well as several country strategy support programs in Ethiopia, Ghana, Nigeria and Malawi. Locating research staff in all these countries has been a key part of IFPRI's capacity strengthening strategy to enable local knowledge providers including policy analysts to help inform and shape agricultural development priorities for policy impact. IFPRI's facilitation of the ReSAKSS program ([www.resakss.org](http://www.resakss.org)) and the AGRODEP ([www.agrodep.org](http://www.agrodep.org)) in support of CAADP are just two examples of this type of engagement at the regional level. Even more importantly, the presence of IFPRI's NSSP program in Nigeria will allow the consortium to build on the programs' own lessons with conducting evidence-based policy research and capacity building in support of the country's committed goals under the Comprehensive African Agricultural Development Program (CAADP) of the Africa Union, and more recently, the country's ATA framework.

An IFPRI in-country team led by Dr. George Mavrotas and an MSU campus based team led by Dr. Saweda Liverpool-Tasie will bring the strengths of both of these institutions to work on this project.

## WORK COMPONENTS

The work that will be done is described here, organized according to the three project objectives noted above for project Year 0 (July - September 2015) and Year 1 (October 2015 through September 2016).

### 1. A Strategy for Enhancing National Agriculture and Food Security Policy Capacity

The Feed the Future Nigeria Agricultural Policy Project proposes a robust approach to enhance skills, training, and institutional capacities for meeting the demands for policy analysis by FMARD and the national food security and agricultural policy process. While the focus for training will be on methods and applications for research and policy analysis, the actual content will vary depending on the targeted audience and their particular needs. To this end, the program will undertake consultations with FMARD, Ahmadu Bello University (ABU), the University of Ibadan, and other key stakeholders, at the start of the program to discuss the content and ensure their appropriateness in addressing the most serious gaps in knowledge, analytical and research approaches, and application tools in Nigeria.

The project proposes to organize and institute a direct training collaboration between researchers at MSU and IFPRI with graduate student researchers and their supervisors in Nigerian Universities. A competitive annual selection of two or three Nigerian Post Graduate Students (one at the Masters Level and one or two at the PhD Level) is proposed. These students and their research advisors will form a research team with MSU and IFPRI researchers on the proposed research topics. Where possible (and to be encouraged) the research project should constitute part of the students thesis or dissertation. The Nigerian students will attend technical courses (e.g. econometrics, research design and/or modeling) at MSU for periods of a semester for Masters and one year for PhD students. The program would be designed such that where possible, the Nigerian students would receive course credit from MSU, which would be presented to their primary institution, towards grading for their degree award. Short term visits will be made by the Nigerian research supervisors. The visits will enable them participate in various activities to broaden their outlook and to facilitate the provision of feedback for their research students. The visits will also facilitate the interaction of the Nigerian professors with faculty at the department of Agricultural, Food and Resource Economics as well as faculty at the College of Agriculture and Natural Resources. The Nigerian professors will be empowered and encouraged to collaborate with senior IFPRI researchers in Washington, D.C. In all of these strategies, the research teams will strive to achieve gender balance in their composition.

The project also proposes to organize periodic training workshops at Nigerian universities on various research methods and tools, based on demand, to reach a broader set of promising graduate students and young research professionals. Lecturers and students in Nigerian universities will be able to access all course materials developed. Additionally, as part of this, periodic training, lectures by visiting MSU and IFPRI staff will be encouraged at the program's collaborating institutions. This is a key long term oriented effort at institutional capacity building to facilitate the training of the next generation of policy researchers and analysts in Nigeria.



The training workshops will pay attention to policy analysis methods and tools, targeting a broader audience that involves not only the researcher community, but also includes practitioners in government (such as at FMARD and other ministries related to agriculture), CSOs, NGOs, private sector, and think tanks. For FMARD in particular, the training courses will be open to all junior and senior staff members at FMARD willing to participate and strengthen their analytical and communication skills. The project will strongly encourage FMARD's participation in these courses on a quarterly basis by continuous engagement and consultation with the relevant Divisions and Directors within the Ministry, as well as with think tanks in the country.

To promote the visibility of the policy research and analysis being undertaken, based on the project workshops and other activities, MSU and IFPRI propose to organize 3 major conferences during the period (2015-20) which will bring together experts on selected issues in agriculture and economic development to provide guidance to Nigerian graduate students and young research professionals working in these areas. Aside from participating graduate students and faculty, the events will include young researchers and policy analysts from the FMARD, collaborating universities and research institutions. These conferences will enable participants to get feedback on all areas of their proposed and ongoing research (research question and its policy relevance, theoretical and empirical strategies and result interpretation) with the opportunity to present their final version in a subsequent local or international conference. Selected graduate students will be funded by the program to attend a conference and present their work. These may be a national professional conference- such as that of the Nigerian association of agricultural economics or similar body with special sessions. Such sessions will broaden the reach of these conferences and increase interaction between actors at various institutions interested in agricultural policy. The interactions are intended to strengthen the links between such actors and foster the development of a network of institutions that can independently interact during the policy process. Again significant attention will be paid to the gender composition of participants to encourage balanced gender participation by students, faculty, and professionals.

Finally, particular effort will be made through this activity to establish formal ties with two or more Nigerian institutions in order to develop appropriate skills, knowledge and tools needed to strengthen the credibility and relevance of evidence generated by policy analysis and research for informing policy. In addition to two already identified institutions (Ahmadu Bello University and University of Ibadan) additional institutions will be selected in line with their interest and/or relevance to project research topics and in order to broaden Feed the Future Nigeria Agricultural Policy project interaction with institutions across Nigeria's diverse agro-ecological and/or geopolitical systems.

Component 1: Planned Activities: A Strategy for Enhancing National Agriculture and Food Security Policy Capacity

	Milestones/Benchmarks	Lead (MSU/IFPRI)	Sites/ location	Dates	Annual performance targets	Outputs/ outcomes	Matching indicators
<b>Activity 1.1: Formation and operation of Advisory Committee</b>							
	1.1.1 Meeting with USAID with regards to setting up advisory committee	MSU/IFPRI	Abuja/Virtual	Oct-15	1	Promoting stakeholder consultation in the project and improving likelihood of program buy in and success	NA
	1.1.2 Invite potential members to serve on the advisory committee	MSU/IFPRI	Virtual	November 2015	1		NA
	1.1.3 First advisory committee meeting to set the stage for the project	IFPRI/MSU	Abuja	Early-2016	1		NA
	1.1.4 Annual Advisory committee meetings	IFPRI/MSU	Abuja	Late August/ September 2016	1		NA
<b>Activity 1.2: Stakeholder consultation meetings</b>							
	1.2.1 Program Launch meeting	IFPRI/MSU	Abuja	January (TBC) 2016	1	Promoting stakeholder consultation in the project and improving likelihood of program buy in and success	2) Number of stakeholder learning forums held where findings/best practices are presented
	1.2.2 Meeting with various stakeholders in the policy process- (APRNet)	IFPRI/MSU	Various locations, Nigeria	Throughout the year	4		NA
	1.2.3 Identify associations that would enable project to reach more broadly the Ag. Econ community in Nigeria e.g. Nigerian Ag Economics Association	IFPRI/MSU	Various locations, Nigeria	Throughout the year	1		NA

1.2.4 Meeting with various stakeholders in the policy process- Agriculture Research Council of Nigeria (ARCN)	IFPRI/MSU	Abuja	Throughout the year	4		NA
1.2.5 Meeting with various stakeholders in the policy process identified during the course of the project (ADWG)	IFPRI/MSU	Various locations, Nigeria	Throughout the year	6		NA
1.2.6 Attend stake holders' meetings (these include ABU, UI, FMARD, APRNet, ARCN, ADWG among others)	IFPRI	Nigeria, various locations	Yearly	At least 10		NA
1.2.7 Stakeholder consultations	IFPRI	Nigeria, various locations	Yearly	1		NA
<b>Activity 1.3: Dissemination/ Outreach</b>						
1.3.1 Large project dissemination activity and conference	IFPRI/MSU	Abuja or location of Nigeria Ag Econ Association meeting	2016	1	PARTICIPANT LIST AND INFORMATION/outreach, policy dialogue, dissemination of research findings and best practices, evidence based policy recommendations by Nigerian researchers, student demonstration of learning	1) Number of policy research and best practice papers generated 2) Number of stakeholder learning forums held where findings/best practices are presented
1.3.2 smaller project dissemination activities	IFPRI	Abuja or city where collaborating universities are	2015/2016	8 to 10		
1.3.3 Interaction with the press	IFPRI	NA	Every 2 months	6	NEWSPAPER ARTICLE OR NEWS RECORDING/promoting stakeholder consultation in the project and improving likelihood of program buy in and success, outreach, policy dialogue, dissemination of research findings and best practices, evidence based policy recommendations by Nigerian researchers, student demonstration of learning	2) Number of stakeholder learning forums held where findings/best practices are presented

## 2. Policy driven collaborative research and analysis.

The policy driven collaborative research and analysis is intended to directly support the knowledge needs of the policy process and can be sub-divided into two components, a research and a policy analysis component.

The first component will involve research teams composed of staff from IFPRI, MSU, and Nigerian research and academic institutions. Priorities on the research topics will be carried out in consultation with FMARD, development partners, and other key stakeholders. For the initial two years of the program, research topics have been identified already based on such a consultative process in 2013 and 2014, including but not limited to: (i) the principal determinants of effective and sustainable agricultural transformation in Nigeria; (ii) land governance and investment necessary to achieve sustainable transformation; (iii) the overall crucial nexus between agricultural policy and nutrition and how to achieve it, (iv) how climate change affects agricultural transformation and what can be done about it and (v) a more in-depth and refined understanding of how policy change occurs, as well as of the bottlenecks to achieving better policy implementation and outcomes, for strengthening agricultural and food security policy in Nigeria.

In order to benefit from past efforts and established linkages between two Nigerian universities, MSU and IFPRI, the project proposes to strengthen local capacities and dialogue by undertaking policy research and analysis through research teams involving local partners at reputable Nigerian research and academic institutions, beginning with Ahmadu Bello University (ABU) in Zaria, Kaduna State and University of Ibadan in Ibadan, Oyo State. If resources permit, other universities, such as the University of Agriculture, Makurdi, a university in Rivers state and the University of Nigeria, Nsukka may be considered. These researchers and their networks will be called upon to inform policy debates with empirical evidence as they increase interaction between the supply of information (Nigerian researchers) and the demand for information (FMARD and other stakeholders). The involvement of Nigerian graduate students at the collaborating Nigerian Universities will be paramount to this process as we begin to strengthen the capacity of the future generation of Nigerian researchers. In essence, collaborating individuals from these institutions and networks will serve as a core team of researchers on which FMARD and other government entities can rely, in the long run, for filling key knowledge gaps.

The goal will be to actively strengthen capacity among these institutions that have a strong record throughout Sub-Saharan Africa. Leveraging on the ties between MSU, IFPRI and the universities, the project will work to strengthen them by integrating the program's research activities with selected teams from the institutions. Additionally, it will work to integrate activities being undertaken into the broader agricultural research network in the country. In strengthening such ties, the program will promote the more active participation of Nigerian universities and policy research networks in the policy process by providing timely and credible evidence that is relevant for informing agriculture and food security policies and investment priorities.

In all of the above, a particular effort will be made to capture gender-related issues in the research topics to be covered under the project in view of the crucial importance of gender issues in the agricultural sector. For example, the proposed research on the potential for the generation and diffusion of modern and improved seed varieties and the one on the potential for expanding and improving irrigation systems, will incorporate detailed analysis on gender-specific impacts of agricultural transformation, varietal technology developments, irrigation technologies and policies on other production technologies such as agricultural mechanization. This will be done by integrating into the analytical framework the examination of gender specific impact pathways, by separately identifying direct effects of specific interventions on seed, irrigation and agricultural mechanization, as well as indirect effects such as greater demand for services like post-harvest processing, trading, money-lending which are often provided by female in rural Africa. Because women in particular play an especially important role within agro-industrial clusters, both in terms of labor input and for marketing activities, the research study on the potential for modernizing food processing through agro-industrial clustering will explicitly include a gender dimension. Similarly, one of the major objectives of the proposed work on land governance issues is to look at how the pilot systematic land tenure regularization (SLTR) programs can strengthen women's land rights. Thus all data will be gender disaggregated. Moreover, the study will conduct a gender analysis of how power relations between men and women within a household affect (and are affected by) women's land rights. It will also consider both individual and joint land rights. All of our analysis of access to land by age will further disaggregate these data by gender. This will allow for separate analysis of access to and use of land by young men and young women.

Furthermore, the study on the drivers of public agricultural expenditures will also highlight the importance of a gender sensitive approach in the delivery of agricultural goods and services by understanding the political economy dynamics of public resource allocation to agriculture in Nigeria. Insights from the study will help to develop appropriate recommendations on how resources can be better targeted to reduce gender inequalities that hold back agricultural development and have negative impacts on household food security and nutrition.

Finally, the effect of climate change on farmer resilience and the adaptation strategies adopted are likely to vary across gender and crops. The research will explore any gender specific impacts of climate change as well as any gender specific adaptation strategies. Along the value chain, women are often engaged very heavily in various activities such as processing. With increasing demand of processed foods accompanying urbanization, the nature in which changing structure of value chains affects the potential income generation of different actors (male and female) will be considered. We will also pay particular attention to the gender of the members of the various research teams that are formed to carry out various parts of the research project.

Appendix A outlines the research activities to be conducted during the work plan period for this component.

The second part will have a strong analytical component that is meant to be more focused on demand driven and shorter term policy analyses that originate from requests of FMARD and their development partners. In addition to linking FMARD with various actors in the National research system, the project will actively engage and collaborate closely with policy analysts at FMARD and other government institutions charged with informing the policy process when undertaking policy relevant analyses on a revolving demand basis. This will include pursuing with government and development partners the need for institutional innovations to establish a strong policy analysis unit within FMARD.

Often, policy makers seek information and evidence on emerging issues or challenges for which a policy response is needed. This can range from simple statistics that describe current conditions or trends to an analysis of the potential tradeoffs among different policy options they may be considering. The capacity to do so within FMARD (or other local Nigerian institutions) is limited. The goal of this activity is to provide, on a demand basis, support of quick policy analysis to FMARD, development partners and key stakeholders. The project will be engaged with some of this work that may require further research –in most cases however, this will involve describing policy analysis activities on a rolling demand basis.

The project Program Leader will be the key focal point for the project in managing this particular analytical component of the overall activity. He will also manage the program's ties with local processes, such as with the FMARD's policy advisory group and development partners' agricultural sector group. The project will be able to draw on the expertise of staff at IFPRI and MSU, as well as collaborating Nigerian institutions, for such capacity support throughout the life of the project.

IFPRI is currently in touch with FMARD regarding an assessment of skills gap exercise from the FMARD side and the resulting training courses demand from FMARD, so the project can follow up and organize the relevant courses at FMARD within Year 1 of the project. At an FMARD-IFPRI consultation meeting in Abuja on August 11, 2015, FMARD clearly emphasized that they have to discuss internally with various FMARD Divisions Directors the specific skills gaps and training demand within the Ministry before they get back to IFPRI and MSU with further details on the specific type of training courses the project can organize for them (not necessarily on STATA and other econometric software they said at this stage but rather more on basic Microsoft Office software and the rest). IFPRI will also encourage discussions on the provision of training on tools to strengthen data compilation and presentation as well as policy analysis.

Component 2: Planned Activities: Policy driven collaborative research and analysis.

	Milestones/ Benchmarks	Lead (MSU/ IFPRI)	Sites/ location	Dates	Annual performance targets	Outputs/ outcomes	Matching indicators
<b>Activity 2.1 Formalizing institutional partnerships.</b>							
	2.1.1 signing MOU with University of Ibadan	MSU	Ibadan, Nigeria	2015/ 2016	1	Promoting stakeholder consultation in the project and improving likelihood of program buy in and success	3) Number of collaborative research teams involving local partners formed and undertaking policy research and analysis
	2.1.2 signing MOU with Ahmadu Belo University	IFPRI	Zaria, Nigeria	2015/ 2016	1		
	2.1.3 Initiate discussions with University of Nsukka, University of Port Harcourt/ Rivers State University, University of Agriculture, Makurdi and any other institutions identified in the first year	MSU/ IFPRI	Enugu, Nigeria	2016	3		
<b>Activity 2.2 Climate change and agricultural resilience in Nigeria.</b>							
	2.2.1 Identification of professor and student pair	MSU	Virtual	October - December 2015	1	Collaborative team	3) Number of collaborative research teams involving local partners formed and undertaking policy research and analysis
	2.2.2 Research Team Meetings	MSU	Virtual, Abuja, East Lansing, Ibadan, Zaria	Every 2 months	6	MINUTES/research summary, Literature review, draft paper, minutes, Better understanding and of research problems and methodology	1) Number of policy research and best practice papers generated 2) Number of stakeholder learning forums held where findings/best prac-

	2.2.3 Research team field work: Participatory session to inform analysis	MSU	Abuja, Kano, Ibadan	May-August 2016	1	DATA/research summary, Literature review, draft paper, minutes, Better understanding and of research problems and methodology	tices are presented
	2.2.4 Research team analysis	MSU	Virtual, Abuja, East Lansing, Ibadan, Zaria	Every two months	6	research summary, Literature review, draft paper, minutes, Better understanding and of research problems and methodology	
	2.2.5 Research team results presentations	MSU	East Lansing, Ibadan, ABU, etc.	Yearly	2		
<b>2.3 Exploring how the implications of climate change on cropping systems interact with the broader food system in Nigeria (particularly poultry and/or, fish and/or livestock production)</b>							
	2.3.1 Identification of professor and student pair	MSU	Virtual	Oct-15	1	Collaborative team	3) Number of collaborative research teams involving local partners formed and undertaking policy research and analysis
	2.3.2 Research Team Meetings	MSU	Virtual, Abuja, East Lansing, Ibadan, Zaria	Every two months	6	MINUTES/research summary, literature review, draft paper, minutes, Better understanding and of research problems and methodology	1) Number of policy research and best practice papers generated 2) Number of stakeholder learning forums held where findings/best practices are presented
	2.3.3 Field work: Scoping activity by research team to understand poultry value chain	MSU	Ibadan, Nigeria	July-December 2015	1		
	2.3.4 Research team analysis	MSU	Virtual, Abuja, East Lansing, Ibadan, Zaria	Every 2 months	6		
	2.3.5 Research team results presentations	MSU	East Lansing, Ibadan, ABU, etc.	Yearly	2		
<b>2.4 Understanding the landscape for land access in Nigeria and its relation to food security within the realm of various global factors)</b>							
	2.4.1 Identification of professor and student pair	MSU	Virtual	January-June 2016	1	Collaborative team	3) Number of collaborative research teams involving local partners formed and



							undertaking policy research and analysis
2.4.2	Research Team Meetings	MSU	Virtual, Abuja, East Lansing, Ibadan, Zaria	Every 2 months from June 2016	1	MINUTES/research summary, Literature review, draft paper, minutes, Better understanding and of research problems and methodology	1) Number of policy research and best practice papers generated 2) Number of stakeholder learning forums held where findings/best practices are presented
2.4.3	Research team analysis	MSU	Virtual, Abuja, East Lansing, Ibadan, Zaria		1		
<b>2.5 Potential for the generation and diffusion of modern and improved seed varieties</b>							
2.5.1	Identification of professor and student pair	IFPRI	ABU, National Cereal Research Institute (NCRI) (Badeggi, Niger) etc	August 2015 - April 2016	1	Collaborative research team	3) Number of collaborative research teams involving local partners formed and undertaking policy research and analysis
2.5.2	Research Team Meetings	IFPRI	Virtual, Abuja, Zaria, NCRI, DC	Every 2 months	6	Meeting minutes, better understanding and of research problems, better identification of research questions and research methodology	1) Number of policy research and best practice papers generated 2) Number of stakeholder learning forums held where findings/best practices are presented
2.5.3	Research team field work: Field Work	IFPRI	Nigeria	2016	1	DATA, field notes, better understanding of relevant field conditions	
2.5.4	Research team analysis	IFPRI	Virtual, Abuja, Zaria, DC	Every 2 months	6 Meetings	Research summary, literature review, conceptual framework, draft paper	
2.5.5	Research team results presentations	IFPRI	Abuja, ABU, NCRI, etc	Yearly	1		
<b>2.6 Potential for expanding and improving irrigation systems</b>							

2.6.1 Identification of professor and student pair	IFPRI	ABU, ADPs, River Basin Development Authorities (RBDAs), Federal / State Ministries of Water Resources, etc	October 2015 - April 2016	1	Collaborative research team	3) Number of collaborative research teams involving local partners formed and undertaking policy re-search and analysis
2.6.2 Research Team Meetings	IFPRI	Virtual, Abuja, Zaria, DC	Every 2 months	6	Meeting minutes, better understanding and of research problems, better identification of research questions and research methodology	1) Number of policy research and best practice papers generated 2) Number of stakeholder learning forums held where findings/best practices are presented
2.6.3 Research team field work: Field Work	IFPRI	Nigeria	2016	1	DATA, field notes, better understanding of relevant field conditions	
2.6.4 Research team analysis	IFPRI	Virtual, Abuja, Zaria, DC	Every 2 months	6 Meetings	Research summary, literature review, conceptual framework, draft paper	
2.6.5 Research team results presentations	IFPRI	Abuja, ABU, NCRI, etc.	Yearly	1		
<b>2.7 Potential for modernizing food processing through agro-industrial clustering</b>						
2.7.1 Identification of professor and student pair	IFPRI	ABU	Oct-15	1	Collaborative research team established with all partners (IFPRI, ABU and MSU)	3) Number of collaborative research teams involving local partners formed and undertaking policy re-search and analysis
2.7.2 Research Team Meetings	IFPRI	Virtual, Abuja, Zaria, DC	October-November 2015	5	Minutes from 3 research meetings, detailed timeline of activities and responsibilities from 1st meeting, draft survey instrument 2nd meeting	1) Number of policy research and best practice papers generated 2) Number of stakeholder learning forums held where

2.7.3 Research team field work: Field Work	IFPRI	Nigeria	January - May 2016	2	1 final survey instrument, training, and pre-testing, followed by field work in all targeted survey sites	findings/best practices are presented
2.7.4 Research team analysis	IFPRI	Virtual, Abuja, Zaria, DC	June - July 2016	1	Data entry, cleaning and analysis, model development and results write up.	
2.7.5 Research team results presentations	IFPRI	Abuja / ABU	Aug-16	2	Presentations, Papers, Outreach (briefs), , Stakeholder dialogue	
<b>2.8 Land governance and investment - implications for sustainable and more effective land tenure administration systems</b>						
<b>Sub-Activity 2.8.1. Mid-term impact evaluation of the pilot systematic land tenure regularization (SLTR) program:</b>						
2.8.1.1 Scoping Study	IFPRI	Ondo State	Sep 2015	1	Actual survey implementation plan	1 ) Number of policy research and best practice papers generated 4) Number of technical training courses offered to build technical skills and capacity for policy analysis 5) Number of individuals who have received USG supported short-term technical training in agricultural sector productivity or food security policy analysis
2.8.1.2 Data Collection and training of government employees	IFPRI	Ondo State	Nov-Dec 2015	1	Data collection and government employees get training	
2.8.1.3 Analysis	IFPRI	Washington and Abuja	Jan-Apr 2016	1	Report of preliminary findings	
2.8.1.4 Presentation	IFPRI	Abuja	May-16	1	Literature review, draft paper, PowerPoint	
2.8.1.5 Presentation	IFPRI	Washington	Jun-16	1		
<b>Sub-Activity 2.8.2. Assessment of the land administration service delivery in Nigeria</b>						
2.8.2.1 Identification of professor and student pair	IFPRI	Abuja and Washington, DC	Oct-15	1	Collaborative team	3) Number of collaborative research teams involving local partners formed and undertaking pol-

							icy re-search and analysis
2.8.2.2	Identification of Study area	IFPRI	Nigeria	Oct-15	1	Better understanding of the research problem and methodology	1) Number of policy research and best practice papers generated 2) Number of stakeholder learning forums held where findings/best practices are presented 6) Number of Nigerian graduate students who have received support for skill enhancement training in the US through project programs
2.8.2.3	Scoping Study	IFPRI	Nigeria	Dec-15	1	Better understanding of the research problem and methodology	
2.8.2.4	Data Collection	IFPRI	Nigeria	Mar-Apr 2016	1	Data collection	
2.8.2.5	Analysis	IFPRI	Washington and Abuja	May-Jul 2016	1	Report of preliminary findings	
2.8.2.6	Presentation	IFPRI	Abuja	Sep-16	1	Literature review, draft paper, PowerPoint	
<b>2.9 Drivers of public agricultural expenditures in Nigeria</b>							
2.9.1	Identification of professor and student pair	IFPRI	Abuja and Washington, DC	Oct-15	1	Collaborative team	3) Number of collaborative research teams involving local partners formed and undertaking policy re-search and analysis
2.9.2	Research Team Meetings	IFPRI	Virtual, Washington, DC	Monthly	11	Research update/summary, literature review, better understanding of research questions, hypotheses, and methodology	1) Number of policy research and best practice papers generated 2) Number of stakeholder learning forums held where findings/best practices are presented
2.9.3	Research team field work: Field Work	IFPRI	Abuja	Nov-15	1	Qualitative data	
2.9.4	Research team analysis	IFPRI	Virtual, Washington, DC	Monthly	11	Research summary, literature review, draft papers	
2.9.5	Research team results presenta-	IFPRI	Abuja and	Yearly	1		

	tions		Washington, DC				
<b>2.10 Political Economy of Policymaking in Nigeria: Applying the Kaleidoscope Model</b>							
	2.10.1 Identification of professor and student pair	IFPRI	Ibadan and or ABU	October 2015-February 2016	1	Establishment of collaborative team skilled in political economy and policy process analysis ; Capacity strengthening regarding Kaleidoscope Model political economy tools	3) Number of collaborative research teams involving local partners formed and undertaking policy re-search and analysis
	2.10.2 Research Team Meetings	IFPRI	Virtual, Washington, DC and Ibadan or Abuja	Monthly	12	Minutes of meetings	1) Number of policy research and best practice papers generated 2) Number of stakeholder learning forums held where findings/best practices are presented
	2.10.3 Research team field work: Field Work	IFPRI	Selected states in Nigeria	April 2016, August 2016 (tentative)	2	Data collection from key stakeholders involved in target research areas (e.g. land reform, youth employment, and institutional reform); Better understanding of the barriers and opportunities for improved policy outcomes, including policy adoption and implementation	
	2.10.4 Research team analysis	IFPRI	Virtual, Washington, DC and Ibadan or Abuja	Monthly	12	Minutes of meetings and draft papers	
	2.10.5 Research team results presentations	IFPRI	Washington, DC and Abuja	Bi-yearly	2	Dissemination of results from data collection and analysis that applies the Kaleidoscope Model to improve policy outcomes	

### 3. Strengthening evidence-based policy process and promoting impact

This component will ensure that the program addresses policy impact through increased and targeted policy communications. Strategies will include: directly contributing to the donor-government policy dialogue on agricultural policy (such as through the Joint Task Force on Agriculture); launching a policy brief series for the project, (to serve as an outlet for early results of ongoing research, policy analysis, and outcomes from roundtable discussions and/or policy dialogues sponsored by the project); promoting a “think tank” culture within the agricultural policy process (through organizing various seminars and events targeted at all the actors in the process, including policy makers, local research community, FMARD, development partners, and the general media among others).

To meet the significant and increasing need to interact with a broader set of stakeholders in the agricultural sector in the new program, it is important to structure the IFPRI Abuja Office in such a way that the key output emanating from the project is disseminated effectively and fast to all relevant stakeholders in the agricultural sector. In view of this, a Policy Communications Unit would be created within IFPRI-NSSP to ensure that research result implications are thoroughly considered and presented in the broader policy community in the country. This Unit would also be responsible for interacting with the Policy Working Group of ATA from FMARD, the ADWG of donors and other development partners and for providing them with research findings emanating from the new program. This unit would also be responsible for distilling results of ongoing research, preparing high-level policy briefs and synthesis papers, organizing forums and events, and coordinating with the media. Furthermore, the unit will work closely with the Nigerian researchers. For example, the unit will lead the effort to select articles written by Nigerian researchers to be included in the proposed biannual project publication and the production of the project biannual publication. The unit will also solicit periodic guidance from stakeholders on desired/needed information products. The IFPRI Abuja Office is currently actively recruiting for the two key staff positions of relevance to the above Policy Communications Unit, namely, a Communications Specialist I and a Communications Assistant.

The overall aim is to strengthen the visibility and credibility of local research networks. This will also be done through co-organizing and contributing to nationally and regionally sponsored workshops and research conferences. All of this will be accomplished in collaboration with local institutions and existing networks in order to foster more direct interaction between internationally renowned researchers and the next generation of Nigerian researchers, and thus, contributing to the overall sustainability of the project.

A more specific goal is to provide sustained capacity building efforts with Nigerian universities and research institutes to support the national researchers to be the go to for evidence based policy recommendations by the ministry of agriculture and other stakeholders. To facilitate interaction between these research institutes and the ministry to create a demand by the ministry for their products. Where possible, the project can serve as a link

to these researchers so that over time they become the source of evidence based policy research rather than IFPRI/MSU. As demonstrated above, the project plans to use joint research teams (between MSU/IFPRI and Nigerian researchers) to answer all the identified research questions to provide evidence based policy recommendations on topics identified as crucial to economic development in Nigeria and agriculture's role therein. In addition to the already listed activities in the work plan, we propose to support additional activities involving Nigerian researchers (professors and students) to scale up impact. These will include inter alia:

- 1) Seminars/presentations at:
  - a) MSU/IFPRI to provide information and stimulate interest among researchers (IFPRI researchers, MSU students and professors) on ag issues in Nigeria which could lead to increased research activity and consequently more information to feed into the ag policy process.
  - b) Home institution/department
  - c) University level (largely through post graduate research seminars and special undergraduate lectures) to inform students on the importance of agriculture in economic development of Nigeria and to stimulate interest in post graduate work in agriculture
  - d) Other institutions/and fora (research and policy) across Nigeria (MSU funding covers participation at large stakeholder conferences while IFPRI funding would cover presentations at other institutions across the country on off years and other training sessions organized by IFPRI where possible)
  - e) International
- 2) Media Outreach
  - a) blog (that will be set up by IFPRI but managed by a team set up by project graduate students (student members or project joint research))
  - b) Each graduate student will be expected to identify other fora (including use of radio, tv, blogs and social media) to stimulate discussions on their research (posted on the blog) among students and other stakeholders (civil society, farmers, private sector, government officials at local government, state and national levels).
  - c) The project will vet and support good ideas and where necessary provide funds/technical support for these ideas (funds and human resources for this support will come from under media interaction and dissemination of information). Students should suggest ways to monitor feedback from radio and TV programs. For example number of questions posed by phone to blog coordinator in response to such programs.
- 3) Conferences and other university wide trainings
  - a) Our tentative plan at this stage is to have the 3 major conferences (proposed over the life of the project) align with already existing frameworks such as the Nigerian Ag. Econ. Association annual meetings for the respective years (see 2016, 2018, 2020). At least two other conferences in the off years will coincide with other training activities under the project (being coordinated by IFPRI) but to include similar participants as in the main conference where possible. This could take various formats such as a special session that fits into the Nigeria Ag. Econ. meetings.
    - i) This special session could be a one day session with 2 parts. One part will include presentations by IFPRI, MSU, FMARD, relevant private sector stakeholder. The sec-

- ond session (after a tea break) is designed to provide as many Nigerian students as possible, an opportunity to make presentations on their work and get feedback from project researchers on the content (research question and methodology) and presentation style.
- ii) Initial target could be 25 papers to be selected from which at least 20 students to be supported to present their work in this session and the best compiled into a research publication widely disseminated by the project.
  - iii) The selection process for the 25 papers will be competitive. The requirement is that the work be joint work that students have done with their professors. We will follow the process followed in international professional meetings where abstracts will be submitted and circulated to a team of reviewers (set up by the project) for a blind review and to prevent any conflict of interest. A 5 page abstract including research question, motivation, methodology and preliminary results will be required. Project students cannot participate in this activity.
  - iv) Following feedback from project researchers and consequent revisions within a specified time period, the best papers will be selected for special biannual issue of the Nigerian Ag Econ Journal or IFPRI discussion paper/working series/MSU-FSG publication which will be widely disseminated by the project. This publication will be funded by IFPRI under dissemination of research.
- 4) Policy analysis, data analysis and other training courses at the universities
- a) Other activities to be explored to disseminate agricultural policy research and create further demand among stakeholders is to support the development and dissemination of faculty research abstracts or other similar mechanisms to increase information available on work being done by Nigerian researchers. The faculty research abstract identifies research being done by all faculty in a department: completed and ongoing research activities and projects. We need to find out the extent to which this exists across all Nigerian universities and if it exists, whether it is widely being used. We can encourage institutions to have this on their institutional repository or D Space and then work with the institutions to encourage faculties of agriculture to put together these abstracts as this would promote synergies in methodologies (same topic, same methodology in different states, give a better picture of the whole) also makes it easier for external donors and researchers to identify potential collaborators at various institutions.



Component 3: Planned Activities: Strengthening evidence-based policy process and promoting impact

	Milestones/Benchmarks	Lead (MSU/IFPRI)	Sites/ location	Dates	Annual performance targets	Outputs/ outcomes	Matching indicators
<b>Activity 3.1 Capacity Building</b>							
	3.1.1 Technical Training: Identify Needs within Universities	IFPRI	ABU (2), UI (2) , (TBD)	October	NA	Topics Identified	4) Number of technical training courses offered to build technical skills and capacity for policy analysis 5) Number of individuals who have received USG supported short-term technical training in agricultural sector productivity or food security policy analysis
	3.1.2 Technical Training: Universities	IFPRI	ABU (2), UI (2) , (TBD)	Quarterly	4	Training Materials, Trained faculty and students	
	3.1.3 Technical Training: Universities. Evaluation	IFPRI	ABU (2), UI (2) , (TBD)	After each Training	4	Feedback on trainings held and suggestions for future training courses	
	3.1.4 Technical Training: Identify Needs within FMARD	IFPRI	FMARD	October	1	Topics Identified	
	3.1.5 Technical Training: FMARD	IFPRI	FMARD	Monthly (TBC)	12 (TBC)	Training Materials, Trained FMARD officials faculty and students	
	3.1.6 Technical Training: FMARD. Evaluation	IFPRI	FMARD	After each Training	12 (TBC)	Feedback on training courses held and suggestions for future training	
<b>3.2 Capacity Building of Nigerian Students</b>							
	3.2.1 Securing visa for graduate students from Nigeria	MSU	Nigeria	Yearly	2	APPROPRIATE VISA/ research summary, Literature review, draft paper, minutes, Better understanding and of research problems and methodology	NA

3.2.2 Graduate student come for training at MSU	MSU	MSU	Yearly	2	Graduate students trained, research analysis, research papers produced,	6) Number of Nigerian graduate students who have received support for skill enhancement training in the US through the project
3.2.3 Nigerian Graduate student presentations at MSU/IFPRI	MSU/IFPRI	MSU	Yearly	2	PRESENTATION (POWER-POINT) Training of grad students, research output	1) Number of policy research and best practice papers generated 2) Number of stakeholder learning forums held where findings/best practices are presented
3.2.4 Securing visa for Nigerian professors to visit MSU and IFPRI Headquarters	MSU	USA	Yearly	3	APPROPRIATE VI-SA/research analysis, research papers produced, capacity building	
3.2.5 Nigerian professors visit MSU	MSU	MSU	Yearly	3	PRESENTATION (POWER POINT)/research analysis, research papers produced, capacity building	
3.2.6 Nigerian professors presentations at MSU	MSU	MSU	Yearly	3		
3.2.7 Nigerian professors meetings with various faculties at MSU	MSU	MSU	Yearly	3		
3.2.8 Blog set up by IFPRI in preparation for management by the project team of grad students	IFPRI	Virtual	Yearly	1	Dissemination of results from data collection and analysis to improve policy outcomes	2) Number of stakeholder learning forums held where findings/best practices are presented
3.2.9 Students identify other avenues for outreach (e.g. TV, radio etc)	IFPRI	Virtual	Yearly	1	Dissemination of results from data collection and analysis to improve policy outcomes	
3.2.10 Selection of 25 papers for special session	IFPRI/MSU	Nigeria various	Bi-Annual	1 (during year)	Dissemination of results from data collection and analysis to improve policy outcomes	1) Number of policy research and best practice papers generated 2) Number of stakeholder learning forums held where findings/best practices are presented
3.2.11 Production of proposed bi-annual publication and special issue of the Nigerian Ag. Econ. Journal or NSSP Working Paper series /MSU FSG publication	IFPRI	Nigeria various				

## 4. Program Management

Given the presence of two institutions implementing the Feed the Future Nigeria Agricultural Policy Project under the FSP consortium, a management structure that builds on the current NSSP program is proposed and rests upon two key individuals: the IFPRI Chief of Party and the MSU Faculty Principal Investigator.

The IFPRI Chief of Party based in Abuja Nigeria (George Mavrotas), will be responsible for:

1. Overall oversight, day-to-day management and leadership of the project.
2. Coordinating and interacting often across both institutions (IFPRI and MSU). A DC-based IFPRI Research Fellow will be appointed to assist.
3. Substantive lead on the IFPRI allocated Work Plan activities.
4. Working closely with the MSU Faculty Principal Investigator in the financial and programmatic reporting.

The MSU Faculty Principal Investigator (Saweda Liverpool-Tasie) will be based at MSU in East Lansing MI, USA and responsible for:

1. Project communication with USAID/Nigeria
  - a. Financial and programmatic reports. (These reports will require close collaboration with and contributions from IFPRI.)
  - b. Associate Award contracting issues
2. Sub-contracting arrangements between MSU and IFPRI.
3. Substantive lead on the MSU allocated Work Plan activities.

Both institutions will interact with the National Advisory Committee. Both institutions will contribute to all aspects of the project based on annual agreements on the work plan, resource allocations, and outreach activities of the project.

The project is a single integrated effort of both institutions. Individual activities are assigned based on institution agreement.

## Planned Activities: Program Management

	Milestones/Benchmarks	Lead (MSU/ IFPRI)	Sites/ location	Dates	Annual performance targets	Outputs/ outcomes	Matching indicators
<b>4.1 Project Administration</b>							
	4.1.1 Annual Workplan Development	MSU/ IFPRI	Various	Yearly July-August	1	Annual workplan	NA
	4.1.2 Sub-contracting completed based on Workplan	MSU/ IFPRI		Yearly September	1	Fully executed sub-contracts	
	4.1.3 Open Data Requirement Met	MSU/ IFPRI		On-going	1	Adherence to award requirements	
<b>4.2 Project Coordination</b>							
	4.2.1 Quarterly meetings with various stakeholders to ensure consistency and to avoid duplication of action	IFPRI/ MSU	Nigeria	Quarterly	4	Promoting stakeholder consultation in the project and improving likelihood of program buy in and success	NA
	4.2.2 Quarterly meetings with other USAID implementing partners in the area of agricultural policy reform to coordinate activities and communications outreach. Annual joint work planning for outreach events.	IFPRI/ MSU			4	Promoting stakeholder consultation in the project and improving likelihood of program buy in and success	
<b>4.3 Operationalize Monitoring Evaluation Plan</b>							
	4.3.1 Develop MEP	MSU/ IFPRI	Various	Oct-15	1	Adherence to award requirements	NA
	4.3.2 Baseline Survey of the stakeholder assessment survey of agriculture and food security policy processes	IFPRI	Nigeria	Dec-15	1	Baseline data collected	
	4.3.3 Collect indicator information for reporting purposes	IFPRI		For Semi-annual and annual reports	2	Adherence to award requirements	

	4.3.4 Follow up of Major conference	IFPRI		2016	1	Promoting stakeholder consultation in the project and improving likelihood of program buy in and success	
<b>4.4 Reporting to USAID/Nigeria</b>							
	4.4.1 Financial reports:	MSU/ IFPRI	Nigeria	January 31, April 30, July 31 and October 31 annually	4	Adherence to award requirements	NA
	4.4.2 1st and 3rd quarterly reports	MSU/ IFPRI		January 31, July 31 annually	2		
	4.4.3 Semi-annual report (including project monitoring indicators)	MSU/ IFPRI		April 30 annually	1		
	4.4.4 Annual report (including indicators)	MSU/ IFPRI		October 31 annually	1		

\*IFPRI will submit the data to MSU every 2 months (6 times a year). The report will be submitted to USAID/Nigeria 2 times a year.

## **Implementation work plan and schedule**

Table 1 provides a work plan for Year 0 (July –September 2015) and Year 1(October 2015 through September 2016) of the project broken up into four components – A Strategy for Enhancing National Agriculture and Food Security Policy Capacity, Policy Driven Collaborative Research and Analysis., Strengthening Evidence-Based Policy Process and Promoting Impact and Project Management. On-going activities are indicated in the Table 1 as being done across the entire project implementation period. However, there are a few substantive activities, particularly related to capacity strengthening that will take some time to initially implement and then are expected to change in form as the project advances.

## **MONITORING AND EVALUATION PLAN (MEP)**

A Performance Monitoring and Evaluation Plan (MEP) will be developed for Feed the Future Nigeria Agricultural Policy Project and shared with USAID-Nigeria. The plan will lay out the results framework for the project and propose a set of indicators to be used to track project performance over the five years.

The MEP will also lay out the plan for collecting, collating and reporting the indicators data on an annual basis. The data for the performance indicators will be sourced either from project records to be kept by Activity leaders or through surveys. Customized tools and instruments will be developed to assist in data collection for each indicator at the level of disaggregation required for tracking and reporting. Two of the indicators listed in the PEP are to be based on an activity that will be carried out in coordination with the global FSP project. This is a survey to gauge the satisfaction of stakeholders in the quality of agricultural and food security policy processes with the organization and operations of those policy processes. The survey will be carried out in all countries in which the FSP has a significant level of activities, including Nigeria. The survey in Nigeria is planned to be done in the late 2015 (and then again in 2017 and 2019). In consequence, in this first-year work plan for the project, no targets are set for the two monitoring indicators for the project that are wholly reliant on data collected using this stakeholder survey, since this baseline information will only become available later in the year.

The monitoring data will be analyzed so that project management can make adjustments to improving the overall implementation of the program and the results attained. The performance monitoring system will strive to be both candid and transparent. Wherever appropriate, issues of data quality will be discussed and any instances of under-performance relative to established targets will be accounted for and explained. Please see below: Table 2: Year 0/1 Project Indicators and Estimated Targets.









2.10.4 Research team analysis															
2.10.5 Research team results presentations															



PROJECT MANAGEMENT														
<b>4.1 Project Administration</b>														
4.1.1 Annual Workplan Development														
4.1.2 Sub-contracting completed based on Workplan														
4.1.3 Open Data Requirement Met														
<b>4.2 Project Coordination</b>														
4.2.1 Quarterly meetings with various stakeholders to ensure consistency and to avoid duplication of action														
4.2.2 Quarterly meetings with other USAID implementing partners in the area of agricultural policy reform to coordinate activities and communications outreach. Annual joint work planning for outreach events.														
<b>4.3 Operationalize Monitoring Evaluation Plan</b>														
4.3.1 Develop MEP														
4.3.2 Baseline Survey of the stakeholder assessment survey of agriculture and food security policy processes														
4.3.3 Collect indicator information for reporting purposes														
4.3.4 Follow up of Major conference														
<b>4.4 Reporting to USAID/Nigeria</b>														
4.4.1 Financial reports:														
4.4.2 1st and 3rd quarterly reports														
4.4.3 Semi-annual report (including project monitoring indicators)														
4.4.4 Annual report (including indicators)														

Table 2: Year 0/1 Project Indicators and Estimated Targets

Title	Year 0/1 Targets*
1 ) Number of policy research and best practice papers generated*	7
2) Number of stakeholder learning forums held where findings/best practices are presented	40
3) Number of collaborative research teams involving local partners formed and undertaking policy research and analysis	10
4) Number of technical training courses offered to build technical skills and capacity for policy analysis	16
5) Number of individuals who have received project supported short-term technical training in agricultural sector productivity or food security policy analysis	100
6) Number of Nigerian graduate students who have received support for skill enhancement training in the US through the project	3

\* MSU (1) working paper/discussion paper/draft report from climate change work, research activities 2.2 to 2.4 and IFPRI (6) draft reports/working papers/discussion papers from research activities 2.5 to 2.10.

## APPENDICIES

### Appendix A: Description of Year 1 policy driven collaborative research and analysis activities.

#### **Activity 2.1: Formalizing institutional partnerships.**

During Year 1 of the work plan, IFPRI, as part of the project, will take the lead in making further progress with the signing of the MoU with the Ahmadu Bello University in Zaria and strengthening further the partnership with the above University. MSU will also move to sign an MOU with University of Ibadan and work to strengthen the working relations with the institution.

#### **Activity 2.2: Climate change and agricultural resilience in Nigeria.**

During the first year, this research project will conduct an extensive literature review on experiences with climate change in other parts of the world that have had to cope with the impact of rapid climate change on their agricultural systems to develop a framework for effective mobilization for resources to fund the research and development, dissemination and adoption of climate resilient varieties of crops and cropping systems. It will also use a participatory research approach to better understand how farmers in Nigeria are adapting to climate change to feed into the further research on locally appropriate climate resilient agricultural strategies. As stated in the proposal, data collection for this activity (and 2.3 and 2.4) will be coordinated with IFPRI data collection exercises and during the first year, these details will be discussed and coordinated between MSU and IFPRI.

#### **Activity 2.3: Exploring how the implications of climate change on cropping systems interact with the broader food system in Nigeria (particularly poultry and maize)**

With the numerous links between animal production and cropping systems (largely through feed), any change to the cropping systems is also likely to affect animal production. During the work plan period, the research team will conduct a pre-scoping activities and some stack surveys to understand the current value chains for poultry and maize in Nigeria and how they link to the current cropping systems.

#### **Activity 2.4: Understanding the landscape for land access in Nigeria and its relation to food security within the realm of various global factors)**

During the first year, a research team will be identified to work on this project and work is scheduled to start in summer 2016 with a study on the current landscape of landholdings across various socioeconomic and agronomic dimensions and the implication of this for food security going forward. Work will commence with a literature review of land issues within the realm of agriculture and other global factors and this will be supported with a descriptive analysis using existing data.

#### **Activity 2.5: Potential for the generation and diffusion of modern and improved seed varieties**

The research will investigate roles of agricultural R&D and varietal developments on various agricultural sector policies, including inputs (seed, fertilizer), irrigation, and mechanization policies. Specific research issues will include 1) Assessing the current varietal technology levels of selected key crops, in terms of their sources, ages, biological parentage, selection process; 2) Developing a conceptual framework of how basic varietal technology levels can affect the impact of various agricultural interventions, including seed, fertilizer, irrigation and mechanization policies, and develop key testable hypotheses; and 3) conducting empirical analyses to test these hypotheses. Please see relevant Activities Table under this Work plan Component regarding the timeline of this research activity in Year 1.

#### **Activity 2.6: Potential for expanding and improving irrigation systems**

This research activity will focus on understanding the role of irrigation in agricultural transformation in Nigeria and identifying the factors that constrain its wider adoption. In particular, specific research issues include 1) assessing how productive irrigation systems are undergoing agricultural transformation, inducing emergence of private sectors providing various services; 2) examining how irrigation has affected the local food security through food prices; 3) investigating the factors affecting the costs of constructing/rehabilitating public irrigation schemes. Please see relevant Activities Table under this Work plan Component for the timeline of this research activity in Year 1.

#### **Activity 2.7: Potential for modernizing food processing through agro-industrial clustering**

The study will seek to identify some of the principal factors that can incentivize the clustering of rice milling firms, the type of economic efficiencies to be gained from such industry clustering, and the potential effects on the industry's competitiveness with imports on both price and product quality in domestic markets. In the process, the study will help highlight the various incentives and/or dis-incentives of participation by the private sector as there is very limited knowledge on this in Nigeria, and Africa in general, and yet such clusters already exist to some extent. Please see relevant Activities Table under this Work plan Component for the timeline of this research activity in Year 1.

#### **Activity 2.8: Land governance and investment - implications for sustainable and more effective land tenure administration systems**

The proposed research on land governance will comprise of two major components, each with their own specific objectives, and expected outputs: a) Impact evaluation of the pilot systematic land tenure regularization (SLTR) program; and b) Assessment of the land administration service delivery in Nigeria. Regarding the first component, part of the proposed research plan for Year 1 is to revisit the 4000 sampled households from the two LGAs in Ondo state (i.e., conduct a mid-line survey) and evaluate the observed impact of the program. As an initial step in understanding issues under part (b) above and better understand the interrelationships and interdependence among various institutions and organizations in the land governance sector, the IFPRI land research team will conduct a study to assess land administration systems and services in Nigeria and, thereby, generate policy-relevant insight to improve the capacity, accountability, and organizational processes to effectively manage land issues in the country. The study will focus on assessing the land

administration service delivery systems in the two pilot SLTR states in Nigeria (most likely, Ondo and Kano). Please see relevant Activities Table under this Work plan Component for the timeline of this research activity in Year 1.

**Activity 2.9: Drivers of public agricultural expenditures in Nigeria**

This study is concerned with the general question of what determines public agricultural expenditure allocations in Nigeria. Qualitative data collection and analysis methods will be used to test hypothesized causal mechanisms of the drivers of investments. Process tracing will be employed, using within-case analysis for building and testing theory. A resource flow map as well as other methods will be employed to undertake across-case analysis. Key informant interviews have already been conducted with agriculture-related government officials in three study states—Cross River, Niger, and Ondo—and corresponding local government areas (LGAs)—Akamkpa, Wushishi, and Odigbo. Additional interviews will be conducted at the federal level with government officials and possibly other stakeholders in the agricultural sector that either have an influence on or knowledge about public expenditure flows to the sector. This will include donors, researchers/analysts, NGOs, and possibly other stakeholders. Please see relevant Activities Table under this Work plan Component for the timeline of this research activity in Year 1.

**Activity 2.10: Political Economy of Policymaking in Nigeria: Applying the Kaleidoscope Model**

This research activity will use the Kaleidoscope Model (KM) of Agricultural and Food Security Policy Change as an applied conceptual framework to explain drivers of policy change in the agricultural policy arena in the case of Nigeria. The framework is aimed at answering why a policy change occurs in one country (or state) and not another, in one policy arena but not another, or at one time period but not another. The KM will nicely complement many of the other planned research activities within the project, especially with respect to drivers of agricultural transformation and land governance issues. In particular during Year 1, this research activity will focus on the key question, namely, why there have been differential levels of land administration across Nigerian states and what are the limitations to more large-scale implementation of SLTR. The research activity will also involve Nigerian PhD students involved in public administration and policy studies to participate in the interviews and the construction of the tools with respect to the study above on land tenure reform. Please see relevant Activities Table under this Work plan Component for the timeline of this research activity in Year 1.



## Appendix B: Budget, inclusive of sub-award to IFPRI, USD

Budget category	Year 0	Year 1	TOTAL
Total direct labor			
<i>Salary and wages</i>	\$0	\$137,256	\$137,256
<i>Fringe benefits</i>	\$0	\$29,710	\$29,710
Consultants	\$0	\$4,500	\$4,500
Travel, transportation, and per diem	\$4,956	\$126,273	\$131,229
Equipment and supplies	\$0	\$9,750	\$9,750
Sub-awards (IFPRI)	\$441,482	\$2,058,518	\$2,500,000
Sub-awards (other than that for IFPRI)	\$0	\$0	\$0
Allowances	\$0	\$0	\$0
Participant training	\$0	\$0	\$0
Other direct cost	\$0	\$79,221	\$79,221
Indirect Cost	\$7,789	\$100,545	\$108,334
General & administrative costs	\$0	\$0	\$0
Material overhead	\$0	\$0	\$0
Total Estimated Cost	\$512,745	\$2,545,773	\$3,000,000

## Appendix C: IFPRI Budget, USD

Budget category	Year 0	Year 1	TOTAL
Total direct labor			
<i>Salary and wages</i>	\$74,652	\$340,394	\$415,046
<i>Fringe benefits</i>	\$43,671	\$199,131	\$242,802
Consultants	\$50,220	\$438,000	\$488,220
Travel, transportation, and per diem	\$14,134	\$180,000	\$194,134
Equipment and supplies	\$92,541	\$240,095	\$332,636
Sub-awards	\$0	\$0	\$0
Allowances	\$37,050	\$168,750	\$205,800
Participant training	\$0	\$65,000	\$65,000
Other direct cost	\$65,068	\$128,047	\$193,115
Indirect Cost	\$64,147	\$299,101	\$363,248
General & administrative costs	\$0	\$0	\$0
Material overhead	\$0	\$0	\$0
Total Estimated Cost	\$441,482	\$2,058,518	\$2,500,000