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NEPAD
Comprehensive Africa Agriculture
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(CAADP)

NIGERIA

**Strategic Analysis and Knowledge Support System (SAKSS)
to Inform and Guide the CAADP Implementation Process**



Strategic Analysis and Knowledge Support Systems (SAKSS) to Inform and Guide the CAADP Implementation Process

The New Partnership for Africa's Development (NEPAD) has made political and economic governance a cornerstone of its strategy as illustrated by its adoption of and commitment to the African Peer Review Mechanism (APRM). At the sectoral level, this philosophy translates into recognition of the need to improve policy and strategy planning and implementation. This in turn calls for tools to help generate the necessary knowledge to inform and guide sector policies and strategies in order to facilitate a successful implementation of the Comprehensive Africa Agriculture Development Programme (CAADP).

CAADP

AS A STRATEGIC FRAMEWORK

CAADP is a strategic framework by which to guide country development efforts and partnerships in the agricultural sector. Similar to the broader NEPAD agenda, it embodies the principles of peer review and dialogue, which, when adequately followed and applied, will stimulate and broaden the adoption of best practices, facilitate benchmarking and mutual learning and, ultimately, raise the quality and consistency of country policies and strategies in the agricultural sector. The following are some of the most important CAADP principles and targets:

1. Designating agriculture-led growth as a main strategy to achieve the Millennium Development Goal of halving the proportion of people living on less than a dollar a day (MDG1);
2. Pursuing a 6 percent average annual sector growth rate at the national level;
3. Allocating 10 percent of national budgets to the agricultural Sector;
4. Exploiting regional complementarities and cooperation to boost growth;
5. Adopting the principles of policy efficiency, dialogue, review, and accountability, shared by all NEPAD programs;
6. Strengthening and expanding partnerships and alliances to include farmers, agribusiness and civil- society communities;
7. Assigning programme implementation to individual countries, coordination to designated Regional Economic Communities (RECs), and facilitation to the NEPAD Secretariat.

The successful application of these principles and the broad realisation of the targets require knowledge tools to encourage and support: (a) the move toward evidence-based and outcome-oriented programme design and implementation; (b) the practice of inclusive policy review and dialogue within and across countries; and (c) effective coordination and advocacy at the regional and continental levels.

REVIEW AND

KNOWLEDGE PROCESSES FOR A SUCCESSFUL IMPLEMENTATION OF CAADP

Achieving the CAADP objective of broad-based agricultural sector growth across Africa cannot happen without greater efficiency and consistency in the planning and execution of sector policies and programmes, increased effectiveness in translating government expenditure into public goods and services, an adequate level of expenditure to sustain an annual sector growth rate of 6 percent and the expertise and mechanisms to regularly and transparently measure performance against targets

and keep policies and programmes on track. The review and dialogue processes under the CAADP agenda operate at three different levels:

1. **Mutual Review at the Continental Level:** There are two main mechanisms for review and dialogue at the continental level. The first is the African Partnership Forum (APF), which targets African leaders and their G8 partners and is supported by a technical secretariat at the Organisation for Economic Co-operation and Development (OECD). It is a forum for dialogue and review, at the highest level, with respect to programme performance and progress across the broad NEPAD agenda. The second mechanism, the CAADP Partnership Platform, focuses on the CAADP agenda. It brings together representatives of the leading RECs and other regional organisations dealing with agriculture, major bilateral and multilateral development agencies and private-sector and farmers' organisations.
2. **Peer Review at the Regional Level:** The leading RECs facilitate dialogue on and review of the CAADP implementation agenda through two distinct processes. The first regroups country representatives at the level of permanent secretaries and directors of planning. It focuses primarily on a collective review of implementation performance in individual countries and mutual learning to spread and accelerate progress toward CAADP goals and targets. The second process allows the leadership of the RECs and representatives from the private sector, farmers' organisations, and development agencies to track program progress and performance at the regional level and align development assistance and country policies and strategies with the CAADP targets and principles.
3. **Progress review at the National Level:** Country level implementation requires an inclusive dialogue and review process to ensure that policies and programmes, including budgetary policies and development assistance, are aligned with CAADP principles and are on track to meet CAADP objectives. The choice of mechanisms to facilitate this process depends on individual countries' institutional and technical realities, but each country must carry out a transparent, broad, and inclusive dialogue that ensures the effective participation of the agribusiness sector and farmers' organisations. The identification of the appropriate mechanisms takes place during the country roundtable process.

The review and dialogue processes described above add real value to current and future development outcomes to the extent that they are well informed and are supported through accurate and intelligent data derived from rigorous analysis of:

- (i) the strategic and operational challenges of implementing the CAADP agenda at the regional and country levels;

- (ii) the adequacy of the conception and execution of the programmes and policy measures adopted to address these challenges; and
- (iii) the outcome of such programmes as well as their impact in terms of realizing the growth, poverty and food-security objectives of CAADP. This requires human capacities, technical infrastructure, analytical tools, and communications instruments to gather the relevant data and information and analyse it to generate credible, high-quality knowledge products, which can be stored and accessed as needed to inform and guide the debate associated with the review and dialogue processes.

The above capacities, tools, and instruments are needed both at the regional and country level and can be acquired by building upon and strengthening existing institutions and expert networks. In addition, these institutions and networks can be linked within and across countries at the regional level to create the necessary critical masses and exploit technical complementarities. To this end, three Regional Strategic Analysis and Knowledge Support Systems (ReSAKSS) have been established. The following sections describe the operation and key tasks of the ReSAKSS and provide an outline of the country level knowledge system to be established to support the implementation of the CAADP agenda in Nigeria as defined through the 5 point agenda under the 7 point agenda of Mr. President.

The Regional Strategic Analysis and Knowledge Support Systems (ReSAKSS)

As part of the CAADP implementation process, three of the leading RECs - the Common Market of Eastern and Southern Africa (COMESA), the Economic Community of West African States (ECOWAS), and the Southern African Development Community (SADC) have established the ReSAKSS in collaboration with the four Africa-based centres of the Consultative Group on International Agricultural Research (CGIAR): the International Institute of Tropical Agriculture (IITA) in Ibadan, Nigeria; the International Livestock Research Institute (ILRI), in Nairobi, Kenya; the International Crop Research Institute for the Semi-Arid Tropics (ICRISAT), in Bulawayo, Zimbabwe; and the International Water Management Institute (IWMI), in Pretoria, South Africa.

The objective of the three ReSAKSS nodes, which have been established in Ibadan, Nairobi, and Pretoria and are being coordinated by the International Food Policy Research Institute (IFPRI), is to facilitate access by the RECs and their member states to policy-relevant analysis of the highest quality in order to generate the necessary knowledge to improve policymaking, track progress, document success and derive lessons that can feed into the review and learning processes associated with the implementation of the CAADP agenda. They operate under coordination and governance structures chaired by the RECs. Although facilitated by the CGIAR

centres, the ReSAKSS are not research entities or projects within these centres. The main tasks of the ReSAKSS can be summarised as follows:

Knowledge Management: to mobilise existing networks and centres of expertise at the international, regional, and national levels to assemble the needed capacities and knowledge and provide first-rate analytical and advisory services to countries and RECs in the design, implementation, and evaluation of CAADP programs.

Building Country-Level Knowledge Management Capacity: to provide assistance to countries in the establishment of national knowledge system nodes, and to promote cooperation with respect to generating, disseminating, and accessing knowledge products to support CAADP implementation, particularly shared standards and protocols for the collection, storage, and exchange of data as well as cutting-edge methodologies for policy and strategy analysis.

Support to Review and Dialogue Processes: to work with the national nodes to provide relevant and timely information to guide mutual review at the continental level, peer review at the regional level, and progress review at the country level. The corresponding support forums are the African Partnership Forum and the CAADP Partnership Platform at the continental level, the REC-specific coordination and governance structures at the regional level, and the review and dialogue mechanisms to be established at the country level as part of the CAADP implementation process.

The ReSAKSS also provides assistance to country nodes and helps foster collaboration and exchange among the various nodes in the region. In West Africa, the regional node (ReSAKSS WA) is hosted by IITA-Ibadan and operates under a coordination and governance structure chaired by ECOWAS which is implementing CAADP in its region in tandem with its common agricultural policy (ECOWAP).

The Need for a Nigeria SAKSS Node

Various development programmes and projects have been put in place to move the Nigerian economy forward. They are aimed at contributing to the achievement of the goals of the 7-Point Agenda and the Millennium Development Goals (MDGs) amongst others in both the agricultural and water resources sectors.

Efficient agricultural production and trade requires elements of information exchange, communication, transactions, knowledge and skill transfer. Weaknesses in these elements contribute significantly to poor agricultural productivity and rural poverty in developing countries. Successful agricultural innovation is about accessing, adapting and applying locally-relevant information and techniques to respond to rapidly-changing opportunities and threats.

Currently, several agencies of government are involved in the knowledge and information system management. These are coordinated by the National

Planning Commission (NPC) through the National Bureau of Statistics (NBS), Policy, Planning, Analysis and Statistics (PPAS) Department, National Food Reserve Agency (NFRA) with inputs from departments and agencies under the Federal Ministry of Agriculture and Water Resources (FMAWR).

The development policy processes are dynamic and will require a robust knowledge and information system in view of the extensive nature of the sector. In order to rapidly grow the economy and reduce poverty, several initiatives were put in place leading to the development of the country's 7-point agenda for economic growth and the 5-point agenda for agricultural development. The Nigeria SAKSS node will provide a framework within which targeted knowledge products emanating from policy-relevant research, objective analysis, and high quality local data can be used for planning, design implementation and monitoring of the programmes.

In the past 2 years, a lot of analytical work and consultations have been conducted to agree on the strategy elements and options for achieving agricultural growth, poverty reduction, food security and economic growth. The National Food Security Programme (NFSP) and the MTSS provide much of the background information on the implementation strategies. The Vision 2020 Action Plan is also aligned with these broad objectives.

The Role of the Nigeria SAKSS

The aim of the knowledge-management component of the CAADP agenda is to add value to the efforts of individual countries, to ensure that they have an information and knowledge system that aids dialogue and evidence-based decision making. Thus, Nigeria will establish a Country Strategic Analysis and Knowledge Support System (Nigeria-SAKSS) as a technical component of an inclusive review and dialogue mechanism to facilitate better policy design and successful implementation of the main strategies to achieve agriculture-led broad based economic growth for the country. The guiding strategies include the MDGs and NEEDS II and the 6 themes of ECOWAP/CAADP and NEPAD.

Objectives and Operating Principles of SAKSS:

The objectives of SAKSS in Nigeria are to:

1. Ensure a stronger and integrated knowledge and information support system in the country for managing knowledge and data on the rural economy, evidence-based agricultural policy analysis and informing rural development strategy decisions at all levels;
2. Generate actionable policy research for filling knowledge gaps that would help strengthen the development and implementation of Nigeria's agricultural development and food security strategies;
3. Improve national capacity for policy analysis by building a cadre of well-trained policy analysts within relevant government agencies and to

strengthen their links to a network of policy analysts in national research organizations and elsewhere;

4. Facilitate improved and informed dialogue on policy issues among government, donors, research community and civil society through organization of regular policy workshops and roundtables;
5. Provide direct inputs for agricultural development to strengthen its policy component in collaboration with partners.

The Nigeria SAKSS will be guided by the following operating principles:

- Policymakers and researchers at the national, state and local levels will play a considerable role in setting project priorities;
- Activities will build on existing work and capacities in the country wherever possible by working through partnerships and networks;
- Activities will be carried out in collaboration with national partners to strengthen national capacity and improve the quality and relevance of policy research;
- It will seek active participation of the private sector, partners and users of programme outputs;

Key elements of SAKSS

Its key elements entail:

- integration of relevant data and knowledge into a coherent knowledge management system.
- identifying gaps in information that are critical to decision making
- creating a policy environment that supports agricultural productivity growth
- establishment of a country knowledge-network among researchers, policymakers, and other key stakeholders
- synthesis of rural and agricultural information and knowledge.
- Improving the data-base in the country through better integration and enhanced access to information available at the micro, meso, and macro levels (where possible, spatially referenced).
- Identifying, applying, and disseminating an array of scientific tools and spatially-based information systems to help in generating improved rural strategies and in assessing "best-bet" investment options available for the country as a whole, for different regions and by development domain.
- Informing rural and agricultural policy and investment decisions and making them more transparent.

Operation and Governance of the Nigeria SAKSS Node

The success of Nigeria SAKSS will depend on how key Nigerian partner organizations and stakeholders (e.g. research institutions, ministries, universities, state

and local governments, development partners and the private sector) perceive this mechanism to be useful for improving rural development strategy.

The programme will be under the overall supervision of the National Planning Commission (NPC) through the National Bureau of Statistics (NBS), but will be coordinated by the Policy, Planning, Analysis and Statistics (PPAS) Department of the Federal Ministry of Agriculture and Water Resources (FMAWR). The departments, agencies and parastatals of the ministry will forward reports to PPAS following specific timelines. The National Food Reserve Agency (NFRA) will receive and forward inputs from the state ADPs while the Agricultural Research Council of Nigeria (ARCN) will coordinate reports from the research institutes. The development partners and civil society organizations will make inputs through a framework to be coordinated by the Food Security Theme Group with FAO as convener.

It is necessary to set up an inclusive Steering Committee whose role will be to ensure that the agenda of the SAKSS node remains relevant to the planning and implementation of all projects targeting food and nutrition security. The PPAS department is best placed to carry out the assignment in view of its statutory mandate and previous experiences and will be properly funded. The Steering Committee will review both the outputs and the agenda of the SAKSS node. The activities of the node will be identified through an all inclusive and dynamic process involving all major stakeholders.

Membership of the Steering Committee will be drawn, one each, from the PPAS, ARCN, NFRA, NAMIS, NBS, NAERLS, FAO and IFPRI. The Committee will determine all analytical tools, formats and facilities necessary for the assignment. It will meet twice a year (June/November) to review country data to be uploaded for wider use.

A Secretariat or Technical Unit (DATA UNIT) will be created to carry out the day-to-day activities of the node. The Unit will be of limited size and will incorporate technical staff of the Statistics Units of the PPAS (as Head), and one designated staff from ARCN (Research Data), NFRA (Production Data), and NAMIS (Market Data). The Unit will rely on a network of both users and suppliers of knowledge at the national and regional levels, particularly the RESAKSS-WA node, the existing national centers of expertise and the technical organs of existing professional organizations in the country. It will submit quarterly reports to the Committee.

The Relationship between the ReSAKSS and the Nigeria SAKSS

The diagram below illustrates the structures and relationships between the regional and the country SAKSS node. The ReSAKSS node, which operates under

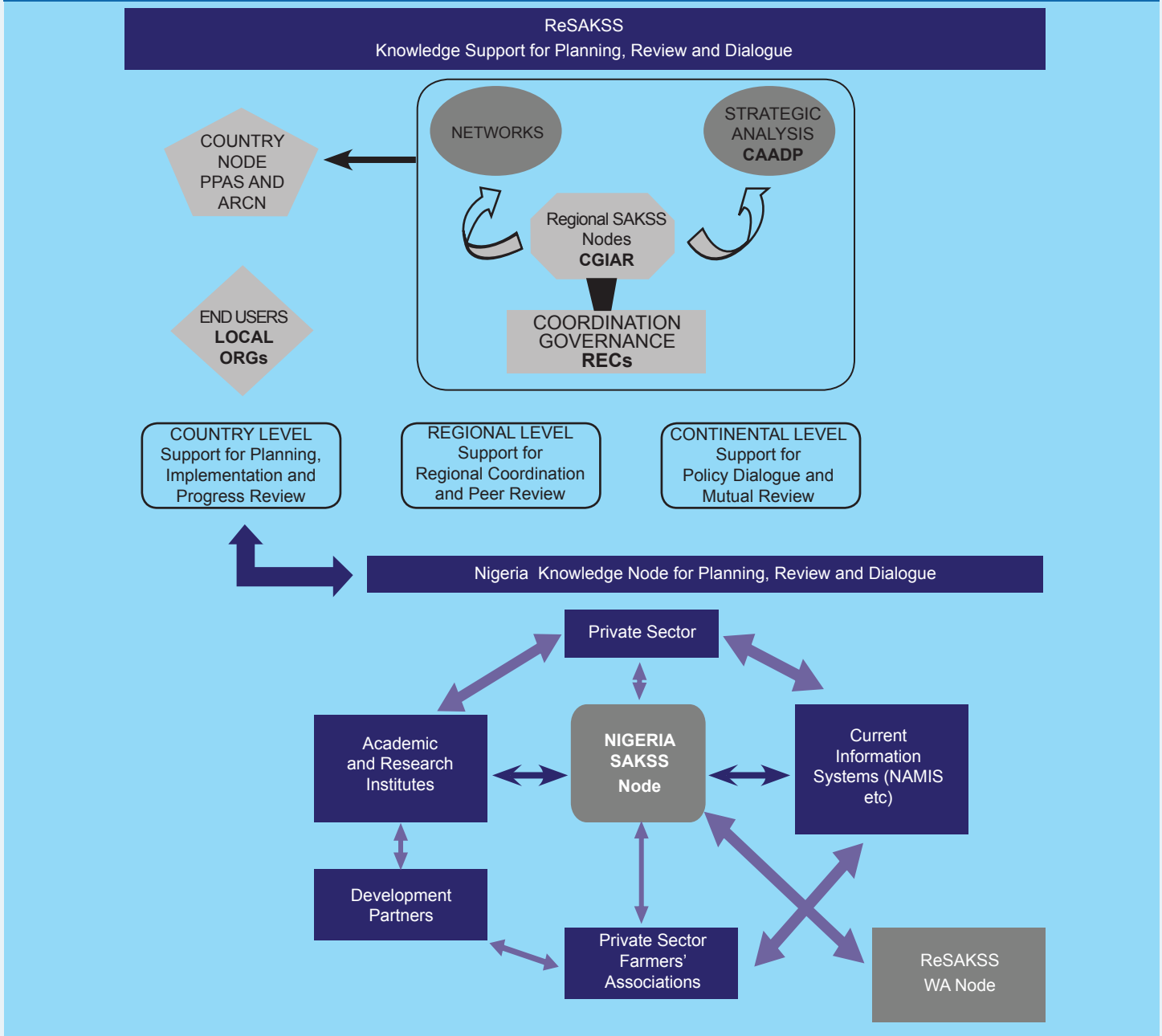
the coordination of the REC-ECOWAS and with technical assistance from the CGIAR (IITA), focuses on generating strategic analysis and information to guide the CAADP agenda in the region. It collaborates with sub-regional research and other international research centers and uses their networks to mobilize expertise and generate the required knowledge products. The ReSAKSS also provides assistance to country nodes and helps to foster collaboration and exchange among the various nodes in the region.

In general, the country nodes operate under the coordination and technical support of the government and research institutions that are involved in the design and implementation of policies and strategies linked to the CAADP agenda as well as in the creation of knowledge and other information to support these policies and strategies. At the forefront of these institutions are the ARCN with supervisory role over the National Agricultural Research Systems (NARS), universities, statistics offices, professional organizations and other relevant research entities. The country node will cater to the needs of national institutions and stakeholders but also serve the needs of local organizations and administrators.

The Nigeria SAKSS will use a combination of an institutionalized approach and flow mechanism that collates information from the major programmes driving the CAADP initiative. Existing projects have incorporated monitoring and evaluation mechanisms in their systems to track performance and successful use of knowledge systems. The Nigerian node will collate reports from these projects and subject them to analysis by research based organizations with technical assistance from IFPRI. Though USAID has jump-started the preliminary activities in the Nigeria-SAKSS, continued support is assured through the first item on the 5-point agenda i.e. Developing Agricultural Policy and Regulatory System (DAPRS).

The Nigeria SAKSS node is not an institution but rather a mechanism by which to bring together the users and generators of knowledge by working with existing institutions and individuals within Nigeria, as well as by establishing links with the ReSAKSS node and international partners. The SAKSS secretariat (data unit) will rely on people from other institutions in the country to satisfy the large demand for knowledge products. The bottom part of the diagram on page 8 shows a schematic representation of the links between the Nigeria SAKSS node and various stakeholders in the country. The L shaped arrow on the left symbolizes the link between the Nigeria SAKSS node and the ReSAKSS node. The ultimate goal of both is to complement each other in supporting the review and planning processes mentioned in the middle of the diagram and described earlier in the text.

Figure 1: Nigeria Knowledge Node for Planning, Review and Dialogue



FEDERAL REPUBLIC OF NIGERIA

Federal Ministry of Agriculture and Water Resources
 Federal Capital Development Authority
 Garki, Area 11
 PMB 135
 Abuja
 Tel: +23493141931
 Email: agricminister@rosecom.net

NEPAD Nigeria
 No 18 Ganges Street
 Maitama,
 Abuja
 Tel: +23494133898

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