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NSSP Workshop Report # 32

Agricultural Policy Research Network (APRNet) Workshop on Strategy and Program Development Planning

(Prepared by Hyacinth Edeh)

International Food Policy Research Institute

Nigeria Strategy Support Program (NSSP)

Workshop Report No. NSSP # 32

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IFPRI-ABUJA
International Food Policy Research Institute
c/o International Fertilizer Development Center
No.6 Ogbagi Street
Off Oro-Ago Crescent
Garki II, Abuja
Nigeria
E-mail: ifpri-nigeria@cgiar.org
www.ifpri.org

IFPRI HEADQUARTERS
International Food Policy Research Institute
2033 K Street NW
Washington, DC 20006-1002 USA
Tel. +1-202-862-5600
Fax +1-202-467-4439
E-mail ifpri@cgiar.org
www.ifpri.org

THE NIGERIA STRATEGY SUPPORT PROGRAM (NSSP)

WORKSHOP REPORTS

ABOUT NSSP

The Nigeria Strategy Support Program (NSSP) of the International Food Policy Research Institute (IFPRI) aims to strengthen evidence-based policymaking in Nigeria in the areas of rural and agricultural development. In collaboration with the Federal Ministry of Agriculture and Rural Development, NSSP supports the implementation of Nigeria's national development plans by strengthening agricultural-sector policies and strategies through:

- Enhanced knowledge, information, data, and tools for the analysis, design, and implementation of pro-poor, gender-sensitive, and environmentally sustainable agricultural and rural development policies and strategies in Nigeria;
- Strengthened capacity for government agencies, research institutions, and other stakeholders to carry out and use applied research that directly informs agricultural and rural policies and strategies; and
- Improved communication linkages and consultations between policymakers, policy analysts, and policy beneficiaries on agricultural and rural development policy issues.

ABOUT THESE WORKSHOP REPORTS

The Nigeria Strategy Support Program (NSSP) Workshop Reports provide a review of the presentations delivered during workshops and key comments from the audience and group discussions. The comments from the participants do not necessarily reflect those of IFPRI.

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Agricultural Policy Research Network (APRNet) Workshop on Strategy and Program Development Planning¹

(Prepared by Hyacinth Edeh)

International Food Policy Research Institute

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Introduction

NSSP activities under the USAID Feed the Future (FtF) initiative include, among other things, support for the Agricultural Policy Research Network (APRNet), an independent network of agricultural policy professionals in Nigeria. This support falls under the capacity strengthening objective of NSSP intended to promote the use of evidence in the agricultural policymaking process in Nigeria.

One such activity supported by the NSSP was the APRNet Strategy and Program Development Planning Workshop held at Gracious Hotel in Garki II, Abuja on March 15, 2012. The meeting brought together twenty-nine participants (see Appendix B for participants list) and provided an opportunity for the members to contribute to the design of the strategy and program of the network.

The immediate outcome of this workshop was a draft of strategy and program development document for the Network and the Network's Strategic Plan work plan and timeline. These are expected to guide the Network in its activities, especially in promptly responding to emerging agricultural policy issues in Nigeria.

Opening Ceremony

The workshop moderated by APRNet Secretary, Dr. Victor Oboh, started at about 8.30 am with an opening prayer said by Prof. J.C. Umeh. This was followed by a welcome remark from the President of the Network, Prof. E. C. Eboh, who welcomed all members to the workshop and expressed happiness for the encouraging turn-up of members for the epic activity of the day; which is the setting of plans to focus the APRNet for the programs ahead. The President on behalf of the Network thanked IFPRI, Abuja office for its support services to the network. He particularly acknowledged the efforts of Miss Valerie Rhoe of IFPRI in nurturing and giving birth to this great network. He emphasized that today's workshop is packed with activities and encouraged all members to participate actively and make good contribution noting that the achievement of the Network is highly dependent on their inputs. Further, the President introduced IFPRI officials present led by the Program Leader of NSSP Abuja, Prof. Kwabena Gyimah-Brempong, and Dr. Tewodaj Mogues.

Remarks/Presentations by IFPRI

The lead remarks were made by Tewodaj Mogues. She shared her experiences and expressed gladness to be present in the workshop. She disclosed that IFPRI's relationship and engagement with the network was far back as when Valerie Rhoe was in IFPRI, Abuja. According to her, she was aware of the activities of the network before now having met the president of the Network, Prof. E. C. Eboh in January, 2012 when he introduced APRNet and its intentions and plans to her. Dr. Tewodaj went on to outline some strategic questions which if properly answered by the Network will enable it to achieve its objectives. These questions were:

1. Is there need for policy research network? This can be measured by how well people see the values of the network and their eagerness to belong to it.
2. Do stakeholders listen when the Network speaks? This stresses the credibility of the network and its activities in the society, and should be created in communication ability of the network.
3. Has the network come to stay? This has to do with the Network's sustainability, which is expressed in the attitude of the members. Members must be consistent avoiding been here today and there tomorrow.

Further, Dr. Tewodaj listed out the ingredients of success which are panacea for the mission and vision of the network. These ingredients include dedicated leadership, formidable

organization and governance structure, membership that is neither too homogeneous nor heterogeneous, and financial and physical resources. She noted that membership and financial resources can be sourced by the Network when it spreads its tentacles for members' mobilization. In conclusion, she stressed that APRNet is owned by its members and not IFPRI and as such, IFPRI will listen with minimal interference in the network's activities.

In his contribution, the IFPRI Abuja Program Leader, Prof. Kwabena Gyimah-Brempong shared his experiences and contacts beneficial to the Network, and enjoined members to persevere as they go through this starting phase of the Network. He stressed that the beginning is always difficult but with dedication, hard work, and encouragement, the Network will succeed in its goals. Further, he stated that whether agriculture succeeds or not depends on how research findings are taken to policy makers and end-users, stressing the need to bridge the gap between research and policy making. He advised that there is need for alliance of networks both local and international, and suggested that APRNet should seek ways of attracting funding from such organizations as the International African Finance which has its website at: www.afea.mfor.

In his response, the Secretary of the Network, Dr. Victor Oboh, thanked Dr. Tewodaj Mogues and Prof. Kwabena Gyimah-Brempong for their incisive remarks, promising that the Network will utilize their wealth of knowledge. He also encouraged members to go on aggressive membership drive in their respective domain. At this point, he formally introduced Prof. E. O. Idowu of the Department of Agricultural Economics, Obafemi Awolowo University, Ile-Ife on his recent promotion to the position of a professor; and presented copies of the Network's constitution and brochure to members present.

Keynote Paper on APRNet Strategy Planning and Development

A keynote paper titled, "*Strategic Planning Tips*" was presented by the President of the Network, Prof. E.C. Eboh. He started by thanking the IFPRI representatives for giving the tips on the steps to success and the caution that could enhance success. He congratulated the Secretary of the Network on his recent assignment as the National Economist with the UNDP, Nigeria. He further explained that the meeting of Council of Agriculture, Nigeria meeting on 14th March, 2012 held at Abuja witnessed the presentation of APRNet fliers and constitution to all State Commissioners of Agriculture, Nigeria. He observed that the Network has grown in membership noting that at inception in April 22, 2009, APRNet had just twenty-eight (28) registered members but as at March 15, 2012, this has risen to seventy-one (71). Further, he announced to the members that APRNet is now a legal entity with its incorporation as a company Limited by Guarantee (the same legal status as other high-profile professional bodies and stakeholders network such as NESG, ICAN, NPAN, NBA, PSN, NSE). He also stated that on November 24, 2009, the executive council was formed while the last APRNet meeting at Enugu on November 23, 2011, produced the appointment of some Zonal Liaison Officers (ZLOs) who are:

- Muhammed Ndaya- North-Central
- Mercy Ogaraku- South-South
- Aminu Dogondaji- North-West
- Celestine Nzeh – South-East; while the South-West and North-East slots are yet to be filled.

Continuing, he noted that his presentation was to equip everyone with the strategies to succeed in the Network's activities, stimulate plenary and group discussions, and commit everyone to work plan specifying deliverables, roles/responsibilities and timeframes.

The Strategic Planning tips was discussed under the following headings;

- **Concept of Strategic Planning** with *Michael Allison et al* (2005) definition of Strategic Planning as a systematic process through which an organization agrees on

and builds commitment among key stakeholders to the priorities that essential to its mission and responsive to the environment. The president emphasized that a strategy is a coordinated, broad approach or direction that informs organizational resource allocation. It is about making choices and how to realize them.

- **Functions and Benefits of Strategic Planning** which include among others a blueprint for action; a marketing and public communications tool; a resource mobilization tool; a medium for strategic thinking with an understanding that donor money is not for the needy but for those that add value; and a recipe for teamwork, commitment building and leadership development and consensus building. It also helps an organization focus its vision and priorities in response to a changing environment; ensures that members of the organization are on the same page that members of the organization toward the same goals; and defines the direction and activities of an organization in an ever- changing environment.
- **Strategic planning as leadership and management tool** which encourages an organization to look at and sincerely answer these questions: “Are we doing the right things?”; “Is the organization doing things right?”; “what things should we do considering our current understanding of the present and future environment?” and “how and why it should be done?”

He disclosed that the initiation and agreement on APRNet’s Strategic Planning process was done on November 23, 2011. This phase he stated has become necessary considering that the Network has gone through its take-off phase.

- **Strategic Planning as a Means-and-Ends Framework.** The president stated that this is the language of planning in the non-profit sector, and public value can be met by meeting mandates and fulfillment of the Network mission. He outlined the means framework as comprising internal visions, business (methods), program and activities while the ends framework as consisting of external vision, purpose, goals, and objectives.
- **Key Steps in the Strategic planning cycle** include the followings: initiating and agreeing on APRNet Strategic planning process, clarification, assess, monitoring, reviewing and revising APRNet Strategic plan.
- **Program areas** with a focus on research and information sharing, training/capacity building, policy linkages and feedback, and dissemination and public enlightenment.
- **Assessing APRNet Situation** which involves assessing the internal conditions and external environments of APRNet. The internal forces are the strengths (internal enablers) and weakness (internal disenablers), while the external forces are the opportunities and threats (challenges) facing APRNet. He continued by identifying strategic issues facing APRNet and prioritized them into strategic issues agenda. Key questions and criteria were raised which are:
 - What is the issue?
 - What factors make the issue to work?
 - How will addressing the issue positively impact the mission and performance of APRNet
- **Strategic Issues Analysis Matrix:** The president explained its relevance in achieving the Network’s objectives, mission and external environment, and key strategies and approaches. The strategic issues he outlined were:
 - Policy Research and Policy Analysis
 - Capacity Issue for Policy
 - Research dissemination, End-User feedback and Policy Dialogue
 - Researchers networking with Policymakers, private Sector and civil society
 - Web- based information, Exchanges and E- discussion
 - Resource Mobilizations - generate, attract and channel resources (human, financial and material) to APRNet Mission.
- The president during the presentation highlighted the need for the Network members to agree on priorities and strategic choices to be adopted in the areas of:

- Program portfolio and goal using the business planning tools (BPT);
- Stakeholder Needs Analysis by identifying influence/power vis-à-vis interest/importance; and
- Identifying and Mapping out Stakeholders

In conclusion, he urged members to participate fully in the activities of the network and encouraged them to make sacrifices of time and material resources. He stated that the assignment/work of the leaders (Coordinator and Secretary) of the groups to be formed will last beyond the workshop as they will be part of the coordinating committee for the drafting of the Network's strategic planning document.

Plenary I: Group Discussion

Grouping of participants into two groups was done by alternately allocating one (1) and two (2) to them. Those with number one (1) were in group 1 and those with number two (2) were in group 2. The chair of group 1 was Prof. J. C. Umeh and Dr. C. C. Eze chaired group 2. Prof. E. O. Idowu served as the coordinator for the two groups.

The key issues for the group discussions were:

1. SWOC Analysis and Program Portfolio
2. Key Activities and resources mobilization strategies

Each group was expected to discuss each of the key issues concurrently, and make presentations to members for deliberations. The two groups met and had their discussions which lasted for over 2 hours and it was interrupted by lunch break. The outputs of each group can be found in Appendix C.

Plenary II: Group Reporting

At about 4.00pm, each group made its presentation on the key issues, and comments were taken from the participants.

Summary of comments on the presentations of Group One

After the presentation by the group secretary, Ebele Amaechina assisted by the group chair, Prof. J. C. Umeh, the following observations/comments were made.

- The objective of the program should not be stated in a negative form as it was.
- For every program stated, it should be clear whether it is encouraging the Network's strengths, complementing its weakness, tapping into opportunity, and meeting the challenges.
- Resource mobilization should be a cross cutting issue and should therefore be mainstreamed.

Summary of comments on the presentations of Group Two

The group's presentation was done by its secretary, M.E. Ndubueze- Ogaraku and assisted by the president, Dr. C. C. Eze. It was observed that:

- The SWOT components analysis should be operationalize and should be more analytical, i.e. analyze political environment, economic environment, etc,
- There is need to identify the stakeholders and show the institutions in the environment who are our competitors. For instance, the Nigeria Economic Summit Group (NESG) is one but the Network is coming from the research background.
- There is lack of public awareness because we are coming to the stage just now. We had to sort out our legal status whose registration is on. Every member of APRNet is

an advocate therefore, it is expected that we should tell everyone about the network and everyone should champion of the network.

At the end of the groups' report and discussion, the president of the Network presented the tentative work plan and timeline for review by the members. The adjusted Strategic Planning work plan and timeline is as shown below.

The Adjusted APRNet Strategic Planning Work plan and Timeline

Step	Activity	Responsibility	Timeline
1	Concept Note	APRNet Exco	Done
2	<i>Initiation/ authorization of the SP process</i>	APRNet Congress	Done
3	Strategic Planning workshop	Strategy Coordinating Committee	Done
4	Full Report of SP Work Groups	Group Coordinators/ Rapportuers	10/04/2012
5	Harmonization and Consolidation of Work Groups	Central Drafting Team	24/04/2012
6	Preparation and circulation of First Draft SP document	Central drafting Team	8/05/2012
7	Revision & Production of Final SP document	Central Drafting Team	5/06/2012
8	<i>Publication of APRNet SP document</i>	<i>IFPRI</i>	<i>26/06/2012</i>

Closing Remarks/Vote of Thanks

Following the adjustment of the Network's strategic planning work plan and timeline, Dr. Victor Oboh, Secretary of APRNet, gave the closing remarks and vote of thanks. He thanked the participants for their efforts and for the thoughtful discussions which had taken place during the workshop. He enjoined members to go out to their respective places and create awareness about the Network. He also reminded the group leaders that they should work closely with their members to fine tune their presentations before forwarding same to central drafting team. The workshop came to an end at about 5.30 pm with a closing prayer said by Ndaya Muhammed Yelwa.

Appendix A: Workshop Agenda



Agricultural Policy Research Network

c/o International Food Policy Research Institute (IFPRI)
6 Ogbagi Street, Off Oro-Ago Close, Garki II, ABUJA

APRNet STRATEGY PLANNING WORKSHOP, 9am, 15 MARCH 2012, ABUJA

PROGRAM

Time	Activity	Presenter/Moderator
8.30-9.00am	Registration, Opening Prayer & Welcome	APRNet Secretary
9.00-9.15am	Introduction of Participants & Resource Persons	APRNet Secretary
9.15-10.00am	Keynote Paper - APRNet Strategy Development	APRNet President
10.00-10.10am	Remarks/Presentations by IFPRI	IFPRI Resource Persons
10.10-10.25am	TEA/COFFEE BREAK	
10.25-11.10am	Plenary Discussion of Keynote Paper - APRNet Strategy Development	APRNet Secretary
11.10-11:30am	Formation of 2 Work Groups	APRNet President
11.30-1.00pm	Group Work 1 st Session – <i>SWOC Analysis & Program Portfolio</i>	Group Coordinators/ Rapportuers
1.00-2.00pm	LUNCH	
2.00-3.30pm	Group Work 2 nd Session – <i>Key Activities and Resource Mobilization</i>	Group Coordinators/ Rapportuers
3.30-5.00pm	Presentations and Plenary Reviews of Group Reports	APRNet President
5.00-5.15pm	TEA/COFFEE BREAK	
5.15-5.45pm	Wrap and Next Steps (Deliverables, Timelines & Roles)	APRNet President
5.45-6.00pm	Closing Remarks, Vote of Thanks and Closing Prayer	APRNet President and APRNet Secretary
6.00pm	Departure	

Appendix B: Participant List

S/N	NAME	INSTITUTION/ORG.	TITLE	GENDER
1	Nzeh Emeka Celestine	AIAE, Enugu.	Mr.	Male
2	Dan Oyoboh	WASA Seed Project	Mr.	Male
3	Amaechina Ebele	University of Nigeria Nsukka	Ms	Female
4	Eric Eboh	AIAE	Prof.	Male
5	Manson Nwafor	AIAE	Mr.	Male
6	Aminu Aliyu D/Daji	IFAD-Sokoto	Mr.	Male
7	J.C. Umeh	Uni. Of Agric, Makurdi.	Prof.	Male
8	Mdubueze Ogaraku Ebere	Uniport, P/Harcourt	Mrs	Female
9	Victor Oboh	UNDP-Abuja	Dr	Male
10	Oke Sunday	FMA, Abuja	Mr.	Male
11	Gloria Ujor	FMA	Dr	Female
12	Salau Sheu	IFPRI	Mr.	Male
13	Kenneth Kwujet	Igbaza Road, Asaba	Mr.	Male
14	Tewodaj Mogues	IFPRI		Female
15	K.Gyimah-Brempong	IFPRI		Male
16	Luke McCarthy	IFPRI		Male
17	Edeh Hyacinth O.	IFPRI		Male
18	E.O. Idowu	OAU, Ile-Ife.	Prof.	Male
19	P.C. Ike	Delta State University, Asaba Campus	Dr.	Male
20	Ndaya M.Y	FCT-ADP	Mr.	Male
21	Charles Ofulue	University of Calabar	Dr	Male
22	Chidozie Eze	F.U.T.O	Dr	Male
23	Lamchi J.I	F.U.T.O	Dr	Male
24	Ejiogu Odinaka	IMSU	Dr	Male
25	Prince Ike Ubaka, JP	All Farmers Association of Nigeria	Dep. Nat. President	Male
26	Ezehe J.A.C	Uni Agric, Makurdi.		Female
27	B. A. G Amoo	Research Dept. CBN, Abuja.		Male
28	Uchenna Obih	Fidelity Bank	MGR	Male
29	Amina Y. Bashir	IFPRI-Abuja	Mrs	Female

Appendix C: Breakout Session

Group 1

1. SWOC Analysis and Program Portfolio Strengths (internal enablers)

- a. Intellectual capacity- professionals of different fields
- b. Some strategic linkages forged –existing goodwill
- c. Diversity – national spread, gender
- d. Strategic location of the secretariat in Abuja
- e. Strategic position of agric sector in the economy – food is an important issue; food security tantamount to national security.
- f. Small membership size – for efficient running of the organization.
- g. Dynamic executive officials – focused and visionary
- h. Committed membership – enthusiasm, drive and energy

2. Weaknesses (internal Dis-enablers)

- a. Gender imbalance: women are the engine of African agriculture
- b. Resources – poor resource base
- c. Invariance in capacity and skills – some of the professionals are highly skilled while some are not.
- d. Small size – for 150 million Nigerian population, 70 members is rather small.
- e. Weak infrastructural base – no working office
- f. Limited publication – no policy relevant publication that is accessible to members and key stakeholders

3. Opportunities (external forces)

- a. There is no existing agric policy research network
- b. Increasing development partners interest in food security and nutrition
- c. Opportunity to influence appointment of professional minister(s)
- d. Opportunity to influence environmental policy
- e. There is opportunity for growth in the agricultural sector
- f. Strategic position of agriculture in the economy

4. Threats (challenges)

- a. Weak implementation structure in national policy management
- b. Poor and often discontinuity of policy
- c. Change of ministerial portfolio. If the new minister is not open to policy advice
- d. Potentially there may be other institutions that may come up to do the same network
- e. Underdeveloped agric sector – poor agric infrastructure.

5. Prioritizing of program portfolio

- a. Policy relevant research and policy analysis.
- b. Skills development
- c. Research mobilization
- d. Networking (building and strengthening)
- e. Research result dissemination
- f. Monitoring and evaluation

6. Proposed Business Model

Program Area	Value Proposition	Funding Formula	Key Resources	Key Processes
Policy relevant research and policy analysis	Outputs <ul style="list-style-type: none"> • Research papers, • Articles and policy Dialogues 	<ul style="list-style-type: none"> • Organizational donors • Government or Local Organisational consultancy contracts • Peer reviewed research funding 	People <ul style="list-style-type: none"> • Researchers • Policy experts • Management Research Resources <ul style="list-style-type: none"> • Publications • Libraries • Internet • Data Collection 	Research <ul style="list-style-type: none"> • Proposal writing and costing • Methodologies • Research management Communication <ul style="list-style-type: none"> • Publications
Capacity Building	Outputs <ul style="list-style-type: none"> • Training manuals • Acquisition of software Services <ul style="list-style-type: none"> • Workshops(training) • Educational services 	Event fees Costs <ul style="list-style-type: none"> • Administration • Honorarium for training • Consultants • Travel for consultants 	People <ul style="list-style-type: none"> • Methodological experts • Policy experts Equipment <ul style="list-style-type: none"> • Computers Collaboration <ul style="list-style-type: none"> • Local/international 	Training workshop on proposal writing and budgeting
Networking (building and strengthening)	Outputs Alliances forged	Membership fees	Management board	Communication <ul style="list-style-type: none"> • Website • Marketing
Research Result dissemination	<ul style="list-style-type: none"> • Research Papers • Articles • Interviews • Conference, topic-specific events 	Individual or organizational donors (local, international private or public sector)	People <ul style="list-style-type: none"> • Researchers • Management • Board • Media experts 	<ul style="list-style-type: none"> • Packaging of research result • Communication of result Communication <ul style="list-style-type: none"> • Publications • Radio, TV, print media website
Monitoring and Evaluation	<ul style="list-style-type: none"> • Services • Project management 	Built into other program area funding formula	<ul style="list-style-type: none"> • Administrators • Management • Board 	<ul style="list-style-type: none"> • Research management • Human resources • Performance monitoring

7. Log frame

S/N	Narrative Summary	Basis for Verification	Means of Verification
1	Policy Relevant Research and Policy Analysis	<ul style="list-style-type: none"> • Number of policy Research Conducted annually • Relevance of output of policy Research 	<ul style="list-style-type: none"> • APRNET Publications, journals etc • Level of engagement with relevant agricultural Policy makers on outcome of research.
2	Skills development	<ul style="list-style-type: none"> • Number of capacity training workshops organized each year. • Increase in capacity (technical skills) level of members. • Number and quality of research engaged in by APRNET • Number of members participating in capacity building workshop. 	<ul style="list-style-type: none"> • Opinion pool of members on capacity development. • APRNET annual report
3	Resource Mobilization (Human, financial and Material)	<ul style="list-style-type: none"> • Increase in financial resources of APRNET. • Increase in membership • Increase in structural facilities of APRNET. • Increase in reach grant accessed by APRNET. 	<ul style="list-style-type: none"> • Number of research proposals funded. • Membership list • Accounting books • Gadgets and structural facilities acquired.
4	Networking(Building and Strengthening)	<ul style="list-style-type: none"> • Number of network affiliations of APRNET. • APRNET representation in other relevant stakeholders key activities. • Members synergizing among themselves. • Stakeholder representativeness in APRNET. • Improved quality of stakeholder interaction. 	<ul style="list-style-type: none"> • Membership list • ARPNET reports.
5	Research Result Dissemination	<ul style="list-style-type: none"> • Effective voice of APRNET in policy, regulatory and economic decisions. • Number and types of dissemination for a/platform 	<ul style="list-style-type: none"> • Number of stakeholder engagements with research results.
6	Monitoring and evaluation	<ul style="list-style-type: none"> • Matching outcome with targets. • Efficient utilization of resources. 	<ul style="list-style-type: none"> • Number of M and e carried out. Report of M and E.

8. Program Portfolio

Program Area	Rationale/Justification	Objectives	Expected Outcome	Impact (mission, Financial viability)
Policy relevant research and policy analysis	<ul style="list-style-type: none"> Importance of Agriculture in the development of Nigeria 	<ul style="list-style-type: none"> To influence agricultural policy formulation and implementation 	<ul style="list-style-type: none"> Continuously increase the productivity of agricultural Sector Poverty reduction through improving rural income and livelihoods. Improvement in welfare Self sufficiency in food Production. 	<ul style="list-style-type: none"> High impact High viability
Capacity Building	<ul style="list-style-type: none"> The quality of research is as good as the quality of the researcher. Bring in non network members Bring in non network members to strengthen our network 	<ul style="list-style-type: none"> Improve Research Capacity of Network members 	<ul style="list-style-type: none"> Improved quality research outcome Evidence based research Production of pro-active research outcomes 	<ul style="list-style-type: none"> High impact Low viability
Resource Mobilization	<ul style="list-style-type: none"> Achievement of the Network Programs and activities are contingent on the availability of fund. 	<ul style="list-style-type: none"> Generate sufficient resources to support the activities of the network. 	<ul style="list-style-type: none"> Growing and sustaining the networking. Ensure steady flow of high quality research. 	<ul style="list-style-type: none"> High impact High viability
Networking	<ul style="list-style-type: none"> Need to be abreast of development among ourselves and other agencies Promote Knowledge sharing 	<ul style="list-style-type: none"> To promote collaboration and partnerships with other institutions and agencies and networks. To harness existing advantages to our mutual benefit. 	<ul style="list-style-type: none"> Increased access to both resource and knowledge. Reduces duplication of efforts. 	<ul style="list-style-type: none"> High impact Low viability
Research Result Dissemination	<ul style="list-style-type: none"> Effective communication of results to end users will enhance achievement of objectives Increased availability and outcome accessibility of policy research results 	<ul style="list-style-type: none"> To promote objective utilization of research output. 		<ul style="list-style-type: none"> High impact Low viability
Monitoring and Evaluation	<ul style="list-style-type: none"> Ensure efficient utilization of resources. 	<ul style="list-style-type: none"> To match outcome with targets 	<ul style="list-style-type: none"> Set targets are achieved Reduce wastages Resources efficiently utilized. 	<ul style="list-style-type: none"> High impact High viability

9. Stakeholder Analysis

S/N	Name/type of Organization	Importance/Influence Ranking	Comments
1	National Planning Commission	High importance/high influence	Explore opportunity for collaboration, partnership and cooperation for research generation and data acquisition
2	International Development Partners	High importance/high influence	Collaboration for Capacity building, Funding of research etc
3	Banks and Financial Institutions	Low importance/high influence	Funding of Research
4	Fed.Min.of Environment	High importance/low influence	
5	Farmers Association	High importance/low influence	
6	Agribusiness Associations	High importance/low influence	
7	NEPAD/ECOWAS	Low importance/high influence	
8	SMA's	Low importance/high influence	
9	National Research Institutes/Networks	High importance/high influence	
10	International Research Institutes	High importance/high influence	
11	Media	Low importance/high influence	
12	Private sector Organisation	Low importance/high influence	
13	Federal Min. of Agric.	High importance/high Influence	
14	Federal Ministry of Water Resources	High Importance/low Influence	

GROUP 2

1. Strength, Weaknesses, Opportunities and Threats (SWOT) Analysis

a. *The strength of the network:*

The strength of APRNet lies with the memberships who are made up of professionals and are involved in research activities. The strength of the network is seen to be strong since the network is made up of professionals, majority of who are researchers. Members of the network are experts and skilled in their various areas of specialty and have worked for at least five years in their various institution and would make for quality researches in agricultural policies. With respect to what we can do well as researchers, it was found that the researchers are mainly concerned with quality research issues in agriculture, also there is need to improve good relationship public and private sectors in the area of policy use. The physical proximity to sources of skills and expertise of members is an added advantage. There is effective leadership and management and a strong public confidence from stakeholders. Membership entry requirement of M.Sc. is an advantage in Networking and Research and objective decision making.

National Spread: Presently, there is national spread of the network members as there is a fair representation of all zones in the country.

Leadership: The leadership of the network is strong and dynamic

Impact of the Strength of the Network on government policy: Members of the network are involved in policy making in their respective institutions.

Visibility of the network with development and international/corporate organizations: APRNet has a good relationship with both international and local organization, also the registration of the network with Corporate Affairs Commission (CAC) as a body limited by guarantee makes it possible for the network to interact with both local and international organizations with confidence.

Membership drive: Members of the network is not a weakness for now. Presently, there are low levels of public participation/collaboration in APRNet activities.

b. *Weaknesses:*

Voluntary membership is seen as a weakness to the network, members may decide to discontinue or withdraw their membership at will, and this could be a threat to the growth of the network. The withdrawal of an important and key member may have adverse effect on the activities of the network. Membership registration number and identity cards for membership which is not available now may be a threat to the growth of the network. There is limited Africa-wide research, inadequate long strategic programming, insufficient research and analytical resources, lack of core institutional grant and funding support, lack of financial capacity for robust independent work, Lack of systematic skills upgrading for agricultural polices issues.

Low Internal Funding: Low membership and institutional support is affecting the activities of the network especially the network is planning to engage a part time staff, the payment of salary of the staff might be difficult for now.

c. *Threats (challenges):*

- i. Changing funding and programming policies of partners and stakeholders
- ii. Low stakeholder funding of evidence-based policy research across Africa
- iii. Unpredictable access to (availability of) members and stakeholders
- iv. Harsh (high cost) business environment
- v. Increasing competition for qualified and skilled experts

- vi. Problems of funding, bureaucracy in public sector impose difficulty in mobilization of members and resources.
- vii. Competition from related networks: There is expected competition from related network in Africa such as African Technology Policy studies network etc; this could be a threat to the survival of the network.
- viii. Public perception: There is no much public awareness; the public sector is always in a hurry to frame a policy. There is need to create awareness of the network through adverts and personal contacts.

d. Opportunities:

There are several local and international organizations where funds can be accessed. We can increase partnership opening in some areas like ministries, parastatals. Melinda/ bill-gate foundations which could be accessed for funding since the foundation has focus on agriculture and it is presently in Nigeria. Other organizations are consultative group an international Agricultural Research; International Service for National Agricultural Research , Central Bank of Nigeria, New partnership for Africans Development etc. There is a large and underserved market for evidence-based policy research. Capacity building thrust of global knowledge networks and foundations, establish relationships with other knowledge and research support bodies, goodwill and visibility with public sector, business and academia, growing supply of young budding intellectuals in proximate universities

2. Analysis and Management of the Interactions of Strengths, Weakness Opportunities and threats

a. Strengths x Opportunities: using our strengths to utilize Existing Opportunities:

APRNet will harness the diverse background and skills of network members to exploit the opportunities for networking and collaboration with African research institutions such as the International food Policy Research Institute, Abuja. The strengthening of the thematic work through the appointment of working group leaders will unleash the network's potentials for linking with comparable research institutions in African and beyond. The Thematic Work-Group Leaders will provide critical leadership in the respective thematic work groups based on teamwork and accounting. The thematic work groups are research hubs of the network which it will meet the growing needs from research-based policies. The cross-disciplinary nature of its members including Economics, Agricultural Economics, Agricultural Extension, Sociology, Law, Banking and Finance represents rich training resources for network. These resources are utilized to enhance the scope and outreach of the Network's training programme.

The Institute shall provide the platform for the network members to link up with the capacity building initiatives of global knowledge network. APRNet will the capacity building initiatives of global knowledge network.

b. Weakness x Opportunities: Harnessing Existing Opportunities to Mitigate our Weakness:

In order to overcome the problem of lack of core institutional grant, the network shall engage with institutional capacity building opportunities created by global research and development support organizations such as Melinda/ Bill Gates foundation, AERC, Dangote.etc. The engagement shall be directed at exploring and utilizing long term institutional capacity building grants from these agencies.

The problems of insufficient research and analytical resources and inadequate long-term programming shall be ameliorated by exploiting the spaces in global research and development organizations for institutional building support in developing countries. The institutional capacity building support will release energies for more long-term independent flagship research programmes.

c. Strengths x Threats: Using our Strengths to Cope with Threats from Changing Research and Institutional Environment:

APRNet will use its strengths to mitigate the impact of threats from the external research environment. The main threats are the growing competition for regional and international research funds and changing funding and programming approaches of regional development partners and organizations.

APRNet will deploy the diversity of skills and expertise to improve its competitive standing with respect to regional and international research funds.

APRNet shall explore interface of its research priorities and development priorities of development partners, in such areas as poverty and social impact analysis, investment climate research, MDGs studies, regional trade and integration studies and agricultural and economic policy diversification studies.

The threats arising from increased competition for member's time by other research programmes and professional calling will be tackled by instituting enhanced incentives and motivation. Both pecuniary instruments shall be applied to motivate to members towards meeting the networks demand for their time.

d. Weaknesses x Threats: Minimizing the Potential Negative Impacts of Interaction of Weaknesses and Threats

The interaction of APRNet weaknesses and threats from the research and institutional environment constitute a critical challenge. Both weaknesses and threats reflect doubly potentially negative effects on the effectiveness and sustainability of the Network. The way and manner these negative prospects is minimized and extinguished will be instrumental to the overall impact, progress stability, sustainability and respectability of the Network.

In turn, confronting the challenges posed by the interface of weaknesses (internal deficiencies) and threats (external pressure) will largely be determined by the quality of leadership, professionalism and organizational stability. Given the strong leadership and focused direction mapped by this Strategic plan, APRNet stands a good chance of weathering the storms created by the existing and foreseen threats.

Most of the threats such as unfavourable changes in development partner priorities and funding approaches will be mitigated by measures to maximize the strengths of the network through flexible programming based on proactive stakeholder or clients consultations, diversity of skills and responsive ability to engage in long term sustainability programming.

APRNet will adopt a strategy based on using our rich and diverse strengths to influence the research environment. Some of the approaches include using our strengths (diversity of skills, public respectability, to develop stakeholder- friendly thematic niches and create innovative research- based policy advocacy programmes that interface well with programmes of regional development partners.

APRNet will seek to initiate evidence-based policy development programmes in collaboration with country programmes of development partners, as a way to mitigate the impact of low domestic stakeholder funding of research activities. APRNet use shall the auspices of the Forum of independent Research Institutes in Nigeria (FIPRIN) to promote appreciation of research in agriculture policy and thereby help to improve its research funding in Nigeria.

3. Program Portfolio Analysis of the APRNet:

Program Area: Research and information sharing, the network could share information with IITA in terms of sharing research findings. Also steering committee could be used for information sharing.

Agricultural policy support system that involved steering committee involved researchers, institution and end-users participating in training for information sharing. Also All Farmers Association of Nigeria (ALFAN) is part of dissemination of information.

4. Key Activities and Resource Mobilization:

Strategic Issue	Rationale/Justification	Objectives	Key Strategies, Actions and Steps	Program Activities	Outcomes/Impact
Policy Research and Policy Analysis	<ul style="list-style-type: none"> • Good quality that will influence and enhance credibility 	<ul style="list-style-type: none"> • Competitive research, good group (team work, research thematic, working groups, greater use of evidenced based research findings for policy that achieve improved agricultural output 	<ul style="list-style-type: none"> • Identification of membership of steering committee, and developing terms of references • Identify and propose research mobilization strategies • Access funds available in CBN, access funds from Dangote foundation, also from other prominent Nigerians. • Access funds from W/A Research and Productivity program, world banks, CIAT • Identification of research needs of agric stakeholders 	<ul style="list-style-type: none"> • Initiation of a program like Agric. Policy Support System (HPSS). Component of activity is research training program 	<ul style="list-style-type: none"> • Coming up with policy use that will increase farm output and productivity
<ul style="list-style-type: none"> • Capacity Building for policy research and policy influence 	<ul style="list-style-type: none"> • To build a critical constituency and strong capacity for research and policy making 	<ul style="list-style-type: none"> • To encourage mentoring of upcoming policy researchers and to provide peer review 	<ul style="list-style-type: none"> • Peer review, mentoring, training on policy analysis, scientific exchange 	<ul style="list-style-type: none"> • Peer review • Mentoring • Training on policy analysis • Scientific exchange 	<ul style="list-style-type: none"> • Peer review will help to build up and enhance individual quality; it helps to improve the quality of work. • Mentoring will help to improve quality and capacity of professionals.
<ul style="list-style-type: none"> • Policy Analysis 	<ul style="list-style-type: none"> • Training on policy analysis 	<ul style="list-style-type: none"> • To build the capacity of policy analysis on to understand policy implementation strategies 	<ul style="list-style-type: none"> • Write to the organization for the needs of observed gaps in the organization and vice versa. • Write to the banks and ask for permission to train the agric. experts in order to enhance the performance of agric unit of the banks. • Consultant to CBN on policy intervention (policy framework), i.e. an intermediary between the banks and farmers. • Partner with CBN to ensure that apex mgt of banks should have training on gap in agric policy will attract funds. 	<ul style="list-style-type: none"> • Playing the roles of training on agric policy analysis • Revisiting some agric. Programs & policy of the past 	<ul style="list-style-type: none"> • To improve the capacity of individual beneficiary or performance of organization

<ul style="list-style-type: none"> • Research Dissemination , end-User Feedback and policy Dialogue 	<ul style="list-style-type: none"> • Sharing research findings with policy makers and end-users 	<ul style="list-style-type: none"> • To promote the exchange of existing research information and encourage the use of research results in the policy process 	<ul style="list-style-type: none"> • Have a periodic national policy dialogue for all stake holders (stakeholders forum). • Public awareness materials for distribution (hand bill) • Zonal coordinators to mobilize stakeholders in their zones. • Encourage stakeholders to produce publication materials for awareness, e.g. ministry of agric, state govt, etc. 	<ul style="list-style-type: none"> • Using standing steering committee among the stakeholders like banks, organized private sectors 	<ul style="list-style-type: none"> • Increased participation on the use of agric. policy research findings.
<ul style="list-style-type: none"> • Research Networking with policymakers, private sector and civil society 	<ul style="list-style-type: none"> • Researchers networking with stakeholders 	<ul style="list-style-type: none"> • Objectives 1 to promote the exchange of existing research information (methods, data, publication) and to create channels for linking research with policy process. 	<ul style="list-style-type: none"> • Internet networking • Electronic messages 	<ul style="list-style-type: none"> • Alliance with other stakeholders 	<ul style="list-style-type: none"> • Increase participations policy research information sharing
<ul style="list-style-type: none"> • Web- based information Exchange and E- Discussion 	<ul style="list-style-type: none"> • Cost effective, convenient means of networking and consensus building 	<ul style="list-style-type: none"> • Objectives 1 to promote the exchange of existing research information (methods, data, publication) and to create channels for linking research with policy process. 	<ul style="list-style-type: none"> • Website resource, e-discussion groups 	<ul style="list-style-type: none"> • e-training for capacity building of network members and stakeholders 	<ul style="list-style-type: none"> • Larger covering of audience, quick availability and use of policy research information
<ul style="list-style-type: none"> • Resource mobilization generate, attract and channel resources (human, financial and material) to APRNet's mission 	<ul style="list-style-type: none"> • Achieving human, materials and financial resources are crucial 	<ul style="list-style-type: none"> • Objective 2 to mobilize pool of financial resources for independent policy research 	<ul style="list-style-type: none"> • Partnership and collaboration 	<ul style="list-style-type: none"> • Sourcing for local and international bodies for policy research funding 	<ul style="list-style-type: none"> • High farmers productivity

5. Implementation Schedule

Programme type	Activity/ Milestone	2012	2013	2014	2015	2016	Outputs Verifiers (items to be produced through programme activity)	Impact indicator (through research- based networking or advocacy)

6. Financial Resources and Funding Approach

As a not-for profit (non-trading) organisation, APRNet's funding can come from Trusts, Annual dues Grants, Gifts-in -Kind, Sponsorship and Consultancies. Hence, the network will be proactive in its funding approach and develop the institutional fund-raising skills of networking and negotiation to secure the funding to further its objectives.

The Network will adopt a funding model based on multiple income and grant sources and efforts will be made to ensure that funding sources are not concentrated on the few 'tried and tested' prospects (government and international development agencies). This model will necessitate a revamped funding approach as follows:

- Constitute a Network Council in which a variety of leaders from different backgrounds are represented;
- Promote APRNet's capabilities to Oil and Gas companies, Banking and finance institutions, Government, Political Parties, Labour, and Media organizations that are interested in agriculture
- Design research agenda that appeals to sectors in need at competitive costs;
- Examine the economics of new social issues such as agricultural products, transport, and distribution, security, employment and other systems, and propose studies to generate solutions or implement pilots; and
- Design conference and roundtable programmes that offer a platform for evaluating and testing issues and processes of importance for sponsors and interested parties.

In the four year period, APRNet's funding approach will be based on the following principles:

- Align research programming with strategic funding potentials;
- Deepen collaboration with private sector corporate agencies to secure sponsorships and financing of APRNet research and knowledge brands;
- Develop robust training and related consultancies to elicit funding from clients;
- Build skills and motivate members to attract research funding and consultancies;
- Develop effective corporate marketing and product dissemination capabilities;
- Utilise APRNet's comparative advantage to initiate and conduct research to provide practical fundable solutions within the local, national and international business community; and
- Develop agricultural and economic policy and development information documentation, storage and retrieval services to the public and private sectors in Africa and Nigeria.