

Policy & Advocacy Approach



AGRA

Growing Africa's Agriculture



Together for a better, brighter and **greener** future.

At AGRA we seek to catalyse
inclusive and sustainable
Agriculture Transformation
that transforms smallholder
agriculture into a highly
productive, efficient, competitive
and sustainable system.



AGRA

Growing Africa's Agriculture

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Abbreviations

CAADP	Comprehensive Africa Agriculture Development Programme
ICA	Institutional Capacity Assessment
NAFSIPs	National Agriculture and Food Security Investment Plans
NEPAD	New Partnership for Africa's Development
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
WEF	World Economic Forum
RECs	The Regional Economic Communities
M&E	Monitoring & Evaluation
AUC	African Union Commission
NCPA	National Centre for Public Accreditation
IFPRI	International Food Policy Research Institute
RENAPLI	Regional Network of Agricultural Policy Research Institutes

Background

AGRA seeks to catalyze inclusive and sustainable agriculture transformation that transforms small-holder agriculture into a highly productive, efficient, competitive and sustainable system. AGRA notes that to achieve inclusive and sustainable transformation, national governments, the private sector, farmers, civil society organizations, continental and regional bodies are critical. Furthermore, effective governance, the right policies and institutions can catalyze and accelerate the food and agriculture systems transformation and sustainably reducing hunger, malnutrition, and poverty.

Critical insight from AGRA's 10 year experience is that for most governments, putting in place systems and processes is especially challenging as most countries' agricultural transformation agenda are not backed by strong analytical/evidence-based policy frameworks and strategies both at macro and micro levels. This is further exacerbated by the fact that agricultural policies and programmes usually cut across a number of ministries and involve a variety of stakeholders including the private sector, civil society and donors in the formulation and implementation of integrated policies. Given the complexity of issues and partnerships, the planning and implementation of agriculture programmes and policy is not well understood and coordinated, resulting in uneven integration across different line ministries.

Based on learnings from implementation of previous programs and engagements, AGRA designed its approaches based on the fact that:

1. Political commitment with respect to vision and execution is at the heart of accelerated agricultural transformation. Hence close, continual and long term engagement with government on enabling policies, laws, regulations, standards as well as improved delivery and accountability of flagship projects was seen to be critical.
2. AGRA's funds will never be enough to drive agriculture transformation and must work in concert with others. Given that AGRA's country budgets are less than 2% of the governments' budgets for agriculture it

became imperative to leverage the financial strength of the government towards agriculture transformation. It should be noted however that resources are not always the constraint, and it is often more important how existing resources work together such as aligning private sector appetite and donor support along these priorities.

3. Agricultural transformation requires an integrated delivery approach across an ecosystem of partnerships. This implies that AGRA will need to work through and with governments, private sector, development partners, farmers' organizations and non-profits. Furthermore, it entails that a systems view be taken where input technologies require functional markets and support industries to drive adoption which in turn rely on a favorable enabling environment to align incentives towards investment and growth of agricultural productivity, processing capacity and regional trade thereby reducing reliance on food imports and generating pro-poor growth.
4. Delivering agricultural transformation will require stronger systems for input and output markets in all the countries we work in. Driving productivity will require stronger input (seed, fertilizer, extension, irrigation, mechanization) systems. Correspondingly, increased adoption of technologies at the farmer level will require stronger and functional value chains and market systems development to enable private sector engagement, access and use of structured markets, improved post-harvest management, regional food trade, development of flagships, increased financial inclusion thereby leveraging private sector investment, and prioritizing models that can be scaled, while aligning to government priorities.

AGRA's policy and advocacy work aims at in supporting in creating enabling policy, regulatory and institutional environment for agriculture at national, regional and continental levels.

The Challenge

AGRA's policy and advocacy work aims at providing unique African solutions and double incomes for millions of farming households. This is by building relations and providing technical assistance to governments to help them improve business environments. This involves resolving bottlenecks at specific points or throughout whole agricultural chains that constrain private sector firms (including farmers who are largest private sector participants) to expand investments in agricultural input supply, on-farm production and output marketing including regional food trade.

Advocacy at national, regional and continental levels enables making the case for policy and other investment objectives that create an enabling environment for increased productivity, profitability and facilitate transformation and for African governments to allocate sufficient resources in their budgets and efficiently implement agriculture projects and programs. This permits small-holder farmers and other market participants to capture the productivity and income benefits offered by the genetic, fertilizer and post-harvest technologies and market and financial innovations resulting from other units at a large scale. This will drive adoption and translate the potential into doubling of incomes in order to reach the target number of farmers and income gains. This increases the payoffs to investments in seeds, fertilizers, post-harvest technologies, markets and finance, extension, irrigation, mechanization, thereby ensuring sustainability.

AGRA has learned over years that functional systems are always compromised by lack of or inadequate policy and regulatory environment. The experience from the implementation show that farmers access to seeds, fertilizers, agrochemicals and well-structured as well as functional formal and informal national and regional markets are compromised by the absence of enabling policies. AGRA also appreciates that Comprehensive Africa Agriculture Development Programme (CAADP) is the reference framework for Africa's agriculture and has been lauded for placing the sector back on national governments' political and policy agenda. Our work as AGRA is aimed at supporting the various stakeholders including governments, farmers, the private sector and civil society towards implementing and sustaining the CAADP momentum.

However, evidence from the Institutional Capacity Assessment (ICA) undertaken by AGRA in 11 countries showed that African agricultural institutional systems and arrangements are weak and underpinned by policy biases, uneven political commitment and/or vested political interest in current sector 'status quo'. This ICA report agrees with similar study undertaken by the Africa Union Commission in 2013 on sustaining the CAADP momentum. It highlighted weak institutional capacities to deliver the needed services; lack of use of evidence in designing and development of policies; underinvestment and mis-investment attributed to inadequate prioritization and rationalization; overlapping ministerial mandates leading to lack of implementation clarity and guidance; and, limiting policies, laws and administrative practices, policy and programme project formulation and implementation.

Policy and Advocacy Context and Scope

AGRA recognizes that national governments, regional and continental bodies are central and significant in setting the agenda for driving a sustained and inclusive agricultural transformation. Hence our policy and advocacy work is aligned to support and respond to continental, regional and national country priorities towards an inclusive agriculture transformation.

AGRA's experience over the last 10 years shows that the most effective route to achieving agricultural transformation is anchoring our interventions to support national governments' vision, policies and plans for agricultural transformation. We believe in the fact that functional institutions and systems will be central in driving the actions to deliver productivity enhancements, input and output markets as well as strengthening resilience capabilities of smallholders.

Policy and Advocacy Value Proposition and Context In Driving Systematic Changes



Policy and Advocacy Scope

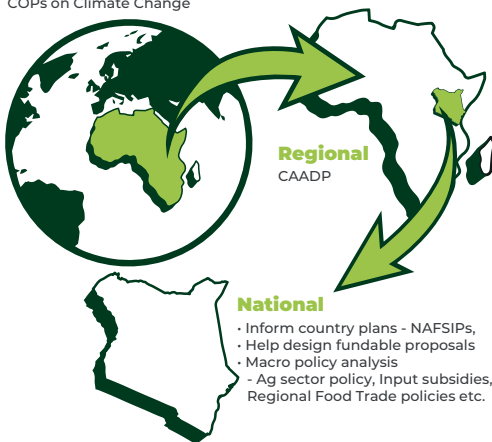
Policy

Advocacy

Macro Policy Interventions

Global

Shaping the SDGs,
Committee on Food Security;
COPs on Climate Change



MACRO

Global

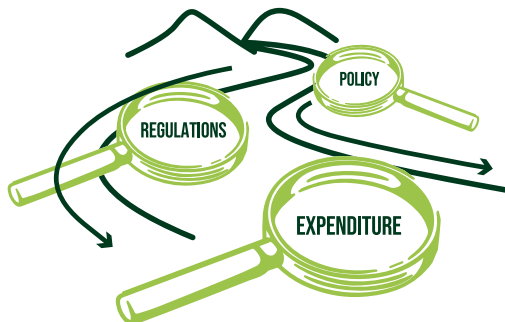
- Advocate for Africa models of agricultural transformation and on big narratives
- Shape the global financing architecture & resource mobilization
- Inform/influence donor policies

Regional engagements

- Advocate for and support U-NEPAD CAADP
- Advocacy on Regional Food Trade and AfCFTA
- Engage with AU Summits, CAADP PPs, AfDB Annual meeting, Grow Africa/WEF Africa, and RECs

Micro Policy Reforms and Support (Down Stream Delivery)

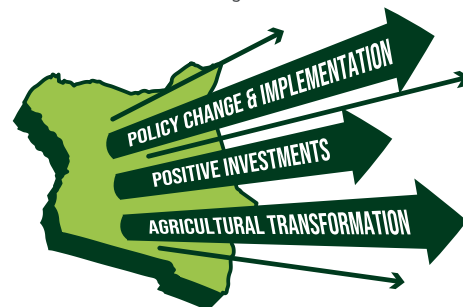
- Assessments of landscape of policies regulations and diagnosis of industry and sector specific policies, regulations
- Public expenditure reviews and cost benefit analysis for policy change
- Policies for downstream delivery - EBA



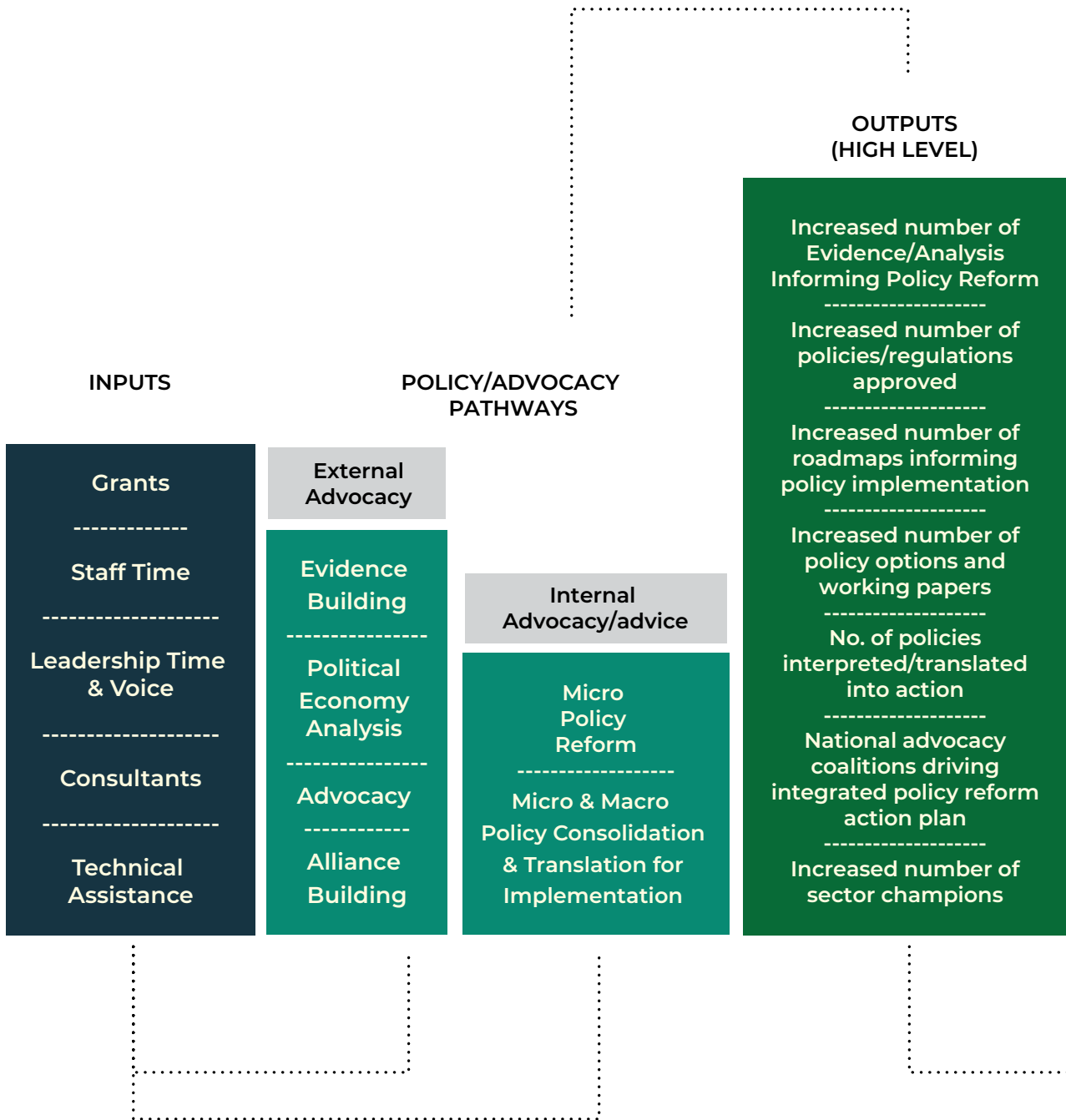
MICRO

Country Level Advocacy Focus

- Advocate for in scaling up proven models
- Advocate for effective policy change & implementation
- Advocate for more and better investments
- Advocate for AGRA and broader Agriculture Transformation narratives



The Policy and Advocacy Theory of Change



**INTERMEDIATE
OUTCOMES**

Reallocation of public expenditure for policy Implementation

Favorable Shift in the Enabling Business Environment

Strengthened and functional inputs and output Systems

Increased Use of Evidence [policy options] by Government and Other Stakeholders

Increased Sector Champions Influencing the Sector Agenda [Increased Political Support]

Increased Understanding of Macro-policy Issues Affecting the Ag. Sector

PRIMARY OUTCOMES
linked to AGRAs results framework

Increased Farmers:
Access [Affordable Available, Appropriate] to Modern Farm Inputs
Adoption of Improved Technologies For Farmers
Access to Markets
Productivity and Profitability [Incomes]

System Level:
Well-functioning Input and Output Markets
Functioning Government Policy Systems

IMPACT

Catalyse and Sustain an Inclusive Agricultural Transformation in Africa



The Five Pathways of Policy and Advocacy

AGRA'S policy and advocacy work is driven to deliver the theory of change for increased agricultural productivity through the following five pathways:



Evidence Building

Generate evidence that builds government demand for evidence to improve policies and regulations on macro policy issues.



Micro-Policy Reform

Work with government to generate analysis [ex-post], articulate alternative policy reform options and analyze the costs and benefits of reforms so that governments are better placed to assess and approve policy changes based on reliable and relevant evidence.



Micro-Policy Translation & Implementation

Provide technical assistance and support for the interpretation/translation, planning and roll-out of reformed policies through implementation.



Advocacy

Drive global, continental, regional and national advocacy that advances agricultural transformation narratives.



Alliance Building

Cultivate partnerships with key players and position AGRA as a go to partner for agricultural transformation policies.



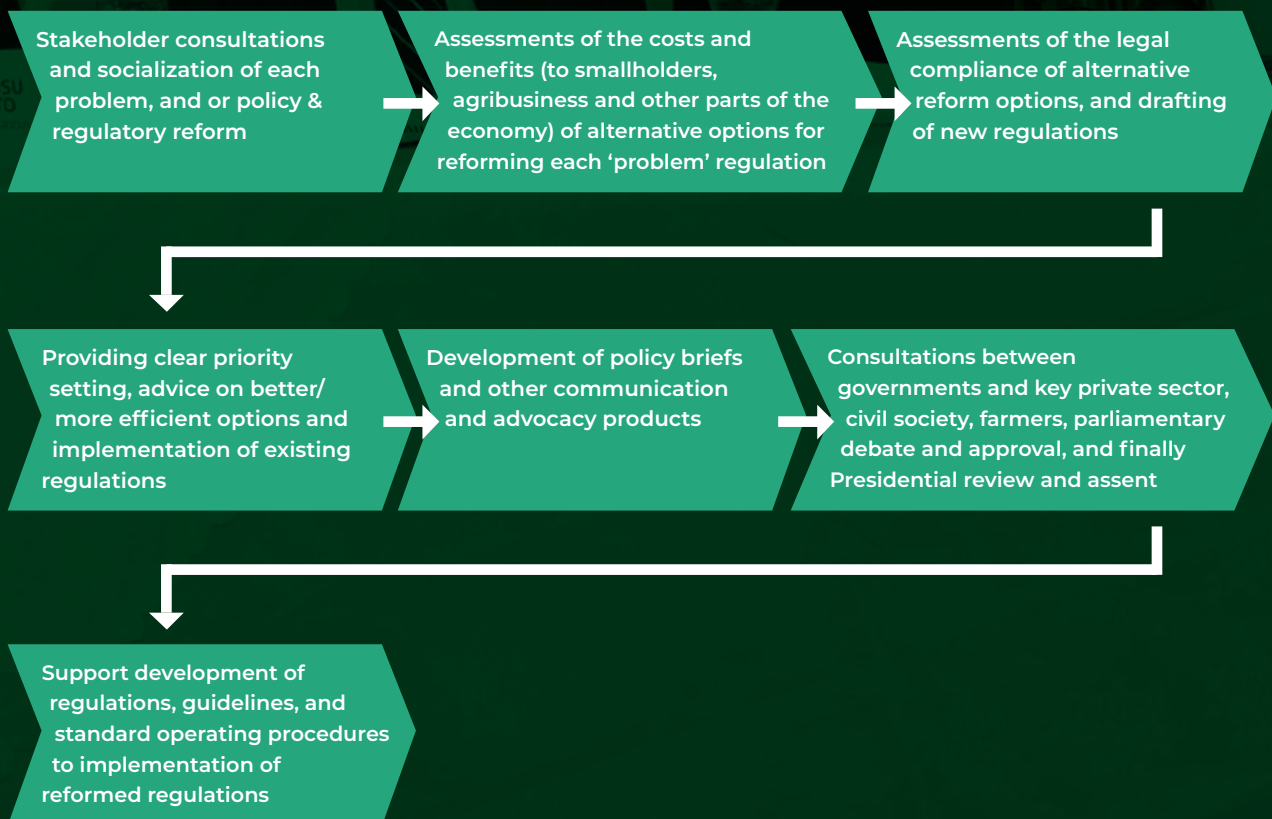
AGRA's Policy Approach

AGRA recognizing that inappropriate agricultural policies and regulations has not created the right incentives for agricultural investment and growth. Hence AGRA's policy work seeks to strengthen the structure and functioning of these systems over the long-term, and also to spur innovation and policy and regulatory reform that enables functional seed systems, market systems, regional food trade, fertilizer systems, extension systems, and institutional capacity of government, aiming to significantly boost farm productivity and incomes for small-holder farmers while building resilience to climate change and shocks.

AGRA's approach to policy reform does not prescribe to governments to reform specific policies or regulations. Rather, it works with governments to frame, mobilize, and respond to demand for regulatory reforms from within countries and ensure an enabling environment where agribusinesses thrive and supports small-holder value chains. AGRA's policy approach supports:

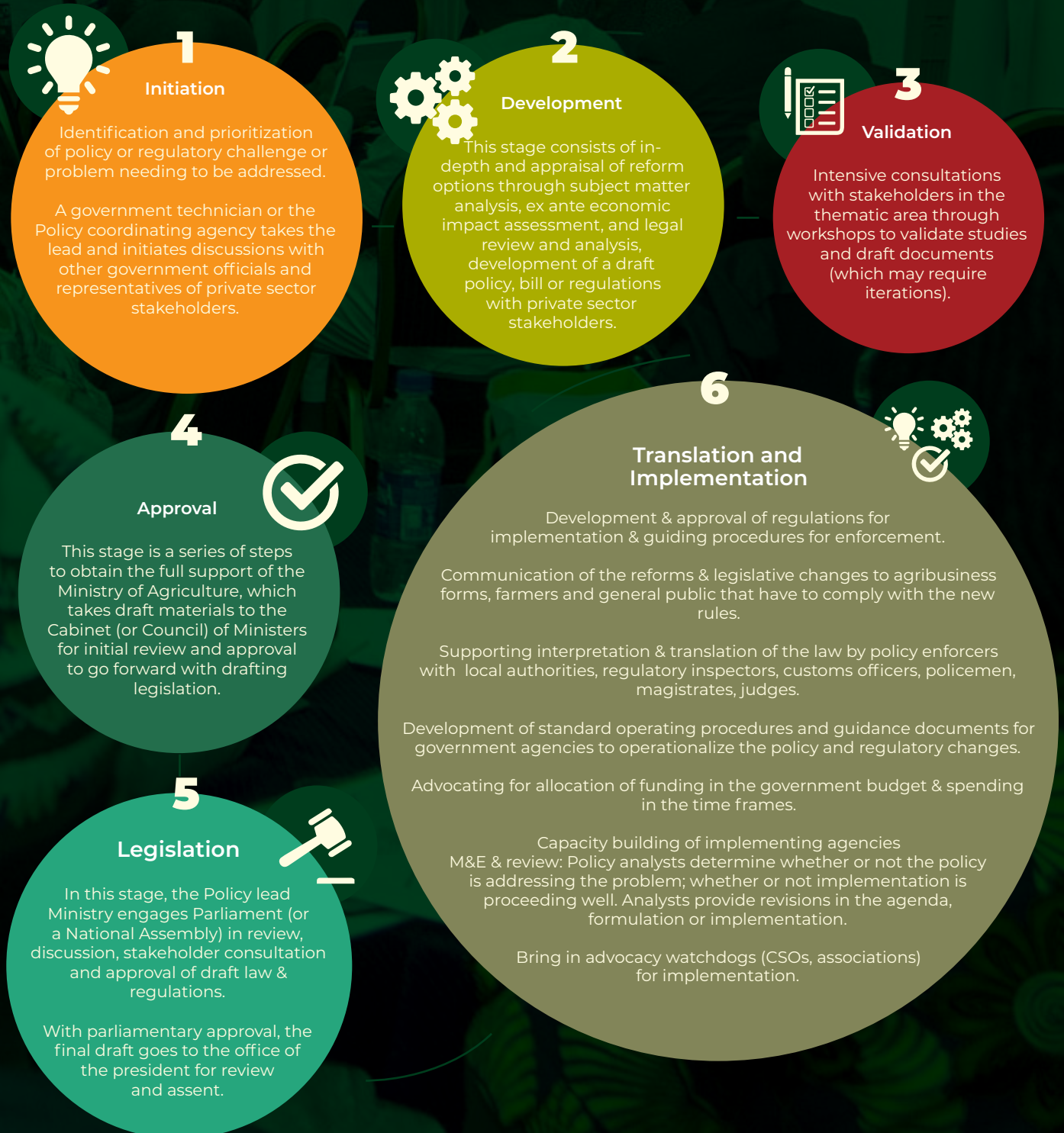
- Identify 'problem' issues, regulations or gaps that limit private investment in small-holder value chains, and that need to be reformed
- Articulate and facilitate the process for reforming each problem regulation

Policy Engagement Process



Six Stages to Government-led Policy Cycle

A combination of AGRA's policy and advocacy approach fast-tracked the normal timetable to get reforms completed. Typically, the administrative and legislative processes of agricultural policy formulation and implementation in African countries involves the following six stages:



Structured Engagement in Supporting Policy

- Support governments to identify, prioritize and reform agricultural policies, laws, regulations and administrative practices that are missing or ambiguous, economically flawed, too restrictive or excessive and/or poorly implemented.
- Making and managing planning and coordination grants to government policy units to permit them to lead and manage engaging public organizations and private sector firms in identifying policy and regulatory reforms and alternative reform options; appraising options within the reform options; selecting best options; developing solutions; and bringing reform solutions through the administrative and legislative processes and stages of government approval and decision making that they are required to go through to implementation.
- Making articulation and monitoring grants to trade associations to permit them to engage private sector firms in identification of policy and regulatory reform needs; appraising of alternative reform options; and advocacy for pushing proposed reforms.
- Making and managing advocacy grants to farmers' organizations and CSOs to make the case about good and bad policies and voices to be known especially marginalized groups.
- Convening stakeholder meetings to engage private sector firms, farmers' organizations and civil service organizations in policy dialogue and build consensus around reform options.
- Commissioning and managing economic modelers to assess expected costs and benefits of alternative policy reform choices, estimate total costs to government to implement reforms and legal analyses of possible conflicts of reform options with other laws and regulations.
- Writing up official documents, papers and memos that need to be submitted to build the case for reforms for vetting and approval by higher levels of government decision making.
- Shepherding reforms through parliamentary agricultural committees to parliament for passage and signing into law.
- Establishing stakeholder committee to monitor and evaluate implementation of approved reforms.

AGRA's policy approach is guided by the policy cycle from initiation of specific policy reforms, development of policy options, and approval of options by cabinet, to approval of legislation by parliament and implementation of legislation, regulations and guidelines.

Advocacy Approach

LEAD. MEASURE. GROW.

When you see something that's wrong, no matter how big the problem is, think; "Who else would like to change this? How can we work together?"

UN Secretary-General Kofi Annan

AGRA's advocacy engagement involves:

- Widening the circle of involvement of stakeholders in the agriculture and interconnected sectors
- Connecting people towards policy reforms and systems strengthening
- Empowering and strengthening farmers, civil society organizations, private sector voices
- Embracing partnerships and alliance building

AGRA's advocacy approach aims at forward-looking, demonstrating and catalyzing models for agriculture development, focusing on farmers, pursuing a systemic transformation while engaging with governments and the private sector to scale models and drive a green revolution. Our advocacy approach is also centered at building strategic partnerships with major advocacy players like the Pan-Africa Farmers Organization and its affiliates, civil society organizations, and the media to advocate on specific issues and topics for transformation.

AGRA's advocacy approach builds on a several stages undertaken directly, and or through partnerships, networking and alliances in support of policy reforms, policy adoption, increase in public expenditure, and mutual accountability among others.



Direct Advocacy (Staff, AGRA's Leadership & Champions)

This approach uses evidence from several analytical work to inform recommendations of policy options to address systems/policy prioritization, implementation of policies, regulations and administrative practices. This approach relies on the use of simple advocacy tools like policy briefs, infographics and fact sheets used on several media

Strengthening Partners Voices (Farmers, Non-State Actors)

This approach enhances stakeholder voices like farmers' organizations, private sector organizations, youth, women, and media and non-state actors to lead and take control of advocacy issues on sectoral policies, practices, regulations, and scaling up of working models

Service Modeling

This approach connects our systems and farmers level work with our policy and country support engagement enabling stakeholders to replicate and scale up and out e.g Consortia model, Village Based Advisors etc. This approach is closely linked with and within the other approaches. Implementing our current strategy (2020-2021) into the 2030 strategy, AGRA will build strong alliances and partnership to be able to communicate and disseminate these technologies and models for scale out.

Alliance Building, Networking & Partnership

A stakeholder mapping and analysis inform AGRA's approach connecting with diverse organizations like farmers organizations, civil society organizations, apex organizations (seed trade associations, fertilizer trade associations), parliamentary committees, research institutions and think tanks at national and continental level. This approach enables AGRA to broaden its ripple of influence and voice without necessarily having staff or programs on the ground.

Audience Segmentation



Advocacy Context and Scope

AGRA's advocacy work spans through global, continental, regional and at national level. AGRA's advocacy work primarily strengthens and compliments efforts of the AUC/NPCA, the RECs by translating continental vision and commitments to implementable actions at country level. AGRA's work continues to build momentum behind the CAADP agenda and crowd in international, regional and national partners (public sector, non-state actors, private sector and donors) to:

- i) Drive country engagement to advance the political commitments and technical work
- ii) Bring on-board private sector investments behind country plans
- iv) Build national and regional momentum around the Biennial Review processes including the agricultural transformation scorecard and dashboard
- v) Advance a common advocacy and communication campaign narrative and crowd in champion countries and partners around key political moments around high level global, continental and regional convening's e.g., AU Heads of States Summits, CAADP PPs, United Nations General Assembly and World Economic Forum (WEF), and AGRF. AGRA's position to increase its engagements for policy and advocacy was reached after a careful consideration. A major finding of an AU review after 10 years since the 2003 Maputo Decision on CAADP, was that the slow pace of the

Continent's agriculture sector was as a result of:

- a) Uneven political commitment and stakeholders participation
- b) Inadequate mechanisms and strategies to attract private sector investments
- c) Limited mutual exchange opportunities or knowledge sharing and learning between different levels of government and among countries

In order to overcome these challenges, the AU review identified the urgent need to consciously focus on national institutions with the goal of building sustainable capacity for systematic and systemic change, based on country-specific economic and political realities. Governments require a lot of concerted support that put in place people, processes and systems that improve the political, institutional and regulatory landscape thus create an enabling

business environment to drive and sustain agricultural transformation across the region.

While the AUC and NEPAD are the lead institutions driving support, policy and advocacy work in the region, both institutions have, at various forums, called on other players to position their institutions and resources to support country priorities and the Malabo goals. AGRA's work responds to this call.

Moreover, we note that in providing this kind of support, AGRA's work complements or is complemented by other well-respected players such as the International Food Policy Research Institute (IFPRI), Regional Network of Agricultural Policy Research Institutes (RENAPLI) as well as national policy think tanks provide complementary. Further, a number of technical and development partners (e.g., USAID, BMGF, SIDA, DFID, ReSAKKS, FAO, World Bank, and GIZ) have invested (directly and indirectly) substantial technical and financial resources towards shaping policy and institutional systems for agricultural transformation in Africa. Specifically, they provide national governments with technical support to Ministries of Agriculture in terms of experts and advisors to support the shaping of sector policies/strategy formulation and implementation; upstream analytical work i.e., providing public expenditure reviews and sector studies; support in the monitoring and evaluation of investments; and/or support towards micro-policy reviews, amendments and/or design etc.

AGRA has also been a key player in this space offering specific policy and advocacy interventions that either compliment or, working with others, strengthen ongoing country policy and institutional efforts. While the efforts of all the above actors has led to pockets of progress, the pace and scale of this progress has been impeded mainly due to coordination breakdown and disjointed and/or low political commitment within government (particularly at senior and mid-level) to results.

Nigeria Case Study

The Passage and Assent of Agricultural Transformation in Nigeria

Regulation, control, and harmonisation of the agricultural sector should be a seamless process to help drive the private and public sector institutions within the agricultural value chain. This enables us to understand the issues and challenges that are being faced, more so within the seed and fertiliser sub-sectors, which in turn drives farm-level productivity, profitability and increases farm incomes, food security, and nutrition.

In Nigeria, a functional input system is critical to delivering to farmers fields high quality improved agricultural technologies and inputs from around the world that are appropriate for the local agro-ecological and farming conditions in the right form to be in the right place at the right time and price. AGRA's engagement with stakeholders in Nigeria used an approach to compliment the passage and permission of the Nigerian Agricultural Seeds Council bill & the Fertilizer Quality Control Bill, which had seen over a decade without a positive record of its passage.

The fertilizer policy and regulatory reform process in Nigeria had started back in 2002 when farmers pressurized the federal government to establish an agency for fertilizer regulation and control. To ensure national ownership of the reform, the AGRA began working with key institutions partners and stakeholders to build consensus on the value of the issues and harness the much-needed support on advocacy towards the passage of the Agribusiness Bills.

Identification of Issues and Gaps

In support of the identification of policies that were constraining agribusiness in Nigeria, such as the implementation of Micro Reforms for African Agribusiness (MIRA), AGRA carried out a diagnostic assessment of the landscape of agricultural policies, laws, regulations and administrative practices within the country.

The aim was also to assess the consequent impact of problem policies and regulations on smallholders' access to inputs and markets, identify which limit investment by private sector companies in smallholder value chains and which ones need to be reformed. This was considered together with assessments of agricultural policy landscape that was

carried out in-house by policy units of FMARD. The engagement revealed the need to socialise reforms, get consensus on reforms, and prioritise which ones were reformable within the project period. Mapping of stakeholders was also done to differentiate the policy cluster, operational cluster/implementers, and beneficiaries who had the power to influence the passage and assent of the bills.

The findings and outcomes of this detailed diagnostics were disseminated to national stakeholders, including the government. They were used to inform prioritisation of agricultural policy and regulatory constraints, needed reforms, options, and actions that governments needed to take to resolve the obstacles. The study was completed in August 2014.

Socialisation of the Problem with Stakeholders

Legislation of key fertilizer laws to enhance, promote and help innovations in the fertilizers industry in Nigeria was pushed by the private sector (FEPSAN) through engagement with the Ministry of Agriculture to raise the profile of the needed policy reforms such as the West African Fertilizer Association (WAFA). This was enabled by meetings highlighting the need for proper regulations in the fertilizer industry across the sub-region at the West African Fertilizer Summit held in Abuja. Further engagement on investment implications of soil specific fertilizer blend-based technologies was done.

Private sector investments for out-grower schemes establishment of farmer markets, provision of extension services, year-round planting, the passage of various input bills, and minimizing of local politics and focus more on policy direction were encouraged. These meetings were critical in ensuring privatization of actions and further created space for actors to make their own contributions to help in reducing the production cost of these products.

Advocacy and policy meetings were essential to discuss structures or budgetary allocations with the Ministry to ascertain proper implementation of the fertiliser quality control and monitoring law once adopted. These advocacy meetings involved actors like FMARD, NFTC, FISS, NABG, AFAN, FEPSAN, IFDC, CISLAC, ECOWAS, representative of the Chairman of the Agricultural Production and Service Committee, representative of the Senate Committee

on Agriculture, financial institutions, farmers group, fertilizer producers, suppliers, agro-dealers, universities, research institutes, and the media. Issues discussed included understanding;

- a) Status of the draft fertilizer bill at the national assembly
- b) Structural ability of FMARD to effectively implement the quality control system when the bill is passed
- c) Need to allocate budget for sustainable implementation of the regulations continuously
- d) Capacity building

These advocacy and sensitization meetings were also extended across five geo-political zones in Nigeria to bring on board small-holder farmers on the imperatives & impact of the policy. The meetings further generated farmers support and buy-in across different sectors, agro-allied companies, and private & public development organizations with interest in the Bills. Traditional and social media campaigns on the three Bills commenced in November 2018, and the momentum was sustained and created huge ownership.

Defining Policy Reform Options and Evidence for Policy Reform Approval

As part of the design, the policy reform approval required additional decision-making tools and information, especially at the level of legislation. As a result, AGRA commissioned, the African Centre for Shared Development Capacity Building (ACSDCB) to carry out technical, economic impact assessment and estimation of public expenditure requirements of the reforms to guide further legislative decisions.

AGRA further commissioned Yemi Akinseye-George and Partners (YAG) to carry out legal reviews and analysis of the reform. This legal review and analysis were further complemented with the drafting of an improved version of the Fertilizer Bill by YAG, and that was presented and passed by the House of Representatives. This version addressed the gaps identified by most stakeholders at various advocacy meetings led by FEPSAN under AGRA support.

Noting the delays within the approval process and to further deepen engagement with the Legislature and the Executive, AGRA gave a complementary grant to Nigeria Economic Summit Group (NESG). The NESG

held a series of one-on-one consultative advocacy meetings with the National Assembly Business Environment Roundtable (NASSBER) and the Clerks of the Committees that presided over the Bills.

The results of both regulatory and economic impact Assessment of the Fertilizer Quality Control Bill were presented to various stakeholders in preparation for the sharing with the legislative decision-making body of government.

Supporting the Legislation

Due to some unforeseen circumstances, some political-related hiccups caused approval delays in the passing of discussed bills. However, engagements and dialogue between the legislature and the executive were further heightened. FEPSAN continued to make progress through networks and engagements with key actors at all levels.

The Fertilizer Quality Control Bill for an Act to regulate the manufacture, importation, distribution, and quality control of fertilizer's in Nigeria was subjected to a one-day conference discussion by a select committee of Senate and House of Assembly to reconcile areas of difference on the 30 April 2019. The Senate version of the Bill was adopted. This version was put together by the National Programme for Food Security (NPFS), FISS, FEPSAN, and a few stakeholders.

The Report of the conference was adopted by both Chambers on 7 May 2019. This stage marked the final approval of the legislative arms of government, and the Fertilizer Quality Control Bill was approved for final assent into law by the President. Bill. The interventions from the President of FEPSAN and some members of the Presidential Fertilizer Initiative and YAG interactions with presidential aides resulted in the President signing the bill into law on 16 October 2019 and market one of the most prominent policy wins for Nigeria and AGRA.

Working with Government and Advocacy Partners to Drive Implementation

During the entire approval process of the law, the draft regulations had started with 15 focused group sessions were held with 56 participants from 41 organizations to validate regulations. These sessions revealed a popular demand for a regulatory

system and a general lack of awareness of the draft regulation. The draft fertilizer regulations were revised to incorporate the concerns of the stakeholders made during the review meetings and submitted by the FISS Department to the Minister of Agriculture for his approval and gazetting so the implementation could begin in earnest. The Minister for some clarification from the FISS department. This has been provided. He is expected to sign soon.

Technical regulations and guidelines for operationalization the fertilizer quality control Act 2019 developed and undergoing stakeholder consultation and validation for approval by Federal Executive Council. Fertilizer stakeholders engaging to ensure operationalization of the regulations fertilizer stakeholders increasingly want a system for self regulation.

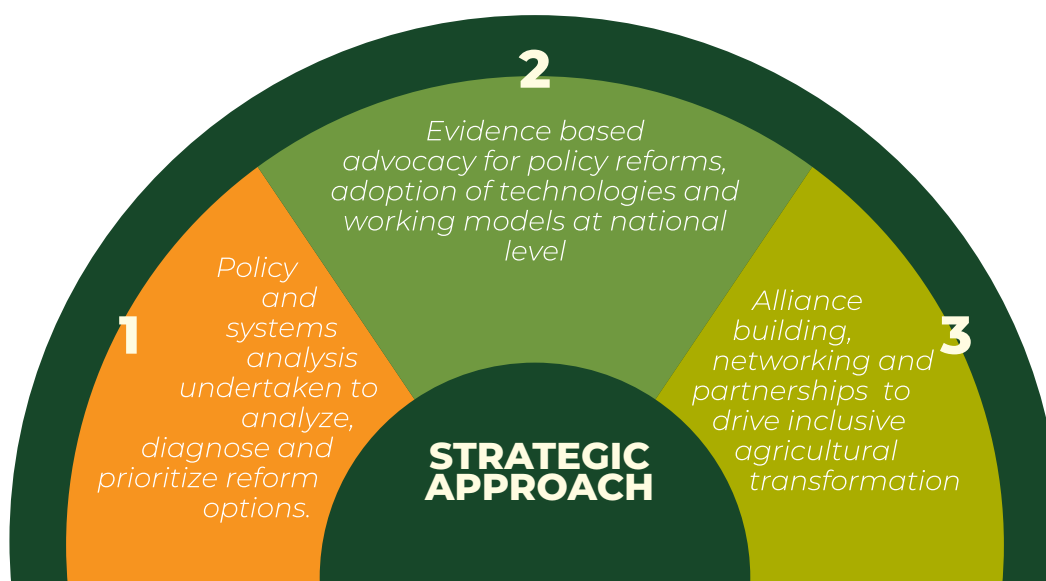
Complementarity of AGRA's Policy and Advocacy Work

AGRA's business model of policy and advocacy seeks to deploy a range of context-appropriate service lines built around a country's national agricultural system. The complementarity of our policy and advocacy approach is its ability to shorten the time it takes to get a policy reform from initiation to implementation and also its integration in systems development and strengthening. AGRA's policy and advocacy work is guided by three principles of:

1. Developing tools for policy and systems analysis, diagnose and prioritize reform options.
2. Evidence based advocacy for policy reforms, adoption of technologies and working models at national level.
3. Alliance-building, networking and partnerships with relevant institutions.

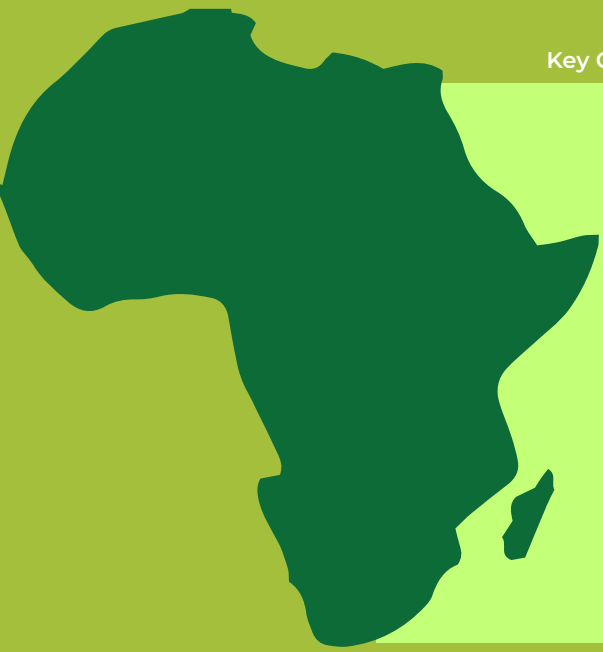
Guiding Principles

AGRA's business model to policy and advocacy seeks to deploy a range of context-appropriate services lines built around a country's national agricultural system. The policy and advocacy work aims at catalyzing systemic change that delivers a conducive policy and regulatory environment for inclusive agriculture transformation. AGRA's policy and advocacy work is guided by three principles of:



AGRA's Comparative Advantage

Key Characteristics

- 
- AGRA recognizes the government is the leader in policy reform agenda and AGRA only supports the process
 - Consultative and inclusive policy reform process (including numerous consultations, public hearings, validation work-shops)
 - Policy reform process informed by focused pieces of analytical work (legal, economic, technical)
 - Reform process completely driven by national actors in government, private sector and civil society (private sector advocacy groups as grantees)
 - Comprehensive coverage of the entire impact pathway from policy identification up to policy approval and to implementation (including capacity development and communication)

Key Strengths

- 
- Cultivates national ownership of reform agenda
 - Capacity development directly built into policy reform process. Capacity built on the job within key government agencies, private sector advocacy organizations, and local consulting industry
 - AGRA is a policy reform accelerator that speeds-up regular government process
 - Increased sustainability and impacts expected (in comparison to 'top-down approaches')
 - AGRA policy approach cultivates and sharpens demand for further reforms and stakeholders are encouraged by policy successes and their voice strengthened through the AGRA Policy reform process (which can be further replicated)

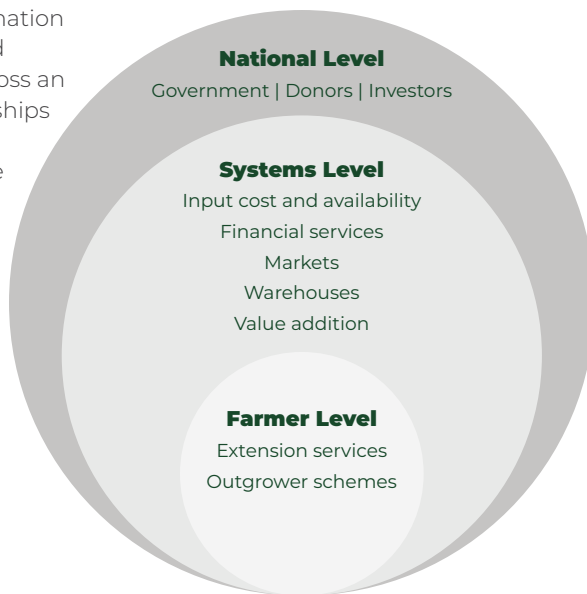
Some Policies; Laws & Regulations don't easily change with governments: Therefore AGRA's support to policy reforms shapes and establishes the necessary institutional & legal foundations for a competitive market based agricultural input and output marketing and trade system.

AGRA's Policy & Advocacy Engagement to Drive Systems Transformation

Previously AGRA's programs were designed and phased at different times, with different business plans and deliverables. AGRA is now looking at tailor-made country strategies in each of its 11 countries AGRA will also engage at a regional level on policy reform and regional trade.

Agricultural Transformation

Agricultural Transformation requires an integrated delivery approach across an ecosystem of partnerships to an Integrated approach across three levels:

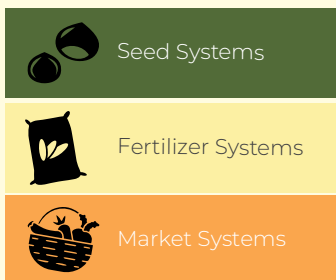


A key lesson learned from AGRA's 10 years of engagement is that "Siloed funding drives siloed programs and siloed programs restrict integrated investment and delivery."
- DAI Independent Evaluation of AGRA, 2016, Commissioned by Bill & Melinda Gates Foundation

Major Systems

AGRA has deliberately pursued to map and guide intervention along three major systems:

1. Three Primary Systems



2. System Enablers

*Input Subsidies - To oil and catalyze the input systems
Agric. Extension - For seed, fertilizer and markets to function ICT for Agriculture - For seed, fertilizer and markets to function Agric. Insurance - For seed, fertilizer and markets to function Mechanization - For seed, fertilizer and markets to function Agriculture Finance - For seed, fertilizer and markets to function*

3. Support Policy and Government Engagement

(State Capacity) for Clarity of Vision, Plans, flagships, Policy, coordination, accountability – all aimed at systemic change and functioning – beyond AGRA

Major Actions on these Systems Include:

1. **Mapping** out each of the system – understanding major system value chain
2. Agreement on **status**, issues/**challenges** and **actions** on each part of the system
3. **Guide AGRA's own catalytic investments to trigger more investments** in the system
4. Engage and **create partnerships for Systems investment** and functioning

Example Seed Systems

- Systemically; Breeding & Variety release, EGS are not only the binding constraints, ALSO Certified seed production, awareness creation; seed distribution and regulatory are as critical.
- Policies play a critical role to drive seed systems at national, regional and international level.
- In early 1980s, governments changed policies and liberalized the seed sector.
- This remained on shelf until recently where key reforms opened space for private companies who have increased significantly the volumes of seed produced and availed to farmers.

Despite the liberalization, the seed sector is still stifled by many policy impediments and AGRA has played a significant role to address some

Country	Policy impediment	AGRA Intervention	Results
Tanzania	Restricting private companies from accessing public varieties. Varieties were not reaching farmers	Stakeholder engagements through policy nodes & hubs	Seed adoption increased from 20 to 58% in two years. Restrictions removed now companies easily access public varieties and seed is being availed to farmers
Ethiopia, Ghana, Mali, Tanzania	Production of EGS was a preserve of Govt institutions and yet lacked capacity	Supported revision of seed laws to allow private sector	Increased timeliness and availability improved enabling farmers to have improved seed
Rwanda, Nigeria, Ethiopia, Malawi	Seed inspection only to be carried out by government regulatory agency and yet lacked capacity	Supported revision of seed laws to allow private sector	Improved seed quality on the market
Nigeria, Ethiopia, Ghana	Lack of plant variety protection & breeders right	Supported revision of seed laws to allow private sector	Succeeded in Nigeria and work in progress in other countries. Attracting multinationals and local breeders to benefit from their efforts

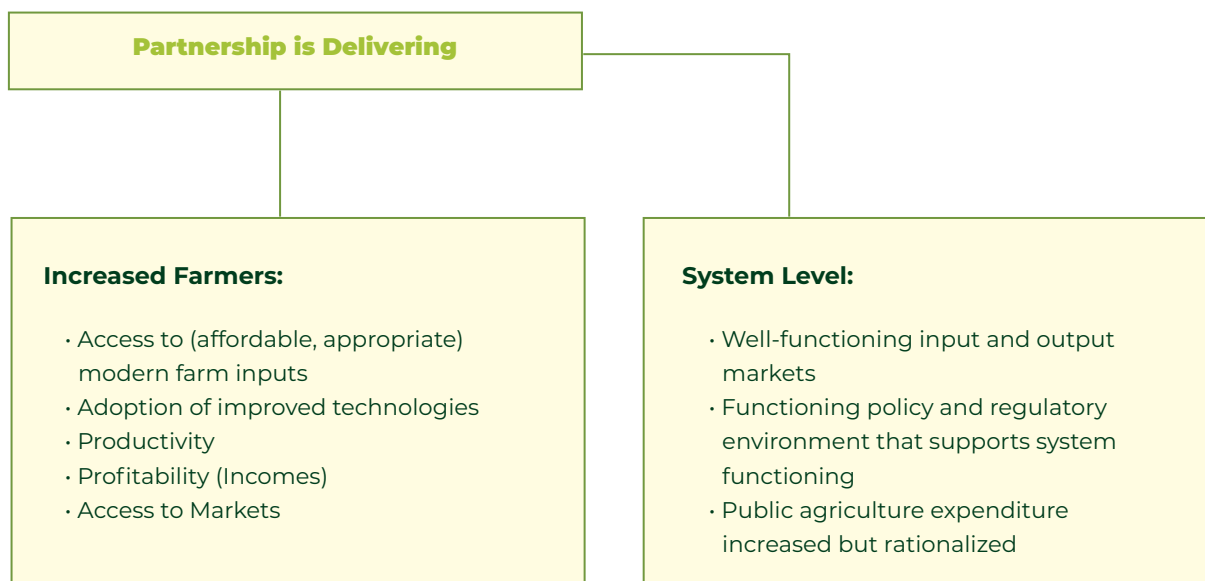
Unfinished business as focus for the new strategy

1. PVP/PBR: in Uganda, Mali, Burkina Faso, Malawi

2. Regulation frameworks: Nigeria, Ethiopia

3. Seed harmonization at regional levels – ECOWAS, EAC, SADC

Measuring Success



Emerging Lessons and Opportunities

- System issues differ by country.
- Many actions in the seed, fertilizer and markets space are not guided by systems analysis and or thinking.
- AGRA's priority is to understand these systems, provide catalytic interventions and support design of programs to fix systematic failures in the countries we work in.
- Policy is often the weakest link to system functioning.
- Development interventions & approaches in seed, fertilizer & markets are based on attractiveness to actors in the space.
- AGRA and other partners have concentrated too much on certain parts of the system e.g. EGS production & less or no actions on other parts of the system thus compromise the potential gains.

Partnerships to Drive Policy and Advocacy

AGRA develops and cultivates strategic partnerships and alliances on national and regional policy reforms and policies and continues to broker policy partnerships with strategic actors to deliver a more system response to drought in East and Southern Africa and develop policy and technologies for building household and systems resilience.

AGRA builds strategic partnerships with major advocacy players such as CAADP Non-State Actors Coalition, ONE Campaign, Action Aid, Oxfam, Barefoot Education Africa Trust (BEAT) African Union Commission (AUC), World Bank, AfDB, IFAD, World Food Program (WFP) and The Rockefeller Foundation.



**Transforming
smallholder agriculture
from a solitary struggle
to survive into farming
as a business that
thrives.**







Policy and Advocacy Approach 2020

Alliance for a Green Revolution in Africa (AGRA) | West End Towers,
4th Floor Kanjata Road, off Muthangari Drive, Off Waiyaki Way |
P.O. Box 66773, Westlands 00800 | Nairobi, Kenya.

www.agra.org