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National Integrated Agribusiness Agenda (NIAA)

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PREFACE

The National Integrated Agribusiness Agenda (NIAA) represents a pivotal step towards transforming the agricultural sector, specifically focusing on small-scale producers (SSPs). This document has been developed through extensive consultations with key stakeholders, including government agencies, private sector partners, non-governmental organizations, and small-scale producers themselves.

The NIAA aims to provide a comprehensive framework that addresses the challenges faced by SSPs, enhances financial literacy, promotes sustainable practices, and fosters robust public-private partnerships. It outlines strategic actions and proposed activities designed to modernize legal frameworks, improve financial linkages, and ensure the effective governance of agricultural cooperatives and associations.

This preface acknowledges the collaborative efforts and invaluable contributions of all stakeholders involved in the creation of this agenda. It underscores our commitment to driving agricultural growth and sustainability in Nigeria, ensuring that small-scale producers are empowered and integrated into the larger agribusiness value chain.

We look forward to the successful implementation of the NIAA, which we believe will significantly impact the agricultural sector and contribute to the overall economic development of Nigeria.

NABG

LIST OF ABBREVIATIONS

AFAN	All Farmers Association of Nigeria
BMGF	Bill and Melinda Gates Foundation
CAWAB	Coalition of African Women in Agricultural Business
CBN	Central Bank of Nigeria
DG	Director General
FACAN	Federation of Agricultural Commodity Association of Nigeria
FMAFS	Federal Ministry of Agriculture and Food Security
FMITI	Federal Ministry of Industry, Trade and Investment
FSRs	Food Safety Regulations
GAPs	Good Agricultural Practices
GGPMAN	Ginger Growers, Producers and Marketers Association of Nigeria
GRM	Grievance Redress Mechanism
ICPC	Independent Corrupt Practices Commission
IFDC	International Fertilizer Development Center
INGOs	International Non-Governmental Organizations
IPCR	Institute for Peace and Conflict Resolution
LGAs	Local Government Areas
MAAN	Maize Association of Nigeria
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
NABG	Nigeria Agribusiness Group
NACONWAB	National Coalition of Nigerian Women in Agribusiness Cooperative Society Ltd.
NAIC	Nigerian Agricultural Insurance Corporation
NASME	Nigeria Association of Small and Medium Enterprises
NASPAN	National Shea Products Association of Nigeria
NBA	National Bar Association
NDIC	Nigeria Deposit Insurance Corporation
NECA	Nigeria Employers Consultative Association
NEPC	Nigerian Export Promotion Council
NEPZA	Nigeria Export Processing Zones Authority
NGO	Non-Governmental Organisation
NIAA	National Integrated Agribusiness Agenda
NIPC	Nigeria Investment Promotion Commission
NIRSAL	Nigeria Incentive-based Risk Sharing System for Agricultural Lending
NSITF	Nigeria Social Insurance Trust Fund
OPS	Organized Private Sector
PPP	Public-Private Partnership
SMEs	Small & Medium Enterprises
SOP	Standard Operating Procedure
SSPs	Small Scale Producers
TGI	Tropical General Investments Group

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Executive Summary

The National Integrated Agribusiness Agenda (NIAA) is an initiative of the Nigeria Agribusiness Group (NABG), designed to provide a comprehensive strategy for transforming Nigeria's agricultural sector with a core focus on empowering small-scale producers (SSPs). Recognizing agribusiness as a cornerstone of Nigeria's economy, the NIAA emphasizes its significant contributions to GDP, employment, food security, and rural development. It offers a critical analysis of key challenges facing the sector, such as inadequate infrastructure, limited access to finance, inefficient supply chains, and outdated technology.

The development of the NIAA was a participatory process that involved multiple stakeholders from diverse sectors. This inclusive approach encompassed stakeholder engagements, workshops, systematic data collection using structured templates, and expert facilitation. Contributions were made by farmers, government officials, private sector representatives, NGOs, and international partners. The NIAA advocates for updating outdated legal frameworks, improving financial linkages, and creating robust legal and regulatory structures to support SSPs. It also underscores the importance of sustainable practices, enhanced access to finance, and infrastructure development to drive transformative change in Nigeria's agribusiness landscape.

The NIAA articulates both short-term and long-term goals:

- Short-term Goals: Achieving measurable increases in crop and livestock yields, improving market access, expanding financial services, enhancing capacity building, and initiating key infrastructure projects.
- Long-term Goals: Promoting sustainable agricultural growth, developing robust value chains, fostering innovation, advancing policy and regulatory frameworks, and driving environmental sustainability.

The structured frameworks and strategic approaches outlined in the NIAA serve as a roadmap to operationalize its components, ensuring alignment with Nigeria's agricultural development objectives. Its implementation approach emphasizes stakeholder collaboration, adaptive mechanisms to address emerging challenges, and clear timelines for achieving measurable outcomes. The NIAA's key focus areas include governance, financial inclusion, conflict resolution, legal and regulatory priorities, and stakeholder engagement.

By implementing the NIAA, Nigeria's agricultural sector is expected to witness increased productivity, enhanced economic growth, improved livelihoods, and strengthened value chains. Additionally, the agenda is poised to foster innovation, promote environmental sustainability, and bolster the resilience of agricultural systems. In conclusion, the NIAA represents a comprehensive roadmap for the development of Nigeria's agribusiness sector. It ensures that SSPs are adequately supported and empowered to contribute to the nation's sustainable economic growth. By addressing key challenges and leveraging identified opportunities, the NIAA aims to create a competitive, inclusive, and resilient agribusiness sector that drives national progress.

1.0 INTRODUCTION

1.1 Background and context of agribusiness in Nigeria

Agribusiness in Nigeria is a vital component of the nation's economy, significantly contributing to GDP, employment, and food security. With an estimated 70% of the population engaged in agriculture, the sector remains the largest employer in the country. Nigeria's diverse climate and vast arable land offer a wide range of agricultural products, including staples such as cassava, yam, and maize, as well as cash crops like cocoa, palm oil, and rubber. In addition, these potentials provide an excellent investment opportunity to support development of the livestock sector in Nigeria. Despite its potential, the agribusiness sector faces numerous challenges, including inadequate infrastructure, limited access to finance, inefficient supply chains, and a lack of modern technology.

The Nigerian government has recognized the importance of agribusiness in driving economic growth and has initiated various policies and programs aimed at transforming the sector. These include the Agricultural Transformation Agenda (ATA) and the Green Alternative Agriculture Promotion Policy (APP). However, these efforts often fall short of addressing the unique needs of small-scale producers, who form the backbone of Nigeria's agriculture but struggle with systemic issues that hinder their productivity and profitability.

1.2 Importance of small-scale producers in the agricultural sector

Small-scale producers play a crucial role in Nigeria's agricultural landscape. They are the primary source of food production, contributing significantly to both local consumption and national food security. These farmers typically cultivate small plots of land and rely heavily on family labor (Table 1). Despite their limited resources, they produce the bulk of Nigeria's staple foods and are key to maintaining the country's food supply.

Table 1: Characteristics of Actors in Nigeria Agribusiness Environment

Actor	Characteristics
Smallholder Farmers	- Own small plots of land
	- Rely on family labor
	- Limited access to credit, inputs, and technology
	- Produce primarily for subsistence with surplus sold in local markets
	Low Income, Low propensity to save, poor access to loanable funds
Commercial Farmers	- Larger land holdings
	- Utilize modern farming techniques and equipment
	- Access to credit, markets, and agricultural inputs
	- Produce for both local and international markets
Agricultural Cooperatives	- Collective of smallholder farmers

Actor	Characteristics
	<ul style="list-style-type: none"> - Pool resources to access inputs, credit, and markets - Focus on increasing bargaining power and reducing costs
Input Suppliers	<ul style="list-style-type: none"> - Provide seeds, fertilizers, pesticides, and farming equipment - Engage in both wholesale and retail distribution - Often work with both smallholder and commercial farmers
Processors	<ul style="list-style-type: none"> - Transform raw agricultural products into finished or semi-finished goods - Range from small-scale local processors to large agro-industrial companies - Add value to agricultural produce and extend shelf life
Traders and Distributors	<ul style="list-style-type: none"> - Facilitate the movement of agricultural products from farms to markets - Operate at various scales, from local markets to international trade - Deal with both fresh and processed agricultural products
Retailers	<ul style="list-style-type: none"> - Sell agricultural products directly to consumers - Include local markets, supermarkets, and export channels - Provide market feedback to producers on consumer preferences and trends
Financial Institutions	<ul style="list-style-type: none"> - Provide credit and financial services to agribusinesses - Offer insurance products to mitigate agricultural risks - Facilitate investment in agricultural infrastructure and innovation
Government and Regulatory Bodies	<ul style="list-style-type: none"> - Develop and implement agricultural policies and regulations - Provide extension services and support infrastructure development - Monitor and ensure compliance with quality and safety standards
Non-Governmental Organizations (NGOs)	<ul style="list-style-type: none"> - Support agricultural development projects and capacity building - Focus on sustainable practices, food security, and poverty alleviation
Research and Academic Institutions	<ul style="list-style-type: none"> - Conduct research on agricultural practices and technologies - Provide education and training to farmers and agribusiness professionals - Develop and disseminate innovative solutions to agricultural challenges

The resultant effect on smallholder producers is low income (poverty), low saving and investment and consequently low productivity and employment (figure 1).

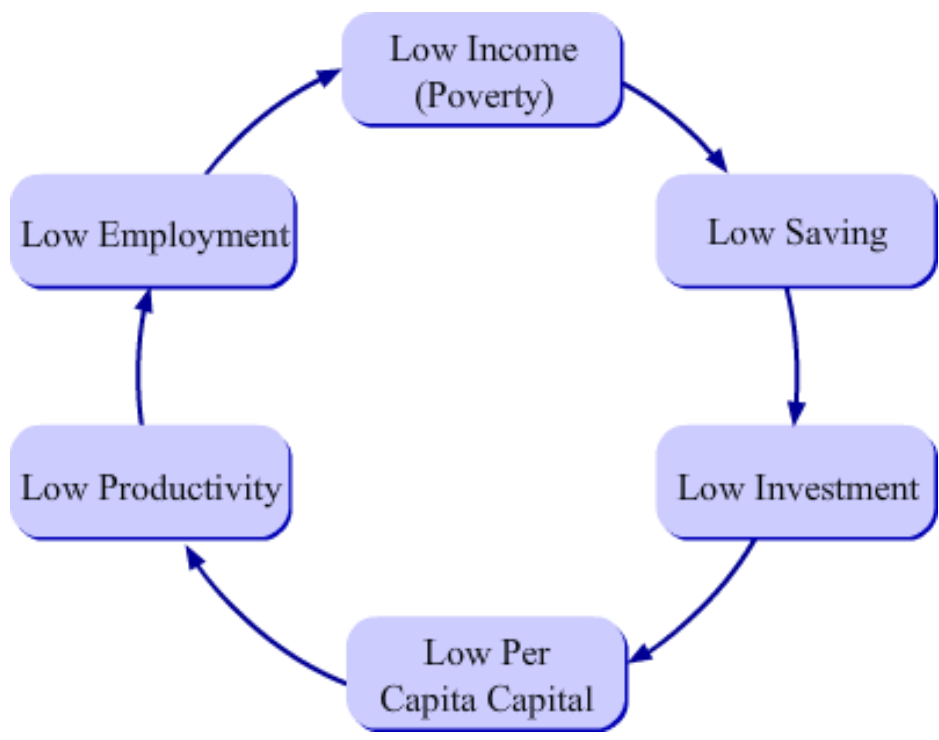


Figure 1: Resultant effect of the characteristics of smallholder farmers in Nigeria

The importance of small-scale producers extends beyond food production. They contribute to rural development, creating jobs and sustaining local economies. Moreover, small-scale farming practices often promote biodiversity and sustainable land use, preserving Nigeria’s rich environmental heritage. However, these producers face numerous challenges, including low productivity, limited access to markets, poor infrastructure, and inadequate support services. Addressing these challenges is essential for enhancing their contribution to the agricultural sector and achieving broader economic and social development goals (Figure 2).

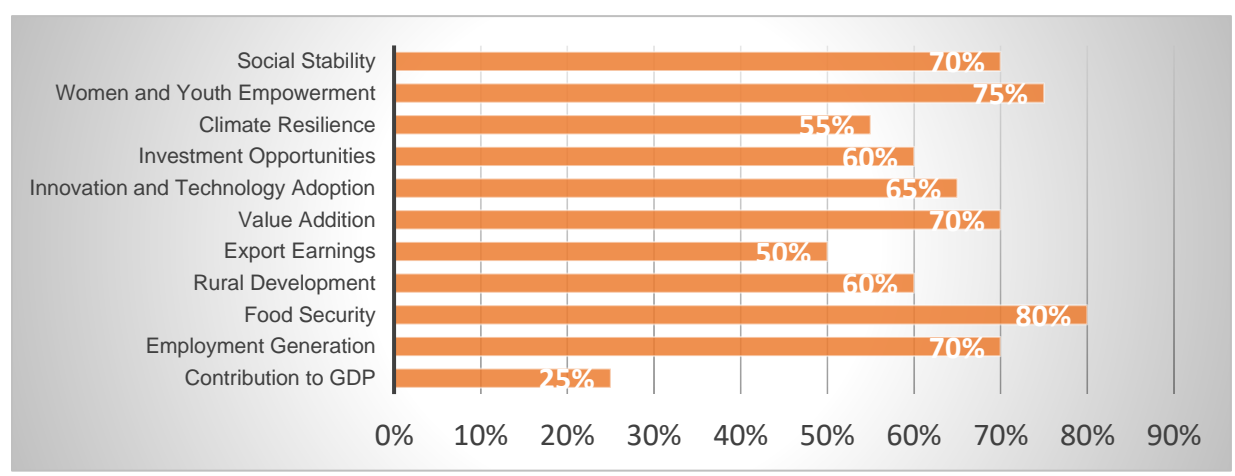


Figure 2: Importance of Agribusiness in Nigeria

1.3 Opportunities in Nigeria's Agribusiness Landscape

Agribusiness in Nigeria presents a plethora of opportunities that can transform the sector into a powerhouse of economic growth and development. The nation's vast agricultural resources, coupled with a strategic focus on innovation and sustainability, set the stage for significant advancements across various domains of agribusiness. Understanding and leveraging these opportunities is crucial for the empowerment of small-scale producers and the overall enhancement of the agricultural landscape. The key areas of opportunity include market expansion, value addition, technological adoption, financial innovations, supportive policies, research and development, infrastructure development, human capital development, environmental sustainability, and strengthened market linkages (Table 2).

Market Expansion:

The growing local and international demand for Nigerian agricultural products provides a robust market expansion opportunity. Increasing population and urbanization are driving the expansion of urban markets, while there is significant potential for export-oriented agriculture to tap into global markets.

Value Addition:

Investing in agro-processing can add value to raw agricultural produce, making it more profitable. Developing agribusiness value chains enhances efficiency and profitability, with opportunities for organic and specialty products catering to niche markets.

Technological Adoption:

The adoption of modern farming techniques and technologies, such as precision agriculture and smart farming, can revolutionize Nigerian agriculture. Utilizing mobile technology and digital platforms for market information, finance, and extension services, alongside the development and dissemination of improved seeds, fertilizers, and crop protection products, can significantly boost productivity.

Financial Innovations:

Access to innovative financing options, including microfinance, crowdfunding, and agricultural insurance, opens new avenues for farmers and agribusinesses. Government and private sector funding initiatives and grants, as well as public-private partnerships (PPPs) for infrastructure and agribusiness development, are vital for financial growth.

Policy and Regulatory Support:

Supportive government policies and incentives can attract agribusiness investments. Streamlining regulatory frameworks to reduce bureaucratic hurdles and implementing quality standards and certification schemes can enhance market access and create a conducive environment for agribusinesses to thrive.

Research and Development:

Increased investment in agricultural research and development (R&D) fosters innovation. Collaboration between research institutions, universities, and agribusinesses to develop climate-resilient crop varieties and sustainable farming practices can address current and future agricultural challenges.

Infrastructure Development:

Improving rural infrastructure, including roads, storage facilities, and irrigation systems, is critical for agribusiness growth. Investing in renewable energy solutions for rural areas and expanding cold chain logistics and transportation networks support efficient agribusiness activities.

Human Capital Development:

Training and capacity building for farmers and agribusiness entrepreneurs enhance their skills and knowledge. Encouraging youth and women participation in agribusiness and developing agricultural education and vocational training programs are essential for a robust agricultural workforce.

Environmental Sustainability:

Promoting sustainable agricultural practices preserves natural resources and ensures long-term productivity. Investment in climate-smart agriculture to mitigate the effects of climate change and opportunities in agroforestry and sustainable land management are pivotal for environmental sustainability.

Market Linkages:

Developing cooperatives and farmer associations improves market access. Strengthening linkages between producers, processors, and retailers, and utilizing e-commerce platforms to connect farmers with buyers, can significantly enhance market efficiency and profitability.

By harnessing these opportunities, Nigeria can develop a resilient and thriving agribusiness sector that supports small-scale producers and contributes significantly to the nation's economic development.

Table 2: Opportunities in Nigeria's Agribusiness Landscape

Category	Opportunities
Market Expansion	- Growing local and international demand for Nigerian agricultural products
	- Expanding urban markets due to increasing population and urbanization
	- Potential for export-oriented agriculture
Value Addition	- Investment in agro-processing to add value to raw agricultural produce
	- Development of agribusiness value chains to enhance efficiency and profitability
	- Opportunities for organic and specialty products
Technological Adoption	- Adoption of modern farming techniques and technologies, such as precision agriculture and smart farming
	- Use of mobile technology and digital platforms for market information, finance, and extension services
	- Development and dissemination of improved seeds, fertilizers, and crop protection products
Financial Innovations	- Access to innovative financing options, such as microfinance, crowdfunding, and agricultural insurance
	- Government and private sector funding initiatives and grants for agribusiness
	- Public-private partnerships (PPPs) for infrastructure and agribusiness development
Policy and Regulatory	- Supportive government policies and incentives for agribusiness investments
	- Streamlining of regulatory frameworks to reduce bureaucratic hurdles
	- Implementation of quality standards and certification schemes to enhance market access
Research and Development	- Increased investment in agricultural research and development (R&D)
	- Collaboration between research institutions, universities, and agribusinesses to develop innovative solutions
	- Development of climate-resilient crop varieties and sustainable farming practices
Infrastructure Development	- Improvement of rural infrastructure, including roads, storage facilities, and irrigation systems
	- Investment in renewable energy solutions for rural areas to support agribusiness activities
	- Expansion of cold chain logistics and transportation networks
Human Capital Development	- Training and capacity building for farmers and agribusiness entrepreneurs
	- Encouraging youth and women participation in agribusiness
	- Development of agricultural education and vocational training programs

Category	Opportunities
Environmental Sustainability	- Promotion of sustainable agricultural practices to preserve natural resources
	- Investment in climate-smart agriculture to mitigate the effects of climate change
	- Opportunities in agroforestry and sustainable land management
Market Linkages	- Development of cooperatives and farmer associations to improve market access
	- Strengthening of linkages between producers, processors, and retailers
	- Utilization of e-commerce platforms to connect farmers with buyers

1.4 Challenges of Agribusiness in Nigeria

Despite the fact that Nigeria's agribusiness sector holds great potential, it is constrained by a myriad of challenges across financial, infrastructural, technological, policy-related, market-related, environmental, social, and institutional domains (Table 3). Addressing these challenges requires a comprehensive and integrated approach, involving all stakeholders to create a more supportive and enabling environment for smallholder farmers and agribusinesses.

Table 3: Challenges of Agribusiness in Nigeria

Category	Challenges
Financial	- Limited access to credit and financial services for smallholder farmers and agribusinesses
	- High-interest rates on loans
	- Inadequate insurance products to mitigate agricultural risks
Infrastructural	- Poor rural road networks, affecting transportation of goods
	- Insufficient storage facilities leading to high post-harvest losses
	- Inadequate electricity supply impacting processing and preservation of agricultural produce
Technological	- Limited access to modern farming equipment and machinery
	- Low adoption of improved seeds, fertilizers, and pesticides
	- Insufficient extension services to educate farmers on best practices
Policy-Related	- Inconsistent and unclear agricultural policies
	- Bureaucratic hurdles and corruption in accessing government support and incentives
	- Lack of enforcement of quality standards for agricultural inputs and produce
	- Lack of enforcement of quality standards for agricultural inputs and produce
Market-Related	- Market volatility and price fluctuations
	- Limited access to local and international markets for smallholder farmers
	- Weak value chain linkages between producers, processors, and retailers

Category	Challenges
Environmental	<ul style="list-style-type: none"> - Climate change impacts such as unpredictable rainfall patterns and extreme weather events - Soil degradation and erosion - Pest and disease outbreaks affecting crops and livestock
Social	<ul style="list-style-type: none"> - Low levels of education and training among farmers - Gender disparities in access to resources and opportunities - Youth migration from rural to urban areas leading to labor shortages in agriculture
Institutional	<ul style="list-style-type: none"> - Weak institutional frameworks and support systems for agribusinesses - Ineffective agricultural research and development (R&D) - Lack of collaboration between government, private sector, and research institutions

1.5 Rationale for Developing the National Integrated Agribusiness Agenda

The development of an Integrated Agribusiness Agenda (IAA) for Nigeria is driven by the need to create a cohesive and comprehensive strategy that addresses the unique challenges faced by small-scale producers while leveraging the opportunities within the agribusiness sector. The IAA aims to provide a clear roadmap for transforming agribusiness in Nigeria, ensuring that small-scale producers are not left behind in the process.

Key reasons for developing the IAA include:

1. **Holistic Approach:** Existing policies and programs often address isolated aspects of agribusiness without a coordinated framework. The IAA aims to integrate various elements, including finance, infrastructure, technology, and market access, into a unified strategy.
2. **Targeted Support:** Small-scale producers require tailored interventions that address their specific needs. The IAA will focus on creating enabling environments that provide these farmers with the resources and support necessary to thrive.
3. **Sustainable Development:** Promoting sustainable agricultural practices is crucial for long-term food security and environmental conservation. The IAA will emphasize the adoption of climate-smart agriculture and other sustainable practices.
4. **Economic Diversification:** By enhancing the productivity and profitability of small-scale producers, the IAA will contribute to the diversification of Nigeria's economy, reducing reliance on oil and creating resilient rural economies.
5. **Stakeholder Collaboration:** Successful agribusiness transformation requires collaboration among various stakeholders, including government agencies, private sector entities, development partners, and farmers themselves. The IAA will facilitate partnerships and coordinated efforts to achieve common goals.
6. **Improved Policy Framework:** The IAA will provide a basis for refining existing policies and introducing new initiatives that support small-scale producers. This includes policy

recommendations and advocacy for regulatory reforms that enhance the agribusiness environment.

Hence, the Integrated Agribusiness Agenda is a strategic initiative designed to unlock the potential of Nigeria's agribusiness sector, with a particular focus on empowering small-scale producers. By addressing critical challenges and leveraging opportunities, the IAA aims to create a vibrant, sustainable, and inclusive agribusiness landscape that drives economic growth and improves the livelihoods of millions of Nigerians.

2.0 OBJECTIVES AND GOALS

2.1 Specific Objectives of the NIAA

The National Integrated Agribusiness Agenda (NIAA) is designed with specific objectives aimed at enhancing the agricultural sector, particularly focusing on the empowerment and development of small-scale producers. These objectives are as follows:

- i. **Enhance Agricultural Productivity:** Increase the productivity of small-scale farmers through the adoption of modern farming techniques, improved seeds, fertilizers, and sustainable agricultural practices.
- ii. **Promote Value Addition:** Encourage the processing and value addition of agricultural products to increase their market value and reduce post-harvest losses.
- iii. **Facilitate Market Access:** Improve access to local and international markets for small-scale producers by developing market linkages, cooperatives, and e-commerce platforms.
- iv. **Strengthen Financial Inclusion:** Expand access to credit, financial services, and insurance products tailored to the needs of small-scale farmers and agribusinesses.
- v. **Build Capacity and Skills:** Provide training and capacity-building programs to enhance the skills and knowledge of farmers, agribusiness entrepreneurs, and other stakeholders in the agricultural value chain.
- vi. **Improve Infrastructure:** Develop and improve rural infrastructure, including roads, storage facilities, and irrigation systems, to support agribusiness activities.
- vii. **Foster Innovation and Research:** Promote agricultural research and development (R&D) to develop innovative solutions, climate-resilient crop varieties, and sustainable farming practices.
- viii. **Enhance Policy and Regulatory Framework:** Advocate for supportive policies, streamline regulatory processes, and ensure the enforcement of quality standards to create a conducive environment for agribusinesses.

2.2 Long-term and Short-Term Goals

The Short-Term and Long-Term Goals defined in the NIAA establish a structured framework for driving measurable advancements in Nigeria's agribusiness sector. To ensure continued relevance and adaptability to evolving conditions, the NIAA will be reviewed every five years. Each framework's specified timeframe serves as a guideline for implementation teams and committees, with provisions for periodic reassessment as needed.

2.2.1 Short-term Goals (1-3 years)

- i. **Increase Yield and Productivity:** Achieve a measurable increase in crop and livestock yields through the adoption of modern agricultural practices.
- ii. **Improve Market Access:** Establish functional market linkages and cooperatives to enhance the market access of small-scale producers.
- iii. **Expand Financial Services:** Increase the availability and accessibility of credit and insurance products tailored to small-scale farmers.

- iv. Capacity Building: Conduct extensive training programs to improve the skills and knowledge of farmers and agribusiness entrepreneurs.
- v. Infrastructure Development: Initiate key infrastructure projects, such as rural roads and storage facilities, to support agribusiness operations.

2.2.2 Long-term Goals (4-10 years):

- i. Sustainable Agricultural Growth: Achieve sustainable growth in the agricultural sector, ensuring food security and increased income for small-scale producers.
- ii. Value Chain Development: Develop robust and efficient agricultural value chains that enhance the profitability and competitiveness of Nigerian agribusinesses.
- iii. Innovation and Technology Adoption: Foster widespread adoption of innovative agricultural technologies and practices to improve productivity and resilience.
- iv. Policy and Regulatory Improvements: Establish a supportive policy and regulatory environment that facilitates agribusiness investments and growth.
- v. Environmental Sustainability: Promote sustainable agricultural practices that preserve natural resources and mitigate the impacts of climate change.

2.3 Expected Outcomes and Impacts

- i. The implementation of the NIAA is expected to yield significant positive outcomes and impacts on Nigeria's agricultural sector and the overall economy. These include:
- ii. Increased Agricultural Productivity: Enhanced productivity and efficiency of small-scale farmers leading to higher yields and incomes.
- iii. Economic Growth: Boosted economic growth through increased agricultural output, value addition, and job creation in the agribusiness sector.
- iv. Improved Livelihoods: Better livelihoods for small-scale producers through improved market access, higher incomes, and financial inclusion.
- v. Enhanced Food Security: Increased availability of food through higher agricultural productivity and reduced post-harvest losses.
- vi. Sustainable Practices: Adoption of sustainable agricultural practices that preserve the environment and natural resources.
- vii. Innovation and Competitiveness: A more innovative and competitive agribusiness sector that can compete effectively in local and international markets.
- viii. Strengthened Value Chains: Robust agricultural value chains that improve the efficiency and profitability of agribusiness activities.
- ix. Supportive Policy Environment: A policy and regulatory framework that supports agribusiness development and reduces bureaucratic hurdles.
- x. Resilient Agricultural Systems: Development of resilient agricultural systems that can withstand the impacts of climate change and other environmental challenges.

By achieving these objectives and goals, the NIAA aims to transform Nigeria's agricultural sector, empower small-scale producers, and contribute to the country's sustainable economic development.

3.0 METHODOLOGY FOR DEVELOPMENT OF THE NIAA

3.1 Participatory and Inclusive Approach

The methodology for developing the National Integrated Agribusiness Agenda (NIAA) was a comprehensive and participatory process that involved multiple stakeholders across various sectors. The approach was designed to ensure inclusivity, thorough analysis, and actionable outcomes. Below is a summary of the methodology. Details are provided in annex A (Narrative Report on the NIAA Development Workshop):

3.2 Stakeholder Engagement and Workshops

3.2.1 Inception workshop: The NIAA development began with an inception workshop attended by stakeholders from the six geopolitical zones of Nigeria (Annex A, page 1). The workshop aimed to gather input and validate the process, ensuring it aligns with the needs and expectations of all participants.

Broad Participation: The inception workshop saw participation from a wide range of stakeholders, including farmers, government officials, private sector representatives, non-governmental organizations, and international partners. This diverse representation ensured that the NIAA reflects the interests and insights of all relevant parties.

Hybrid Format: To accommodate all stakeholders, especially those who could not attend in person, the workshop was conducted in a hybrid format, allowing remote participation via digital platforms.

Group Work and Thematic Areas: Participants were divided into groups to discuss and analyze specific thematic areas (Table 4). Each group focused on identifying challenges, opportunities, and actionable recommendations within their thematic area (Figure 3).

Expert Contributions and Facilitation: The workshop process was guided by experts, including facilitators and rapporteurs, who ensured that discussions remained focused and productive. Their roles included moderating sessions, recording key points, and synthesizing the information gathered.

Technical Sessions: Technical sessions were held to provide in-depth analysis and expert opinions on critical issues affecting the agribusiness sector. These sessions helped frame the discussions and provided a knowledge base for developing the NIAA.

Group Presentations: Findings from the group discussions were presented on the second day of the workshop. This allowed for cross-validation of ideas and consensus-building among the diverse participants (Figure 4b).

Table 4a: Technical Sessions and Key Activities (Inception workshop)

Technical Session	Key Activity
I	<ul style="list-style-type: none"> Welcome and Opening Remarks
II	<ul style="list-style-type: none"> Plenary Session on the Nigeria Agribusiness Landscape Panel Discussion on Nigeria's Agribusiness – <i>What Represents A Good Governance Structure & Legal Protection for SSPs.</i> Framework for generating information for the NIAA development
III	<i>Group Discussion on Thematic Areas:</i>
Group 1	<ul style="list-style-type: none"> Governance Structures of Agricultural cooperatives and Associations. Enhancing Financial Literacy Levels among SSPs. Comprehensive Framework for Financial Inclusion for SSPs.
Group 2	<ul style="list-style-type: none"> Conflict Resolution among Associations and SSPs
Group 3	<ul style="list-style-type: none"> Advocating for Fairness in Private Sector-led Backward Integration Schemes Involving SSPs
Group 4	<ul style="list-style-type: none"> Legal and Regulatory Priorities for the Agribusiness Sector
Group 5	<ul style="list-style-type: none"> Structured Agenda for Engaging Stakeholders in Agribusiness
IV	<ul style="list-style-type: none"> Group Presentations: Outcomes from Technical Session III



NIAA Facilitator (Prof. Aminu Suleiman) and Panelists during II Technical Session



Group 1: Discussion During Technical Session III



Group 3: Discussion During Technical Session III



Group 4: Discussion During Technical Session III

Figure 3: Panel and Group Discussion at the NIAA Workshop



Figure 4a: Group Presentations and Validation of Outcomes from Technical Session III

Data Mining Templates: Designed templates (Appendix 1) were employed in group discussions to systematically collect responses, recommendations, and rankings from stakeholders. Each group prepared and presented its findings for deliberation. Contributions from the question-and-answer sessions were also recorded by rapporteurs and used to refine and finalize group submissions (Appendix 2).

Consolidation of Findings and Reporting: After the workshop, the findings from the technical sessions—plenary session, panel session, group discussions, and expert inputs—were consolidated into a comprehensive report. This structured approach facilitated the extraction of key insights and the prioritization of recommendations. The results from these activities were used as crucial inputs in the overall analysis and development of the NIAA by an expert consultant.

3.2.2 NIAA Validation Workshop

The National Integrated Agribusiness Agenda (NIAA) underwent expert reviews to ensure its comprehensiveness and relevance. In addition, NABG/Harvest Plus organized a regional agribusiness sensitization workshop on the 30th and 31st of July, 2024, at Gombe International Hotel, Gombe State. During this workshop, an overview of the NIAA was presented to the participating stakeholders for further validation.

On Wednesday 23 October 2024 at the Hawthorn Suites, Abuja., NABG hosted stakeholders for the validation of the NIAA document. The primary objective of the NIAA Validation Workshop was to critically review the provisions of the document; endorse the NIAA and ensure its alignment with the needs and expectations of stakeholders. Proceedings were participatory, consultative and inclusive.

Broad Participation: The participants included farmers, government officials, private sector representatives, non-governmental organizations, and international partners. Feedback from the expert reviewers and the workshop attendees was utilized to enhance and refine the NIAA.

Hybrid Format: The event was hybrid with some participants joining virtually. Participation was encouraged through Q&A segments after each technical session. Participants broke into three groups to tackle the document via the lenses of government/policy, Organized Private Sector (OPS) and farmers, after which they made presentations.

Group Work and Thematic Areas: Participants were split into three groups – two physical groups and one virtual group with the primary objective being the review of the NIAA provisions and presentation of actionable recommendations. Groups 1 and 2 viewed the document via the thematic areas of 1) Government and Policy; 2) Private Sector; and, 3) Farmers; while the third group online focused only on Farmers.

Expert Contributions and Facilitation: The workshop process was guided by experts, including facilitators and rapporteurs, who ensured that discussions remained focused and productive. Their roles included moderating sessions, recording key points, and synthesizing the information gathered.

Technical Sessions: Technical sessions were guided by the Lead Consultant, Prof. Suleiman Aminu, and the rapporteur, Michaela Moye (summary Table 4b; see ANNEX B for details).

Table 4b: Technical Sessions and Key Activities (Validation workshop)

Title	Activity
Session 1:	
<i>Welcome and Opening Remarks</i>	Registration/Meet & Greet
	Opening Address
	Welcome remarks
	Good will Messages
NIAA Overview	Comprehensive presentation of the NIAA draft.
Session 2:	
Brief on the Breakout Session	Brief on the tasks of breakout groups. Stakeholders divided into thematic groups to discuss key NIAA components (governance, finance, market access, etc.).
Stakeholder Session Group 1	Review of NIAA thematic areas + Discussion on the role of government in facilitating NIAA success.
Stakeholder Session Group 2	Review of NIAA thematic areas + Exploring private sector roles in NIAA implementation.
Stakeholder Session Group 3s	Review of NIAA thematic areas + Exploring Agribusiness Value Chain Actors roles in NIAA implementation.
Report Back from Group Sessions	Presentation of findings and suggestions from group discussions.
Plenary Discussion and Refinements	Open forum for feedback and suggestions from participants.
Closing Remarks & Next Steps	Summary of discussions and next steps for finalizing NIAA.
Workshop Ends	Departure of Participants

Group Presentations: Findings from the group discussions were presented at the workshop. This allowed for cross-validation of ideas and consensus-building among the diverse participants (Figure 4b).

3.3 Actionable Framework

The final output of the process was an actionable framework that provides a roadmap for the engagement of small-scale producers and the broader agribusiness ecosystem in Nigeria. This framework is intended to guide future national and sub-national agricultural strategies.

By employing this detailed and participatory methodology, the NIAA development process ensured that the resulting agenda is well-informed, widely accepted, and aligned with the needs and aspirations of Nigeria's agribusiness stakeholders.



Group 1 – Funders/NGOs/OPS



Group 2 – Agribusinesses/Farmers/OPS



Figure 4b: Group Presentations and Validation of Outcomes from Technical Session II

4.0 COMPONENTS OF THE NIAA

The components of the NIAA were developed based on insights and recommendations from the NIAA development workshop. These components provide a comprehensive framework to address critical aspects of Nigeria's agribusiness sector, with a focus on enhancing the productivity, inclusion, and sustainability of small-scale producers (SSPs). Each component highlights actionable priorities, roles of stakeholders, and systemic interventions necessary for the sector's growth. The outlined components (4.1 to 4.7) are designed to ensure strategic alignment, stakeholder engagement, and measurable progress toward the goals of the NIAA. These components undergo further analysis to develop the NIAA implementation frameworks detailed in Section 5.0 of this document.

4.1 Governance Structures of Agricultural cooperatives and Associations

4.1.1 Outdated Legal Frameworks

The legal frameworks governing agricultural cooperatives and associations in Nigeria are outdated, which hinders their efficiency and alignment with modern agribusiness practices. To address this, it is essential to conduct comprehensive legal reviews to identify and amend outdated sections. Updating the Cooperative Act to reflect current agribusiness practices will ensure that these frameworks meet the present needs of agricultural cooperatives and associations.

4.1.2 Inadequate Financial Linkages

Agricultural cooperatives and associations often struggle with weak financial connections, limiting their access to essential funds. To facilitate financial linkages, it is crucial to organize meetings between stakeholders to discuss and develop financial linkage programs. Implementing these programs will provide tailored financial support to meet the specific needs of agricultural cooperatives, enhancing their financial stability and growth.

4.1.3 Inadequate Transparency During Registration

The registration process for agricultural cooperatives and associations lacks transparency, resulting in inefficiencies and potential mistrust. To enhance transparency, the registration process should be robustly implemented, monitored, and audited regularly. This approach will help identify and promptly address any issues, thereby maintaining trust and efficiency in the registration process.

4.1.4 Weak Public-Private Partnerships

Strengthening partnerships between the public and private sectors is essential for the growth of agricultural cooperatives and associations. Creating effective frameworks for public-private partnerships (PPPs) and facilitating regular meetings between

stakeholders will enable the discussion and implementation of PPP initiatives. This collaboration will drive the growth and development of agricultural cooperatives and associations.

4.1.5 Insufficient Data on Small-Scale Producers (SSPs)

The lack of comprehensive data on small-scale producers (SSPs) hinders informed decision-making and tailored support. To improve data accessibility, it is necessary to implement needs assessments and data collation efforts. Gathering and sharing accurate and comprehensive data on SSPs will enhance decision-making and support mechanisms tailored to their specific needs.

4.1.6 Inadequate Capacity Building

There is a significant need for capacity building among agricultural cooperatives and associations to enhance their operational capabilities. Organizing training workshops and developing educational materials will equip members with the necessary skills and knowledge. These efforts will support ongoing learning and development, ultimately enhancing the operational capabilities of agricultural cooperatives and associations.

Table 5: Detailed Agenda for Improvement of Governance Structures of Agricultural cooperatives and Associations

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame	Monitoring & Evaluation
Outdated legal frameworks	Review and update legal frameworks	<ul style="list-style-type: none"> - Conduct legal reviews - Update Cooperative Act 	Government, NBA, Cooperatives, & SSP Associations, OPS.	Short-term (6-12 months)	<ul style="list-style-type: none"> - Track progress of legal reviews - Monitor implementation of updated legislation
Inadequate transparency during registration	Enhance transparency during registration	<ul style="list-style-type: none"> - Implement transparent registration processes - Monitor and audit registrations 	Government, Cooperative Bodies	Short-term (6-12 months)	<ul style="list-style-type: none"> - Track implementation of transparent registration processes - Monitor audit findings and address any identified issues
Inadequate financial linkages	Facilitate financial linkages	<ul style="list-style-type: none"> - Organize stakeholder meetings - Develop financial linkage programs - Application of fintech and capacity building 	Government, Financial Institutions, Private sector, Development partners	Medium-term (12-24 months)	<ul style="list-style-type: none"> - Measure participation in stakeholder meetings - Track the number and effectiveness of financial linkage programs
Weak public-private partnerships	Strengthen public-private partnerships	<ul style="list-style-type: none"> - Review/Assess Existing PPP frameworks with an emphasis on knowledge sharing by development partners and farmers' associations. 	Government, Private Sector, Development partners, and Farmer associations.	Ongoing	<ul style="list-style-type: none"> - Track the development and implementation of PPP frameworks - Measure the effectiveness and frequency of PPP meetings

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame	Monitoring & Evaluation
		<ul style="list-style-type: none"> - Create PPP frameworks - Facilitate regular PPP meetings <p>Establishment of a centralized hub such as obtained in the NIPC for investors; the hub will reflect the activities at the states and LGAs levels.</p>			
Insufficient data on SSPs	Implement needs assessment and data collation	<ul style="list-style-type: none"> - Conduct surveys and data collection per ward in all 774 LGAs. - Develop SSP databases -Promote Knowledge sharing 	Private Sector, NGOs, Government, Development partners.	Medium-term (12-24 months)	<ul style="list-style-type: none"> - Track completion of data collection efforts - Monitor the development and accessibility of SSP databases
Inadequate capacity building	Conduct capacity building programs	<ul style="list-style-type: none"> - Organize training workshops - Develop audio-visual training materials - Assessment of capacity building gaps 	Government, Financial Institutions, NGOs, Farmers' Cooperatives/associations, Private sector, Development partners.	Ongoing	<ul style="list-style-type: none"> - Track participation in training programs - Evaluate the effectiveness of training materials

Legend:

- **Short-term:** 6-12 months
- **Medium-term:** 12-24 months
- **Long-term:** 24-36 months
- **Ongoing:** Continuous activity with no fixed end date

4.2 The Role of Government and Private Sector in Enhancing Financial Literacy Levels among Small-Scale Producers (SSPs)

4.2.1 Low Adoption of Digital Technologies

The adoption of digital technologies among small-scale producers (SSPs) is low, limiting their access to essential financial services and information. To address this, there is a need to leverage digital technologies by providing digital literacy training and distributing digital tools. This approach will enhance the digital capabilities of SSPs, enabling them to access and utilize financial services more effectively.

4.2.2 Limited Financial Literacy

Many SSPs lack basic financial literacy, which hampers their ability to manage finances effectively. To overcome this challenge, capacity-building programs should be organized. These programs will include conducting financial literacy workshops and developing financial education content. By providing ongoing education, SSPs can improve their financial management skills, leading to better financial decision-making.

4.2.3 Lack of Standardized Financial Models

The absence of standardized financial models for SSPs leads to inconsistencies and inefficiencies in financial planning. Developing standardized financial models will involve creating financial model templates and training SSPs on how to use these models. Implementing these actions in the short term will provide SSPs with reliable tools for financial planning and management.

4.2.4 High Interest Rates on Funds

High-interest rates on funds make it difficult for SSPs to access affordable credit. To mitigate this, there is a need to provide access to low-interest funds by negotiating with financial institutions and creating low-interest loan programs. These initiatives, to be implemented in the medium term, will help SSPs access the necessary funds at more favorable rates, promoting their financial sustainability.

4.2.5 Fragmented Support Efforts

Support efforts for SSPs are often fragmented, leading to inefficiencies and duplication of efforts. To address this, it is crucial to strengthen public-private partnerships by establishing joint initiatives and facilitating regular collaboration meetings. Continuous collaboration between the government, private sector, and NGOs will ensure a coordinated approach to supporting SSPs.

4.2.6 Government Support Gaps

There are gaps in government support for financial literacy programs targeted at SSPs. To bridge these gaps, the government should develop and lead financial literacy programs, allocating adequate funding for their implementation. Continuous government involvement and funding will ensure the sustainability and effectiveness of financial literacy initiatives, thereby improving the financial literacy levels of SSPs.

Table 6: Detailed Agenda for Improvement of Financial Literacy Levels among Small-Scale Producers (SSPs)

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame
Low adoption of digital technologies	Leverage digital technologies	-Review of existing digi-tech -Improve accessibility to digi-tech. - Provide digital literacy training -Development and provision of specialized digital tools	Government, Telecom Companies, NGOs, SSPs.	Medium-term (12-24 months)
Limited financial literacy	Organize capacity building programs	- Assess literacy gaps. - Conduct financial literacy workshops - Develop financial education content	Financial Institutions, NGOs, Private sector, Farmers' associations, Development partners.	Ongoing
Lack of standardized financial models	Develop standardized financial models	-Assess gaps - Create sustainable financial models/templates - Train SSPs on using these models	Government, Financial Experts, NGOs	Short-term (6-12 months)
High interest rates on funds	Provide access to low-interest funds	- Negotiate with financial institutions - Create low-interest loan programs/ Develop appropriate financial instruments - Advocate for a sustainable fund tenure and interest rate	Government, Financial Institutions (including NDIC, NSITF, NAIC), CBN, Policy makers, NGOs	Medium-term (12-24 months)
Fragmented support efforts	Strengthen public-private partnerships	- Establish joint initiatives - Facilitate regular collaboration meetings	Government, Private Sector, NGOs	Ongoing
Government support gaps	Government support for financial literacy programs	- Develop government-led programs - Allocate funding for financial literacy	Government, Educational Institutions, NGOs	Ongoing

Legend:

- **Short-term:** 6-12 months
- **Medium-term:** 12-24 months
- **Long-term:** 24-36 months
- **Ongoing:** Continuous activity with no fixed end date

4.3 The Role of Government and Private Sector in Developing a Comprehensive Framework for Establishing a Sustainable Financial Inclusion System for SSPs

4.3.1 Inadequate Baseline Data

One of the significant challenges in establishing a sustainable financial inclusion system for small-scale producers (SSPs) is the absence of baseline data. To address this, baseline assessments need to be conducted. This includes performing comprehensive surveys and analyzing value chains data to understand the current state and needs of SSPs. The government, research institutions, and NGOs will be responsible for this short-term initiative, which will lay the foundation for informed decision-making and tailored interventions.

4.3.2 Regulatory Gaps

Existing regulatory frameworks may not adequately support financial inclusion for SSPs. To overcome this, regulatory reforms are essential. This involves reviewing existing regulations and proposing and implementing new reforms to create a more conducive environment for financial inclusion. The government and legal experts should take on this task over the medium term, ensuring that regulations are aligned with the needs of SSPs and facilitate their access to financial services.

4.3.3 Lack of Collateral Systems

Many SSPs struggle to access credit due to the lack of collateral systems. Establishing a National Collateral Registry is crucial in addressing this challenge. Developing the collateral registry infrastructure and implementing collateral registration processes will enable SSPs to use their assets as collateral for loans. This medium-term initiative, led by the government and financial institutions, will improve SSPs' access to credit and financial stability.

4.3.4 Ineffective Commodity Boards

Commodity boards, which are meant to support agricultural producers, are often ineffective. Reviving and reforming these boards is necessary to ensure they fulfill their roles effectively. This includes ensuring proper governance structures and reforming the boards to better serve SSPs. This long-term initiative will be managed by the government and agricultural boards, aiming to enhance the efficiency and support provided by commodity boards.

4.3.5 Limited Access to Financial Services in Rural Areas

SSPs in rural areas often have limited access to financial services. Harnessing technology to deliver these services is a viable solution. Developing mobile banking

solutions and training SSPs on using digital financial services will bridge this gap. This medium-term initiative, led by the government and tech companies, will ensure that even the most remote SSPs can access essential financial services.

4.3.6 Poor Microfinance Support

There is inadequate support for microfinance institutions and community-based organizations, which are crucial for financial inclusion at the grassroots level. Promoting these institutions and facilitating community-based financial inclusion initiatives are essential. The government, microfinance institutions, and NGOs will collaborate on this ongoing initiative, aiming to strengthen the support system for SSPs and enhance their financial inclusion.

Table 7: Detailed Agenda for Improvement of Role of the Government and Private Sector in Developing a Comprehensive Framework for Establishing a Sustainable Financial Inclusion System for SSPs

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame
Inadequate baseline data	Conduct baseline assessments	<ul style="list-style-type: none"> - Perform comprehensive surveys - Analyze value chain data - Prepare State level engagement framework for the improvement of financial literacy 	Government, Research Institutions, NGOs	Short-term (6-12 months)
Regulatory gaps	Implement regulatory reforms	<ul style="list-style-type: none"> - Review existing regulations - Propose and implement new reforms - Develop Investor frameworks for specific commodities with state-specific policies 	NBA, CBN, NAIC, NDIC, NSITF, NAIC, NIRSAL, Policy makers Microfinance Banks. Government,	Medium-term (12-24 months)
Inadequate collateral systems	Establish the National Collateral Registry	<ul style="list-style-type: none"> - Develop collateral registry infrastructure - Implement collateral registration processes 	Government, Financial Institutions	Medium-term (12-24 months)
Ineffective commodity boards	Revive Commodity Boards	<ul style="list-style-type: none"> - Reform commodity boards - Ensure proper governance structures - Assess the need to revisit price stabilization mechanism 	Government, OPS, Commodity Associations.	Long-term (24-36 months)
Limited access to financial services in rural areas	Harness technology for financial services	<ul style="list-style-type: none"> - Develop mobile banking solutions - Train SSPs on using digital financial services 	Government, FinTech Companies, Financial institutions, OPS, Development partners, Insurance Companies.	Medium-term (12-24 months)
Poor microfinance support	Promote microfinance institutions and community-based organizations	<ul style="list-style-type: none"> - Support the creation of microfinance programs - Facilitate community-based financial inclusion initiatives 	Government, Microfinance Institutions, NGOs	Ongoing

Legend:

- **Short-term:** 6-12 months
- **Medium-term:** 12-24 months
- **Long-term:** 24-36 months
- **Ongoing:** Continuous activity with no fixed end date

4.4 Robust System for Conflict Resolution among Associations and SSPs.

4.4.1 Unclear Standard Operating Procedures (SOPs)

The absence of comprehensive SOPs creates inconsistencies and misunderstandings within associations. To address this, it is essential to develop comprehensive SOPs. This involves forming a committee to draft SOPs, which will then be reviewed and approved by legal experts. Government agencies, association leaders, and legal experts will be responsible for this three-month initiative, with regular review meetings and SOP compliance audits to ensure effectiveness.

4.4.2 Ineffective Communication

Ineffective communication can lead to misunderstandings and conflicts. Establishing communication protocols is crucial. A communication plan should be developed, and members should be trained on effective communication. Association leaders and communication experts will oversee this two-month initiative, with surveys and feedback sessions used to monitor progress.

4.4.3 Unequal Opportunities for Members

Ensuring equitable opportunities for all members is vital for maintaining harmony within associations. Implementing and monitoring policies that guarantee equal opportunities is necessary. This ongoing initiative, led by association leaders and government agencies, will involve regular audits and member feedback to ensure adherence to these policies.

4.4.4 Flagrant Abuse of Power

Unchecked power can lead to conflicts and dissatisfaction. Implementing checks and balances by establishing oversight committees and conducting regular audits will help mitigate this issue. Government agencies and association leaders will manage this ongoing initiative, with audit reports and member surveys used to monitor effectiveness.

4.4.5 Resources constraints

Resource constraints can hinder the functioning of associations. Mobilizing resources involves identifying funding opportunities and developing resource allocation plans. Government agencies, NGOs, and the private sector will collaborate on this six-month initiative, with financial reports and resource allocation tracking ensuring transparency and efficiency.

4.4.6 Poorly Defined Roles and Responsibilities of Members

Undefined roles can lead to confusion and inefficiency. Clearly defining roles and responsibilities and training members accordingly will address this issue. Association leaders and HR experts will oversee this three-month initiative, with role clarity surveys and performance reviews to evaluate success.

4.4.7 Poorly Defined Objectives of the Association

Clear objectives are essential for guiding the activities of associations. Conducting strategic planning sessions and regularly reviewing and updating objectives will ensure that associations remain focused and effective. Association leaders and strategic planners will be responsible for this three-month initiative, with annual updates and progress reports ensuring continuous alignment.

4.4.8 Unfair Treatment of Members

Unfair treatment can cause significant discord within associations. Implementing and enforcing fairness policies, along with regularly reviewing member treatment, is necessary. This ongoing initiative, led by association leaders and government agencies, will use fairness audits and member feedback to monitor adherence.

4.4.9 Conflict of Interest of Members

Conflicts of interest can undermine trust and cooperation. Establishing and training members on conflict of interest policies will help mitigate this issue. Legal experts and association leaders will manage this two-month initiative, with conflict of interest disclosures and policy compliance reviews ensuring transparency.

4.4.10 Issues of Cultural and Religious Differences

Cultural and religious differences can cause friction within associations. Promoting inclusivity and respect for diversity through diversity policies and cultural sensitivity training is essential. Association leaders and cultural experts will oversee this ongoing initiative, with diversity audits and training feedback ensuring a respectful and inclusive environment.

4.4.11 Belligerence to Members

Fostering a culture of respect is crucial for harmony within associations. Developing and enforcing a code of conduct, along with providing conflict resolution training, will address this issue. Association leaders and HR experts will manage this two-month initiative, with incident reports and member surveys used to monitor effectiveness.

4.4.12 Conflict Between Individual and Group Objectives

Aligning individual and group objectives can reduce conflicts. Conducting regular alignment meetings and developing shared goals will help ensure that everyone is working towards common objectives. Association leaders and strategic planners will oversee this three-month initiative, with ongoing progress reviews and goal alignment surveys ensuring continuous alignment.

4.4.13 Promote Dialogue and Mediation

Facilitating dialogue and mediation is key to resolving conflicts amicably. Establishing mediation committees and training members in mediation techniques will promote a culture of constructive conflict resolution. Community leaders and mediation experts will manage this ongoing initiative, with mediation reports and member feedback used to monitor effectiveness.

4.4.14 Legal Frameworks for Conflict Resolution

Strengthening legal frameworks is necessary to support effective conflict resolution. Reviewing and updating legal frameworks, along with regular sensitization on legal provisions, will help achieve this. Government agencies and legal experts will be responsible for this six-month initiative, with ongoing reviews and member feedback ensuring continuous improvement.

4.4.15 Role of Community Leaders and Traditional Institutions

Engaging community leaders in conflict resolution can enhance the effectiveness of these efforts. Sensitizing community leaders on conflict resolution and involving them in mediation processes will leverage their influence and authority. Community leaders and association leaders will collaborate on this ongoing initiative, with conflict resolution reports and community feedback used to monitor progress.

Table 8: Detailed Agenda for Development of Robust System for Conflict Resolution among Associations and SSPs

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame	Monitoring & Evaluation
Lack of Standard Operating Procedures (SOP)	Develop comprehensive SOPs for associations	Form a committee to draft SOPs Review and approve SOPs by legal experts	Government agencies, Association leaders, NBA, OPS, CSOs, Development partners, Industry associations, National Association/Cooperative Bodies/leaders	12 months	Regular review meetings, SOP compliance audits
Lack of effective communication	Establish communication protocols	Develop a communication plan Train members on effective communication	Association leaders, Communication experts, OPS, NGOs	2 months	Surveys, Quarterly Feedback
Lack of equal opportunities for members	Ensure equitable opportunities	-Assess Gaps -Implement policies for equal opportunities -Monitor adherence to these policies	Association leaders, Government agencies, OPS, NGOs	Ongoing	Regular audits, Member feedback
Flagrant abuse of power	Implement checks and balances	-Establish oversight committees -Conduct regular audits	Government agencies, Association leaders, Industrial courts, IPCR, OPS.	Ongoing	Audit reports, Member surveys

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame	Monitoring & Evaluation
		-Establish Grievance Redress Mechanisms and mediation & arbitration			
Lack of resources	Mobilize resources for associations	Identify funding opportunities Develop resource allocation plans	Government agencies, NGOs, OPS, Association/Cooperative leaders	6 months	Financial reports, Resource allocation tracking
Poorly defined roles and responsibilities of members	Clearly define roles and responsibilities	-Articulate stronger oversight by state and federal departments of cooperatives -Draft and disseminate role descriptions -Train members on their roles	Association leaders, HR experts, NBA, NGOs	3 months	Role clarity surveys, Performance reviews
Poorly defined objectives of the Association	Set clear objectives	Conduct strategic planning sessions Regularly review and update objectives	Association leaders, Strategic planners	3 months, then annually	Progress reports, Strategy reviews
Unfair treatment of members/parties of the Association	Implement fairness policies	-Develop and enforce fairness policies -Regularly review treatment of members -Establish/implement GRM	Association leaders, Government agencies, NBA, IPCR.	Ongoing	Fairness audits, Member feedback
Conflict of interest of members	Establish conflict of interest policies	-Draft and implement conflict of interest policies -Conduct regular training on these policies -Establish/implement GRM	Legal experts, Association leaders, NBA	2 months	Conflict of interest disclosures, Policy compliance reviews
Issues of cultural and religious differences	Promote inclusivity and respect for diversity	-Develop and implement diversity policies Conduct cultural sensitivity training -Establish/implement GRM	Association leaders, Cultural experts	Ongoing	Diversity audits, Training feedback
Belligerence to members	Foster a culture of respect	Develop and enforce code of conduct Provide conflict resolution training	Association leaders, HR experts	2 months	Incident reports, Member surveys
Conflict between individual and group objectives	Align individual and group objectives	Conduct regular alignment meetings Develop shared goals	Association leaders, Strategic planners	3 months, then ongoing	Progress reviews, Goal alignment surveys
Promote dialogue and mediation	Facilitate dialogue and mediation	-Establish mediation committees -Train members in mediation techniques	Community leaders, Mediation experts, IPCR.	Ongoing	Mediation reports, Member feedback

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame	Monitoring & Evaluation
		-Establish/implement GRM			
Legal frameworks for conflict resolution	Strengthen legal frameworks	Review and update legal frameworks Regular sensitization on legal provisions -Establish/implement GRM	Government agencies, NBA, IPCR, Industrial courts, NGOs, Associations/Cooperatives	6 months, then ongoing	Legal framework reviews, Member feedback
Role of community leaders and traditional institutions	Engage community leaders in conflict resolution	Sensitize community leaders on conflict resolution Involve them in mediation processes	Government, Community leaders, Association leaders	Ongoing	Conflict resolution reports, Community feedback

4.5 The role of the Government and Private Sector in Advocating for Fairness in Private Sector-led Backward Integration Schemes Involving SSPs.

4.5.1 Risks of Farmer's Default and Insecurity

Farmers face significant risks, including defaults and insecurity, which can hinder their participation in backward integration schemes. To address these risks, robust risk management frameworks and security measures are essential. Creating insurance packages for SSPs and implementing security measures in farming areas will provide protection. This initiative involves the Ministry of Agriculture, insurance companies, and security agencies over a 12-month period, with quarterly risk assessment reports to monitor effectiveness.

4.5.2 Legal and Regulatory Gaps

The absence of comprehensive legal and regulatory frameworks creates vulnerabilities for SSPs. Establishing these frameworks by designing and implementing a registration and contract framework, and involving legal experts to draft protective clauses, is crucial. Government regulatory bodies, legal experts, and SSP cooperatives will oversee this nine-month initiative, with bi-annual legal compliance reviews to ensure adherence and effectiveness.

4.5.3 Climate Change and Yield Decline

Climate change poses a threat to agricultural yields. Promoting sustainable agricultural practices and climate-resilient crops can mitigate these impacts. Training SSPs on climate-smart agriculture and developing and distributing climate-resilient seeds are key activities. Agricultural extension services, research institutions, and SSP cooperatives will manage this 18-month initiative, with annual yield and climate impact reports to monitor progress.

4.5.4 Financial and Infrastructure Gaps

Limited access to finance and inadequate infrastructure impede the growth of SSPs. Improving access to finance and investing in rural infrastructure, such as roads and storage facilities, are necessary steps. Establishing creditworthiness documentation and investing in infrastructure will support SSPs. Financial institutions, infrastructure ministries, and private sector investors will collaborate on this 24-month initiative, with bi-annual financial and infrastructure audits to ensure progress and impact.

4.5.5 Ensuring Fair Treatment of SSPs

Fair treatment of SSPs is essential for their successful integration into backward integration schemes. Implementing comprehensive agreements and capacity-building programs will protect SSPs. Drafting and implementing contract templates with protective clauses and conducting training for SSPs and stakeholders are key activities. The Nigerian Agribusiness Group (NABG), legal experts, and SSP cooperatives will manage this six-month initiative, with quarterly stakeholder feedback sessions to monitor fairness and effectiveness.

4.5.6 Policy and Regulation for SSP Engagement

Developing policies that ensure SSP engagement and representation is crucial. Drafting policies for SSP engagement through cooperatives and ensuring collateral registration and representation inclusion will support SSPs. Agricultural policymakers and SSP cooperatives will oversee this 12-month initiative, with annual policy review and impact assessment to evaluate success and areas for improvement.

4.5.7 Promoting Transparency and Accountability

Transparency and accountability are critical for fair integration schemes. Establishing clear frameworks by implementing data and research processes for documentation, and strengthening cooperative inclusion and fairness in certification, will promote transparency. Data agencies, SSP cooperatives, and private sector partners will collaborate on this nine-month initiative, with bi-annual transparency and accountability reports to track progress.

4.5.8 Incentives for Private Sector Engagement

Providing incentives to encourage fair and inclusive private sector engagement is essential. Conducting advocacy campaigns on best practices, providing financial literacy training for SSPs, and ensuring binding contracts and creditworthiness documentation will incentivize private sector participation. Government incentive programs, financial institutions, and private sector companies will oversee this 12-month initiative, with annual incentive impact evaluation to measure effectiveness and impact.

Table 9: Detailed Agenda for Improvement of role of the Government and Private Sector in Advocating for Fairness in Private Sector-led Backward Integration Schemes Involving SSPs

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame	Monitoring & Evaluation
Risks of Farmer's Default and Insecurity	Develop robust risk management frameworks and security measures	<ul style="list-style-type: none"> - Leverage on and harness existing insurance packages for SSPs - Implement security measures in farming areas 	<ul style="list-style-type: none"> - Government (Ministry of Agriculture) - Insurance companies - Security agencies 	12 months	Quarterly risk assessment reports
Legal and Regulatory Gaps	Establish comprehensive legal and regulatory frameworks	<ul style="list-style-type: none"> - Review existing protective clauses for contracts. - Carry out needs assessments. - Design and implement a registration and contract framework - Involve legal experts to draft protective clauses for contracts 	<ul style="list-style-type: none"> - Government regulatory bodies - NBA - SSP cooperatives - OPS 	9 months	Bi-annual legal compliance reviews
Climate Change and Yield Decline	Promote sustainable agricultural practices and climate-resilient crops	<ul style="list-style-type: none"> - Train SSPs on climate-smart agriculture - Develop and distribute climate-resilient seeds 	<ul style="list-style-type: none"> - Agricultural extension services - Research institutions - SSP cooperatives 	18 months	Annual yield and climate impact reports
Financial and Infrastructure Gaps	Improve access to finance and infrastructure development	<ul style="list-style-type: none"> - Establish creditworthiness documentation - Train SSPs on the merit of creditworthiness documentation - Invest in rural infrastructure (roads, storage facilities) 	<ul style="list-style-type: none"> - Financial institutions - Government (Infrastructure ministries) - Private sector investors - SSPs -SMEs 	24 months	Bi-annual financial and infrastructure audits
Ensuring Fair Treatment of SSPs	Implement comprehensive agreement and capacity-building programs	<ul style="list-style-type: none"> - Draft and implement contract templates with protective clauses - Conduct training for SSPs and stakeholders 	<ul style="list-style-type: none"> - Government (NABG) - Legal experts - SSP cooperatives 	6 months	Quarterly stakeholder feedback sessions
Policy and Regulation for SSP Engagement	Review policies ensuring SSP engagement and representation	<ul style="list-style-type: none"> - Review existing policies for SSP engagement through cooperatives - Ensure collateral registration and representation inclusion 	<ul style="list-style-type: none"> - Government (Agricultural policy makers) - SSP cooperatives 	24 months	Annual policy review and impact assessment

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame	Monitoring & Evaluation
Promoting Transparency and Accountability	Establish clear frameworks for transparency and accountability	<ul style="list-style-type: none"> - Monitor implementation of data and research processes for documentation. - Develop and monitor framework for transparency and accountability. 	<ul style="list-style-type: none"> - Government (Data agencies) - SSP cooperatives - Private sector partners 	9 months	Bi-annual transparency and accountability reports
Incentives for Private Sector Engagement	Provide incentives to encourage fair and inclusive private sector engagement	<ul style="list-style-type: none"> - Conduct advocacy campaigns on best practices - Provide financial literacy training for SSPs - Ensure binding contracts and creditworthiness documentation 	<ul style="list-style-type: none"> - Government (Incentive programs) - Financial institutions - Private sector companies 	12 months	Annual incentive impact evaluation

4.6 Pertinent Legal and Regulatory Priorities Essential for the Growing Success of the Agribusiness Sector Focused on SSPs.

4.6.1 Gaps in Existing Legal and Regulatory Frameworks Affecting SSPs

Current legal and regulatory frameworks often fail to address the specific needs of SSPs, hindering their growth and efficiency. To address these gaps, a comprehensive review of existing agribusiness laws is necessary. Legal experts should be engaged to draft amendments, and public consultations should be conducted to gather input from SSPs and other stakeholders. This initiative will be overseen by the Ministry of Agriculture, legal experts, and SSP associations over a period of 6-12 months, with regular progress reports and feedback from public consultations ensuring the process is inclusive and effective.

4.6.2 Need for Unification of Tax Revenue for Commodities

The complexity of tax processes for commodities can burden SSPs. Simplifying these processes involves coordinating with tax authorities to unify tax rates and developing guidelines for simplified tax procedures. SSPs should be educated on the new tax procedures to ensure compliance and ease of adoption. The Federal Inland Revenue Service (FIRS), Ministry of Finance, and SSP associations will oversee this 6-month initiative, with implementation of unified tax rates and monitoring by tax authorities to ensure effectiveness.

4.6.3 Gaps in Food Safety Regulation

Ensuring food safety is critical for consumer health and the reputation of SSPs. Enhancing food safety regulations involves developing and enforcing rules on the use of chemicals in food production, conducting training programs for SSPs on safe farming practices, and performing regular inspections and enforcement actions. This initiative will be managed by NAFDAC, the Ministry of Health, and SSP associations over 6-12 months, with regular food safety audits and compliance reports ensuring adherence to the new regulations.

4.6.4 Regulations for Indigenous Seeds

Protecting and promoting the use of indigenous seeds is essential for biodiversity and sustainable agriculture. Developing regulations to support the use and protection of indigenous seeds, conducting awareness campaigns among farmers, and providing support for seed certification processes are key activities. The Ministry of Agriculture, National Seed Council, and SSP associations will oversee this 6-12-month initiative, with monitoring of seed usage and feedback from farmers ensuring the effectiveness of the regulations.

4.6.5 Complex Regulatory Processes

Complex and cumbersome regulatory processes can hinder the efficiency and growth of SSPs. Streamlining and simplifying these processes involves engaging regulatory agencies to simplify registration and approval processes, developing an accreditation system for SSPs, and periodically reviewing and updating regulations to ensure their relevance. NAFDAC, the Ministry of Agriculture, and SSP associations will manage this 6-12-month initiative, with evaluations of regulatory processes and feedback from SSPs ensuring continuous improvement.

4.6.6 Enforcement of Existing Laws

Strong enforcement mechanisms are necessary to ensure compliance with agribusiness regulations. Establishing a compliance team to monitor and enforce regulations, reviewing policies related to loans and collateral by the Bankers Committee, and providing training for enforcement officers are key activities. Compliance agencies, the Bankers Committee, and SSP associations will oversee this ongoing initiative, with regular enforcement reports and feedback from SSPs ensuring the effectiveness of enforcement efforts.

4.6.7 Inclusivity in New Laws and Regulations

Ensuring that new laws and regulations are inclusive and consider the needs of SSPs is crucial. Conducting sensitization programs for SSPs, engaging them in the law-making process, and developing empowerment schemes for farmers are necessary steps. The Ministry of Agriculture, SSP associations, and NGOs will manage this 6-12-month initiative, with participation rates in sensitization programs and feedback from SSPs ensuring that the process is inclusive and effective.

4.6.8 Stakeholder Advocacy for Reforms

Effective legal and regulatory reforms require active advocacy and engagement from all stakeholders. Organizing periodic stakeholder meetings to discuss legal and regulatory issues and improving security measures to create a conducive environment for farming are key activities. The Ministry of Agriculture, SSP associations, and security agencies will oversee this quarterly initiative, with meeting minutes, action plans, and security reports ensuring continuous engagement and progress.

Table 10: Detailed Agenda for Promotion of Pertinent Legal and Regulatory Priorities Essential for the Growing Success of the Agribusiness Sector Focused on SSPs

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame	Monitoring & Evaluation
Gaps in existing legal and regulatory frameworks affecting SSPs	Review and update relevant laws	<ul style="list-style-type: none"> - Conduct a comprehensive review of existing agribusiness laws - Engage legal experts to draft amendments - Conduct public consultations to gather input from SSPs and other stakeholders 	Ministry of Agriculture, NBA, SSP Associations, OPS, FMITI.	6-12 months	<ul style="list-style-type: none"> - Regular progress reports - Feedback from public consultations - Approval from legislative bodies
Multiple Taxation & Sensitization on Zero VAT for farmers	Simplify tax system for agricultural value chains	<ul style="list-style-type: none"> -Tax sensitization, review and unification -Harmonization of tax processes - Coordinate with tax authorities to unify tax rates - Develop guidelines for simplified tax processes - Educate SSPs on new tax procedures 	Federal Inland Revenue Service (FIRS), Ministry of Finance, SSP Associations, Development partners, OPS	6 months	<ul style="list-style-type: none"> - Implementation of unified tax rates - Monitoring by tax authorities - Feedback from SSPs
Gaps in food safety regulation	Enhance food safety regulations	<ul style="list-style-type: none"> -Develop and enforce regulations on the use of harmful chemicals in food production. - Encourage agro ecology food production practices. -Institutionalize GAPs to ensure standardization. -Strengthen extension services and strongly recommend privatization. 	NAFDAC, Ministry of Health, SSPs, associations and cooperatives, FMAFS, FMITI. Private sector.	6-12 months	<ul style="list-style-type: none"> - Regular food safety audits - Compliance reports - Feedback from consumers and SSPs
Regulations for indigenous seeds	Promote, protect and conserve indigenous seeds	<ul style="list-style-type: none"> -Review of existing database(s) of indigenous seeds. - Develop regulations to support the use, conservation and protection of indigenous seeds. -Develop a gene bank for indigenous seeds. -Conduct research on the indigenous seeds. 	Ministry of Agriculture, National Seed Council, SSP Associations, Development partners, OPS.	6-12 months	<ul style="list-style-type: none"> - Adoption of regulations - Monitoring of seed usage - Feedback from farmers

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame	Monitoring & Evaluation
		<ul style="list-style-type: none"> -Conduct baseline surveys in the wards. - Conduct awareness campaigns among farmers/ promotion of indigenous seeds - Provide support for seed certification processes 			
Complex regulatory processes	Streamline and simplify regulatory processes	<ul style="list-style-type: none"> - Engage regulatory agencies to simplify registration and approval processes - Develop an accreditation system for SSPs - Periodically review and update regulations to ensure relevance 	NAFDAC, Ministry of Agriculture, SSP Associations, Relevant OPS, Relevant MDAs.	6-12 months	<ul style="list-style-type: none"> - Evaluation of regulatory processes - Feedback from SSPs - Regular reviews and updates
Enforcement of existing laws	Strengthen enforcement mechanisms	<ul style="list-style-type: none"> - Establish a compliance team to monitor and enforce regulations - Review policies related to loans and collateral by the Bankers Committee -Review existing laws - Provide training for enforcement officers 	Compliance Agencies, Bankers Committee, SSP Associations	Ongoing	<ul style="list-style-type: none"> - Regular enforcement reports - Feedback from SSPs - Performance evaluations of enforcement officers
Inclusivity in new laws and regulations	Ensure inclusive regulatory development	<ul style="list-style-type: none"> - Conduct sensitization programs for SSPs - Engage SSPs in the law-making process - Develop empowerment schemes for farmers -Specify which groups are to be included with a balance ratio of youth, women and people with disabilities. 	Ministry of Agriculture, SSP Associations, NGOs	6-12 months	<ul style="list-style-type: none"> - Participation rates in sensitization programs - Feedback from SSPs - Evaluation of empowerment schemes
Stakeholder advocacy for reforms	Facilitate stakeholder advocacy	<ul style="list-style-type: none"> - Organize periodic stakeholder meetings to discuss legal and regulatory issues - Improve security measures to create a conducive environment for farming -Provide enabling environment and ease of doing business. 	Ministry of Agriculture, SSP Associations, Security Agencies, NBA	Quarterly	<ul style="list-style-type: none"> - Meeting minutes and action plans - Feedback from stakeholders - Security reports

4.7 Structured Agenda for Engaging Critical Stakeholders in Agribusiness, Private Sector Entities, Associations, and Policymakers, to Ensure the Growing Success of the Agribusiness Sector

4.7.1 Identifying Key Stakeholders

A crucial first step in enhancing stakeholder engagement in the agribusiness sector is to conduct a baseline audit and assessment of all relevant stakeholders. This involves listing and categorizing stakeholders according to their roles and responsibilities. Government agencies, NGOs, and research institutions will collaborate over a 1-3-month period to create a comprehensive and categorized stakeholder list. This list will be reviewed regularly to ensure all key stakeholders are accurately identified and categorized.

4.7.2 Fostering Collaboration and Partnerships

Promoting Public-Private Partnerships (PPPs) and multi-stakeholder engagement forums is essential for the growth of the agribusiness sector. Activities include organizing joint trade shows, trade missions, and roadshows, as well as establishing multi-stakeholder forums, both physical and digital. This initiative, involving government bodies, the private sector, development partners, and NGOs, will span 6-12 months. The success of these activities will be measured by participation rates and the outcomes of collaborations formed during these events.

4.7.3 Establishing Dialogue and Engagement Platforms

Setting up platforms for ongoing dialogue and engagement among stakeholders is vital for sustained collaboration. This can be achieved by conducting conferences, summits, workshops, and town hall meetings, and by forming associations and cooperative societies meetings. Government entities, associations, cooperatives, and development partners will work together over a 3-6-month period to establish these platforms. The effectiveness of these platforms will be tracked by monitoring the number of meetings held and evaluating their impact on stakeholder engagement.

4.7.4 Ensuring Inclusive Stakeholder Engagement

To ensure that Small-Scale Producers (SSPs) have their voices heard, strategies must be implemented to foster inclusive stakeholder engagement. This includes adopting a bottom-up approach in stakeholder engagement, conducting NEEDS assessments, and establishing robust feedback mechanisms. Government agencies, NGOs, community leaders, and SSP representatives will lead this ongoing effort. The effectiveness of these strategies will be evaluated by assessing feedback from SSPs and their participation in decision-making processes.

4.7.5 Monitoring and Evaluating Stakeholder Engagement

Developing and implementing a comprehensive Monitoring & Evaluation (M&E) framework is critical for assessing the effectiveness of stakeholder engagement

initiatives. This involves gathering baseline data, conducting stakeholder audits, setting Key Performance Indicators (KPIs), and performing continuous impact assessments. Government bodies, the private sector, NGOs, and research institutions will collaborate on this ongoing initiative. The achievement of KPIs and the impact of stakeholder engagement efforts will be regularly reviewed through case studies and success stories.

Table 11: Detailed Agenda for Engaging Critical Stakeholders in Agribusiness, Private Sector Entities, Associations, and Policymakers, to Ensure the Growing Success of the Agribusiness Sector

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame	Monitoring & Evaluation
Identifying Key Stakeholders	Conduct a baseline audit and assessment of stakeholders	- List and categorize all stakeholders according to their roles and responsibilities	Government agencies, NGOs, Research Institutions, OPS, Farmers' associations.	1-3 months	Review the comprehensive list and categorize stakeholders
Fostering Collaboration and Partnerships	Promote Public-Private Partnerships (PPPs) and multi-stakeholder engagement forums	- Organize joint trade shows, trade missions, and roadshows - Establish multi-stakeholder forums, both physical and digital, -Identify incentive measures for technology and financial institutions to collaborate/partner.	Government, Private Sector, Development Partners, NGOs, INGOs.	6-12 months	Measure participation rates and collaboration outcomes
Establishing Dialogue and Engagement Platforms	Set up platforms for ongoing dialogue and engagement among stakeholders	- Conduct conferences, summits, workshops, and town hall meetings - Form associations and cooperative societies meetings Establish a digital platform.	Government, Associations, Cooperatives, Development Partners, NGOs.	3-6 months	Track the number and effectiveness of dialogue platforms
Ensuring Inclusive Stakeholder Engagement	Implement strategies to ensure SSPs' voices are heard and considered	- Use a bottom-top approach in stakeholder engagement - Conduct NEEDS assessments - Establish feedback mechanisms	Government, NGOs, Community Leaders, SSP Representatives, Security agencies	Ongoing	Evaluate feedback from SSPs and their participation in decision-making
Promotion of Trade Regulations/Laws	Implement strategies to promote trade regulations/laws	Create awareness among SSPs on existing trade regulations/laws.	FMITI, NEPC, NIPC, NEPZA. NGOs Farmers' Associations/cooperatives.	3-6 months	Evaluate feedback from Farmers' Associations/cooperatives on its members' awareness
Monitoring and Evaluating Stakeholder Engagement	Develop and implement a comprehensive M&E framework	- Gather baseline data - Conduct stakeholder audits - Set KPIs (Key Performance Indicators) - Conduct continuous impact assessments	Government, Private Sector, NGOs, Research Institutions	Ongoing	Regularly review KPI achievement and assess impact through case studies and success stories

5.0 NIAA FRAMEWORK AND IMPLEMENTATION APPROACH

This section outlines the structured frameworks and strategic approaches for implementing the NIAA. It provides a roadmap to operationalize the components discussed in Section 4.0, ensuring alignment with the NIAA's goals and objectives. The implementation approach emphasizes collaboration among stakeholders, adaptive mechanisms to address emerging challenges, and clear timelines for achieving measurable outcomes. Key focus areas include governance, financial inclusion, conflict resolution, legal and regulatory priorities, and stakeholder engagement. Together, these frameworks and approaches serve as a practical guide for translating the NIAA's vision into actionable results.

5.1 Framework for the National Integrated Agribusiness Agenda (NIAA)

5.1.1 Framework for Improvement of Governance Structures of Agricultural Cooperatives/Associations & Engaging Stakeholders in Agribusiness

The Table 12 outlines a strategic framework to enhance the effectiveness and inclusivity of governance in agricultural cooperatives and associations. It addresses key challenges such as outdated legal frameworks, weak public-private partnerships, insufficient data on small-scale producers (SSPs), and limited stakeholder engagement. By presenting targeted action plans, proposed activities, responsible stakeholders, and monitoring mechanisms, the table provides a comprehensive roadmap to strengthen governance, foster collaboration, and promote equitable participation in Nigeria's agribusiness sector. This integrated approach aims to build trust, drive sustainable development, and ensure that all stakeholders; farmers, private sector actors, and government entities work cohesively towards shared goals.

Table 12: Framework for Improvement of Governance Structures of Agricultural Cooperatives/Associations & Engaging Stakeholders in Agribusiness

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame	Monitoring & Evaluation
Identifying Key Stakeholders	Conduct a baseline audit and assessment of stakeholders	- List and categorize all stakeholders according to their roles and responsibilities	Government agencies, NGOs, Research Institutions, OPS, Farmers' associations.	1-3 months	Review the comprehensive list and categorize stakeholders
Outdated legal frameworks	Review and update legal frameworks	- Conduct legal reviews - Update Cooperative Act	Government, NBA, Cooperatives, & SSP Associations, OPS.	Short-term (6-12 months)	- Track progress of legal reviews - Monitor implementation of updated legislation
Regulatory gaps	Implement regulatory reforms	- Review existing regulations - Propose and implement new reforms - Develop Investor frameworks for specific commodities with state-specific policies - Reform commodity boards & ensure proper governance structures - Revisit price stabilization mechanism	NBA, CBN, NAIC, NDIC, NSITF, NAIC, NIRSAL, Policy makers Microfinance Banks. Government, Government, OPS, Commodity Association	Medium-term (12-24 months)	
Promotion of Trade Regulations/Laws	Implement strategies to promote trade regulations/laws	Create awareness among SSPs on existing trade regulations/laws.	FMITI, NEPC, NIPC, NEPZA. NGOs Farmers' Associations/cooperatives.	3-6 months	Evaluate feedback from Farmers' Associations/cooperatives on its members' awareness
Inadequate transparency during registration	Enhance transparency during registration	- Implement transparent registration processes - Monitor and audit registrations	Government, Cooperative Bodies	Short-term (6-12 months)	- Track implementation of transparent registration processes - Monitor audit findings and address any identified issues
Weak public-private partnerships	Strengthen public-private partnerships	- Review/Assess Existing PPP frameworks with an emphasis on knowledge sharing by development partners and farmers' associations. - Create PPP frameworks - Facilitate regular PPP meetings Establishment of a centralized hub such as obtained in the NIPC for investors; the hub will reflect the activities at the states and LGAs levels.	Government, Private Sector, Development partners, and Farmer associations.	Ongoing	- Track the development and implementation of PPP frameworks - Measure the effectiveness and frequency of PPP meetings

Challenge/Oppportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame	Monitoring & Evaluation
Fragmented support efforts	Strengthen public-private partnerships	<ul style="list-style-type: none"> - Establish joint initiatives - Facilitate regular collaboration meetings 	Government, Private Sector, NGOs	Ongoing	
Insufficient data on SSPs	Implement needs assessment and data collation	<ul style="list-style-type: none"> - Conduct surveys and data collection per ward in all 774 LGAs. - Develop SSP databases -Promote Knowledge sharing 	Private Sector, NGOs, Government, Development partners.	Medium-term (12-24 months)	<ul style="list-style-type: none"> - Track completion of data collection efforts - Monitor the development and accessibility of SSP databases
Inadequate capacity building	Conduct capacity building programs	<ul style="list-style-type: none"> - Organize training workshops - Develop audio-visual training materials - Assessment of capacity building gaps 	Government, Financial Institutions, NGOs, Farmers' Cooperatives/associations, Private sector, Development partners.	Ongoing	<ul style="list-style-type: none"> - Track participation in training programs - Evaluate the effectiveness of training materials
Climate Change and Yield Decline	Promote sustainable agricultural practices and climate-resilient crops	<ul style="list-style-type: none"> - Train SSPs on climate-smart agriculture - Develop and distribute climate-resilient seeds 	<ul style="list-style-type: none"> - Agricultural extension services - Research institutions - SSP cooperatives 	18 months	Annual yield and climate impact reports
Fostering Collaboration and Partnerships	Promote Public-Private Partnerships (PPPs) and multi-stakeholder engagement forums	<ul style="list-style-type: none"> - Organize joint trade shows, trade missions, and roadshows - Establish multi-stakeholder forums, both physical and digital, -Identify incentive measures for technology and financial institutions to collaborate/partner. 	Government, Private Sector, Development Partners, NGOs, INGOs.	6-12 months	Measure participation rates and collaboration outcomes
Establishing Dialogue and Engagement Platforms	Set up platforms for ongoing dialogue and engagement among stakeholders	<ul style="list-style-type: none"> - Conduct conferences, summits, workshops, and town hall meetings - Form associations and cooperative societies meetings Establish a digital platform. 	Government, Associations, Cooperatives, Development Partners, NGOs.	3-6 months	Track the number and effectiveness of dialogue platforms
Ensuring Inclusive Stakeholder Engagement	Implement strategies to ensure SSPs' voices are heard and considered	<ul style="list-style-type: none"> - Use a bottom-top approach in stakeholder engagement - Conduct NEEDS assessments - Establish feedback mechanisms 	Government, NGOs, Community Leaders, SSP Representatives, Security agencies	Ongoing	Evaluate feedback from SSPs and their participation in decision-making
Monitoring and Evaluating Stakeholder Engagement	Develop and implement a comprehensive M&E framework	<ul style="list-style-type: none"> - Gather baseline data - Conduct stakeholders audits - Set KPIs (Key Performance Indicators) - Conduct continuous impact assessments 	Government, Private Sector, NGOs, Research Institutions	Ongoing	Regularly review KPI achievement and assess impact through case studies and success stories

5.1.2 Framework for Establishing a Sustainable Financial Inclusion System among Small-Scale Producers (SSPs)

The Table 13 provides a comprehensive roadmap to address the challenges of financial inclusion among SSPs. It identifies key barriers such as limited financial literacy, inadequate microfinance support, and insufficient access to digital technologies, while presenting targeted action plans to resolve them. By incorporating proposed activities, responsible stakeholders, and specific time frames, the table ensures a structured approach to enhancing financial literacy, leveraging technology, and improving financial access for SSPs. This framework promotes collaboration among government agencies, financial institutions, NGOs, and private sector partners to create an inclusive, efficient, and sustainable financial system tailored to the needs of small-scale producers.

Table 13: Framework for Establishing a Sustainable Financial Inclusion System and Improvement of Financial Literacy Levels among Small-Scale Producers (SSPs)

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame
Inadequate baseline data	Conduct baseline assessments to analyse value chain data	- Prepare State level engagement framework for the improvement of financial literacy	Government, Research Institutions, NGOs	Short-term (6-12 months)
Poor microfinance support	Promote microfinance institutions and community-based organizations	- Support the creation of microfinance programs - Facilitate community-based financial inclusion initiatives	Government, Microfinance Institutions, NGOs	Ongoing
Limited access to financial services in rural areas	Harness technology for financial services	- Develop mobile banking solutions - Train SSPs on using digital financial services	Government, FinTech Companies, Financial institutions, OPS, Development partners, Insurance Companies.	Medium-term (12-24 months)
Low adoption of digital technologies	Leverage digital technologies	-Review of existing digi-tech -Improve accessibility to digi-tech. - Provide digital literacy training -Development and provision of specialized digital tools	Government, Telecom Companies, NGOs, SSPs.	Medium-term (12-24 months)
Limited financial literacy	Organize capacity building programs	- Assess literacy gaps. - Conduct financial literacy workshops - Develop financial education content	Financial Institutions, NGOs, Private sector, Farmers' associations, Development partners.	Ongoing
Government support gaps	Government support for financial literacy programs	- Develop government-led programs - Allocate funding for financial literacy	Government, Educational Institutions, NGOs	Ongoing
Lack of standardized financial models	Develop standardized financial models	-Assess gaps - Create sustainable financial models/templates	Government, Financial Experts, NGOs	Short-term (6-12 months)

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame
		- Train SSPs on using these models		
Inadequate financial linkages	Facilitate financial linkages	- Organize stakeholder meetings - Develop financial linkage programs - Application of fintech and capacity building	Government, Financial Institutions, Private sector, Development partners	Medium-term (12-24 months)
High interest rates on funds	Provide access to low-interest funds	- Negotiate with financial institutions - Create low-interest loan programs/ Develop appropriate financial instruments - Advocate for a sustainable fund tenure and interest rate	Government, Financial Institutions (including NDIC, NSITF, NAIC), CBN, Policy makers, NGOs	Medium-term (12-24 months)
Inadequate collateral systems	Establish the National Collateral Registry	- Develop collateral registry infrastructure - Implement collateral registration processes	Government, Financial Institutions	Medium-term (12-24 months)
Risks of Farmer's Default and Insecurity	Develop robust risk management frameworks and security measures	- Leverage on and harness existing insurance packages for SSPs - Implement security measures in farming areas	- Government (Ministry of Agriculture) - Insurance companies - Security agencies	12 months
Financial Gaps	Improve access to finance	- Establish creditworthiness documentation - Train SSPs on the merit of creditworthiness documentation	- Financial institutions - Government (Infrastructure ministries) - Private sector investors - SSPs -SMEs	24 months
Infrastructure Gaps	Improve access to infrastructure	- Invest in rural infrastructure (roads, storage facilities, Banks)	- Government (Infrastructure ministries) - Private sector investors - Financial Institutions - CBN	24 months

5.1.3 Framework for Development of Robust System for Conflict Resolution, Advocating for Fairness and Diversity among Associations and SSPs

The Table 14 presents a comprehensive plan to address disputes, promote fairness, and ensure inclusivity within agricultural associations and SSP groups. It identifies key

challenges, such as poorly defined roles, unfair treatment, and lack of resources, and links these to actionable plans, detailed activities, and responsible stakeholders. The table also integrates timelines and monitoring mechanisms to track the implementation and effectiveness of each initiative. This structured approach supports a culture of respect, transparency, and equity while strengthening the legal and governance frameworks necessary for long-term conflict resolution and diversity advocacy.

Table 14: Framework for Development of Robust System for Conflict Resolution, Advocating for Fairness and Diversity among Associations and SSPs

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame	Monitoring & Evaluation
Lack of Standard Operating Procedures (SOP)	Develop comprehensive SOPs for associations	Form a committee to draft SOPs Review and approve SOPs by legal experts	Government agencies, Association leaders, NBA, OPS, CSOs, Development partners, Industry associations, National Association/Cooperative Bodies/leaders	12 months	Regular review meetings, SOP compliance audits
Lack of effective communication	Establish communication protocols	Develop a communication plan Train members on effective communication	Association leaders, Communication experts, OPS, NGOs	2 months	Surveys, Quarterly Feedback
Lack of equal opportunities for members	Ensure equitable opportunities	-Assess Gaps -Implement policies for equal opportunities -Monitor adherence to these policies	Association leaders, Government agencies, OPS, NGOs	Ongoing	Regular audits, Member feedback
Flagrant abuse of power	Implement checks and balances	-Establish oversight committees -Conduct regular audits -Establish Grievance Redress Mechanisms and mediation & arbitration	Government agencies, Association leaders, Industrial courts, IPCR, OPS.	Ongoing	Audit reports, Member surveys
Lack of resources	Mobilize resources for associations	Identify funding opportunities Develop resource allocation plans	Government agencies, NGOs, OPS, Association/Cooperative leaders	6 months	Financial reports, Resource allocation tracking
Poorly defined roles and responsibilities of members	Clearly define roles and responsibilities	-Articulate stronger oversight by state and federal departments of cooperatives -Draft and disseminate role descriptions -Train members on their roles	Association leaders, HR experts, NBA, NGOs	3 months	Role clarity surveys, Performance reviews
Poorly defined objectives of the Association	Set clear objectives	Conduct strategic planning sessions Regularly review and update objectives	Association leaders, Strategic planners	3 months, then annually	Progress reports, Strategy reviews

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame	Monitoring & Evaluation
Unfair treatment of members/parties of the Association	Implement fairness policies	-Develop and enforce fairness policies -Regularly review treatment of members -Establish/implement GRM	Association leaders, Government agencies, NBA, IPCR.	Ongoing	Fairness audits, Member feedback
Conflict of interest of members	Establish conflict of interest policies	-Draft and implement conflict of interest policies -Conduct regular training on these policies -Establish/implement GRM	Legal experts, Association leaders, NBA	2 months	Conflict of interest disclosures, Policy compliance reviews
Issues of cultural and religious differences	Promote inclusivity and respect for diversity	-Develop and implement diversity policies Conduct cultural sensitivity training -Establish/implement GRM	Association leaders, Cultural experts	Ongoing	Diversity audits, Training feedback
Belligerence to members	Foster a culture of respect	Develop and enforce code of conduct Provide conflict resolution training	Association leaders, HR experts	2 months	Incident reports, Member surveys
Conflict between individual and group objectives	Align individual and group objectives	Conduct regular alignment meetings Develop shared goals	Association leaders, Strategic planners	3 months, then ongoing	Progress reviews, Goal alignment surveys
Promote dialogue and mediation	Facilitate dialogue and mediation	-Establish mediation committees -Train members in mediation techniques -Establish/implement GRM	Community leaders, Mediation experts, IPCR.	Ongoing	Mediation reports, Member feedback
Legal frameworks for conflict resolution	Strengthen legal frameworks	Review and update legal frameworks Regular sensitization on legal provisions -Establish/implement GRM	Government agencies, NBA, IPCR, Industrial courts, NGOs, Associations/Cooperatives	6 months, then ongoing	Legal framework reviews, Member feedback
Role of community leaders and traditional institutions	Engage community leaders in conflict resolution	Sensitize community leaders on conflict resolution Involve them in mediation processes	Government, Community leaders, Association leaders	Ongoing	Conflict resolution reports, Community feedback
Ensuring Fair Treatment of SSPs	Implement comprehensive agreement and capacity-building programs	- Draft and implement contract templates with protective clauses - Conduct training for SSPs and stakeholders	- Government (NABG) - Legal experts - SSP cooperatives	6 months	Quarterly stakeholder feedback sessions
Policy and Regulation for SSP Engagement	Review policies ensuring SSP engagement and representation	- Review existing policies for SSP engagement through cooperatives - Ensure collateral registration and representation inclusion	- Government (Agricultural policy makers) - SSP cooperatives	24 months	Annual policy review and impact assessment
Promoting Transparency and Accountability	Establish clear frameworks for transparency	- Monitor implementation of data and research	- Government (Data agencies)	9 months	Bi-annual transparency and

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame	Monitoring & Evaluation
	and accountability	<p>processes for documentation.</p> <p>-Develop and monitor framework for transparency and accountability.</p>	<p>- SSP cooperatives</p> <p>- Private sector partners</p>		accountability reports
Incentives for Private Sector Engagement	Provide incentives to encourage fair and inclusive private sector engagement	<p>- Conduct advocacy campaigns on best practices</p> <p>- Provide financial literacy training for SSPs</p> <p>- Ensure binding contracts and creditworthiness documentation</p>	<p>- Government (Incentive programs)</p> <p>- Financial institutions</p> <p>- Private sector companies</p>	12 months	Annual incentive impact evaluation
Limited inclusion of women, young people, and people with disabilities in SSP activities	Develop an inclusive participation framework for SSPs.	<p>- Conduct baseline assessments to identify the participation levels of marginalized groups.</p> <p>- Develop inclusive policies within cooperatives and farmer groups.</p>	Government, NGOs, SSP Cooperatives, Community Leaders	Short Term (1-2 years)	<p>- Track participation rates of marginalized groups.</p> <p>- Monitor changes in cooperative membership demographics.</p>
Barriers to accessing training and financial resources for marginalized groups	Provide targeted capacity building and financial support.	<p>- Organize tailored training programs addressing the unique needs of women, youth, and people with disabilities.</p> <p>- Partner with MFIs to create inclusive financial products.</p>	Government, Financial Institutions, NGOs, Farmer Cooperatives	Medium Term (2-4 years)	<p>- Measure the uptake of financial products by marginalized groups.</p> <p>- Evaluate training effectiveness via surveys and assessments.</p>
Social and cultural biases restricting full participation	Promote awareness campaigns and advocacy for inclusivity.	<p>- Launch community sensitization programs highlighting the economic value of inclusivity.</p> <p>- Develop role model campaigns showcasing successful marginalized group participants.</p>	NGOs, Community Leaders, Religious Leaders, Farmer Associations	Ongoing	<p>- Track reductions in reported instances of bias.</p> <p>- Evaluate community-level changes in attitudes toward diversity.</p>
Lack of adaptive tools and infrastructure for people with disabilities	Provide inclusive farming tools and infrastructure support.	<p>- Subsidize adaptive farming tools and technologies for people with disabilities.</p> <p>- Build accessible storage facilities and training centers.</p>	Government, Private Sector, NGOs	Medium Term (2-4 years)	<p>- Monitor the distribution and usage of adaptive tools.</p> <p>- Evaluate the accessibility of farming infrastructure.</p>
Limited representation of marginalized groups in decision-making roles	Ensure representation in leadership and governance.	<p>- Mandate minimum representation quotas for women, youth, and people with disabilities in cooperatives and farmer organizations.</p> <p>- Conduct leadership training for marginalized groups.</p>	Farmer Cooperatives, Government, NGOs	Short Term (1-2 years)	<p>- Monitor compliance with representation quotas.</p> <p>- Track leadership training participation and outcomes.</p>

5.1.4 Legal and Regulatory Framework Essential for the Growing Success of the Agribusiness Sector Focused on SSPs

Table 15 outlines a comprehensive action plan addressing various challenges and opportunities within the legal and regulatory framework for agribusiness, particularly for Small-Scale Producers (SSPs). It identifies key gaps in existing systems, including issues with taxation, food safety, and indigenous seed regulations, and proposes targeted solutions such as law revisions, regulatory streamlining, and stakeholder engagement. For each challenge, the table specifies actionable steps, responsible stakeholders, time frames, and mechanisms for monitoring and evaluation. The goal is to create a more enabling environment that supports the growth and inclusivity of the agribusiness sector while promoting legal compliance and sustainability.

Table 15: Legal and Regulatory Framework: Promotion of Pertinent Legal and Regulatory Priorities Essential for the Growing Success of the Agribusiness Sector Focused on SSPs

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame	Monitoring & Evaluation
Gaps in existing legal and regulatory frameworks affecting SSPs	Review and update relevant laws	<ul style="list-style-type: none"> - Conduct a comprehensive review of existing agribusiness laws - Engage legal experts to draft amendments - Conduct public consultations to gather input from SSPs and other stakeholders 	Ministry of Agriculture, NBA, SSP Associations, OPS, FMITI.	6-12 months	<ul style="list-style-type: none"> - Regular progress reports - Feedback from public consultations - Approval from legislative bodies
Legal and Regulatory Gaps	Establish comprehensive legal and regulatory frameworks	<ul style="list-style-type: none"> - Review existing protective clauses for contracts. - Carry out needs assessments. - Design and implement a registration and contract framework - Involve legal experts to draft protective clauses for contracts 	<ul style="list-style-type: none"> - Government regulatory bodies - NBA - SSP cooperatives - OPS 	9 months	Bi-annual legal compliance reviews
Multiple Taxation & Sensitization on Zero VAT for farmers	Simplify tax system for agricultural value chains	<ul style="list-style-type: none"> - Tax sensitization, review and unification - Harmonization of tax processes - Coordinate with tax authorities to unify tax rates - Develop guidelines for simplified tax processes - Educate SSPs on new tax procedures 	Federal Inland Revenue Service (FIRS), Ministry of Finance, SSP Associations, Development partners, OPS	6 months	<ul style="list-style-type: none"> - Implementation of unified tax rates - Monitoring by tax authorities - Feedback from SSPs
Gaps in food safety regulation	Enhance food safety regulations	<ul style="list-style-type: none"> - Develop and enforce regulations on the use of harmful chemicals in food production. - Encourage agro ecology food production practices. - Institutionalize GAPS to ensure standardization. 	NAFDAC, Ministry of Health, SSPs, associations and cooperatives, FMAFS, FMITI, Private sector.	6-12 months	<ul style="list-style-type: none"> - Regular food safety audits - Compliance reports - Feedback from consumers and SSPs

Challenge/Opportunity	Action Plan	Proposed Activities	Stakeholders Responsible	Time Frame	Monitoring & Evaluation
		-Strengthen extension services and strongly recommend privatization.			
Regulations for indigenous seeds	Promote, protect and conserve indigenous seeds	<ul style="list-style-type: none"> -Review of existing database(s) of indigenous seeds. - Develop regulations to support the use, conservation and protection of indigenous seeds. -Develop a gene bank for indigenous seeds. -Conduct research on the indigenous seeds. -Conduct baseline surveys in the wards. - Conduct awareness campaigns among farmers/ promotion of indigenous seeds - Provide support for seed certification processes 	Ministry of Agriculture, National Seed Council, SSP Associations, Development partners, OPS.	6-12 months	<ul style="list-style-type: none"> - Adoption of regulations - Monitoring of seed usage - Feedback from farmers
Complex regulatory processes	Streamline and simplify regulatory processes	<ul style="list-style-type: none"> - Engage regulatory agencies to simplify registration and approval processes - Develop an accreditation system for SSPs - Periodically review and update regulations to ensure relevance 	NAFDAC, Ministry of Agriculture, SSP Associations, Relevant OPS, Relevant MDAs.	6-12 months	<ul style="list-style-type: none"> - Evaluation of regulatory processes - Feedback from SSPs - Regular reviews and updates
Enforcement of existing laws	Strengthen enforcement mechanisms	<ul style="list-style-type: none"> - Establish a compliance team to monitor and enforce regulations - Review policies related to loans and collateral by the Bankers Committee -Review existing laws - Provide training for enforcement officers 	Compliance Agencies, Bankers Committee, SSP Associations	Ongoing	<ul style="list-style-type: none"> - Regular enforcement reports - Feedback from SSPs - Performance evaluations of enforcement officers
Inclusivity in new laws and regulations	Ensure inclusive regulatory development	<ul style="list-style-type: none"> - Conduct sensitization programs for SSPs - Engage SSPs in the law-making process - Develop empowerment schemes for farmers -Specify which groups are to be included with a balance ratio of youth, women and people with disabilities. 	Ministry of Agriculture, SSP Associations, NGOs	6-12 months	<ul style="list-style-type: none"> - Participation rates in sensitization programs - Feedback from SSPs - Evaluation of empowerment schemes
Stakeholder advocacy for reforms	Facilitate stakeholder advocacy	<ul style="list-style-type: none"> - Organize periodic stakeholder meetings to discuss legal and regulatory issues - Improve security measures to create a conducive environment for farming -Provide enabling environment and ease of doing business. 	Ministry of Agriculture, SSP Associations, Security Agencies, NBA	Quarterly	<ul style="list-style-type: none"> - Meeting minutes and action plans - Feedback from stakeholders - Security reports

5.2 Introduction to Tripartite Collaboration in Agribusiness

5.2.1 Overview of Tripartite Collaboration

Tripartite collaboration in agribusiness refers to a cooperative model that brings together three key stakeholders: **farmers, government**, and the **private sector**. This approach leverages the unique strengths and resources of each party to address challenges, improve productivity, and drive sustainable development in the agricultural sector. Farmers provide the labour, knowledge of local practices, and land resources; the government offers regulatory frameworks, infrastructure, and policy support; and the private sector contributes capital, technology, and market access. Together, these parties can create a robust ecosystem that fosters growth, resilience, and economic sustainability in agribusiness.

5.2.2 Importance of Partnerships in Agribusiness

Collaborative partnerships are essential for modernizing and scaling agribusiness, especially in developing economies where agriculture is a critical driver of employment and GDP. In a tripartite framework:

- **Farmers** gain access to improved resources, technology, and training, enabling them to increase productivity and income.
- **The Government** fulfils its mandate of rural development and food security by providing regulatory support, infrastructure, and incentives for sustainable practices.
- **The Private Sector** benefits from a reliable supply chain, expanded markets, and opportunities for investment in a growing sector.

By aligning the goals of each party, tripartite collaborations help to mitigate risks, streamline operations, and drive innovation in the agricultural sector.

5.2.3 Relevance to the Nigeria Integrated Agribusiness Agenda (NIAA)

The Nigeria Integrated Agribusiness Agenda (NIAA) emphasizes the importance of such partnerships to achieve its objectives of transforming Nigeria's agricultural landscape. The NIAA aims to address persistent challenges in Nigeria's agribusiness sector, such as low productivity, inadequate access to finance, limited market access, and outdated legal frameworks. By fostering a tripartite approach, the NIAA seeks to:

- **Build a more cohesive and structured agribusiness sector** that leverages the strengths of all stakeholders.
- **Enhance financial inclusion and governance** within farmer cooperatives and associations, enabling small-scale producers to access critical resources.
- **Encourage sustainable growth and investment**, providing a stable environment for private sector engagement.

In aligning with NIAA's goals, tripartite collaboration not only advances the interests of each stakeholder group but also contributes to national objectives of food security, rural development, and economic diversification. Through strategic partnerships, the NIAA aims to create a vibrant, sustainable agribusiness ecosystem that benefits Nigerian farmers, boosts the national economy, and attracts long-term investment. By integrating

technical rigor with the active support and commitment of key stakeholders, this approach establishes the NIAA as a solid framework for driving sustainable agribusiness growth in Nigeria (Figure 5).

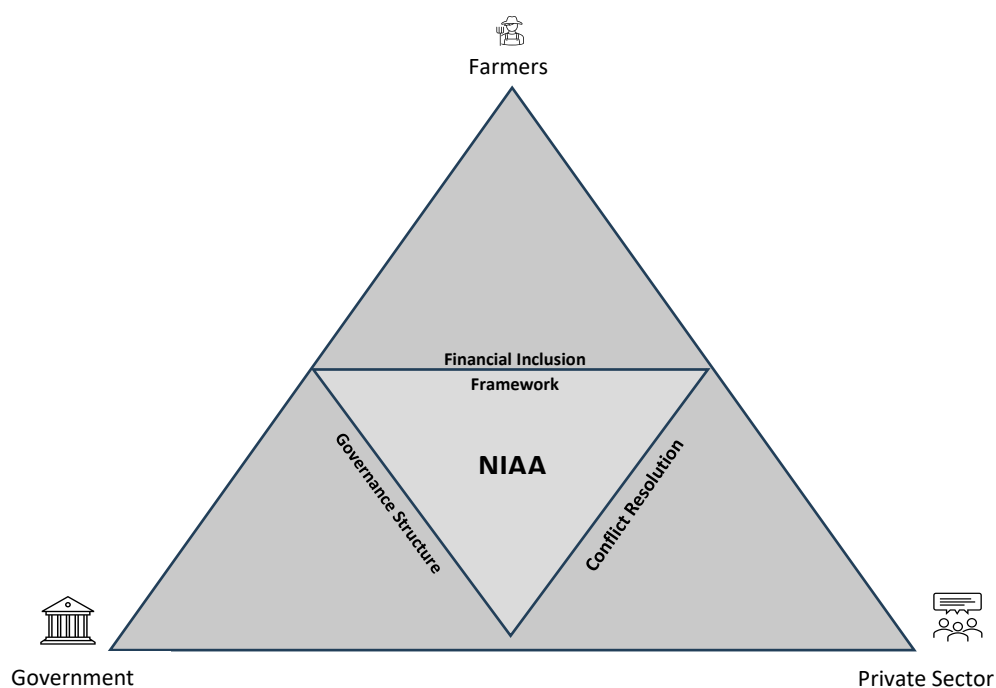


Figure 5: Illustration of NIAA's tripartite approach

5.3 Case Studies of Tripartite Collaboration in Nigeria

Table 16 highlights **key examples of successful tripartite collaborations** between farmers, the government, and the private sector in Nigeria. These case studies demonstrate how coordinated efforts among these stakeholders have addressed challenges, improved productivity, and fostered sustainable development in the agribusiness sector. Each example outlines the collaboration's **overview**, the roles of the **stakeholders**, and the resulting **impact**, followed by an analysis of the factors that contributed to their success and the lessons learned. These insights provide valuable guidance for the implementation of the **National Integrated Agribusiness Agenda (NIAA)** and underline the potential of tripartite collaboration to transform Nigeria's agricultural landscape.

Table 16: Case Studies of Tripartite Collaboration in Nigeria

Case Study	Overview	Stakeholders	Impact
Anchor Borrowers' Programme (ABP)	Initiated by the Central Bank of Nigeria (CBN), the ABP connects smallholder farmers with financing and market access by engaging private sector off-takers and supporting institutions.	<ul style="list-style-type: none"> - Farmers: Receive inputs and credit - Government: Provides regulatory and financial support - Private Sector: Off-takers guarantee purchase of crops at fair prices 	Increased rice production, reduced import dependency, and raised incomes for participating farmers
Olam Rice Farm and Outgrower Scheme	Olam, a leading agribusiness company, partnered with the Nigerian government and local farmers to establish a large rice farm with an outgrower program.	<ul style="list-style-type: none"> - Olam: Provides capital, infrastructure, and technical expertise - Government: Offers regulatory support and incentives - Local Farmers: Participate as outgrowers with training and a guaranteed market 	Boosted rice production, created jobs, improved outgrower livelihoods, and contributed to Nigeria's goal of rice self-sufficiency
Nigeria Incentive-Based Risk Sharing System for Agricultural Lending (NIRSAL)	Established by the CBN, NIRSAL aims to de-risk agricultural finance by encouraging private investment and supporting farmers through credit guarantees and insurance.	<ul style="list-style-type: none"> - Farmers: Gain access to credit - Government: Provides risk-sharing instruments - Financial Institutions: Benefit from reduced lending risks 	Enabled substantial private sector investment in agriculture, facilitated financing for small-scale farmers, and increased productivity

Analysis of Key Success Factors

Clear Roles and Responsibilities	Each stakeholder group (farmers, government, private sector) had clearly defined roles, reducing conflicts and ensuring accountability.
Risk Mitigation Mechanisms	Programs like NIRSAL provided financial safeguards that encouraged private sector investment, making agriculture a viable sector for investment.
Market Access and Pricing Guarantees	The ABP and Olam schemes offered pricing guarantees, reducing risks for farmers and ensuring profitability.
Training and Capacity Building	Training programs helped farmers adopt best practices, leading to higher productivity and sustainable farming methods.

Lessons Learned from Nigerian Examples

Importance of Government Support	Importance of Government Support
Private Sector's Role in Enhancing Efficiency	Private Sector's Role in Enhancing Efficiency
Need for Transparent and Fair Processes	Clear guidelines and transparency in operations, especially in financing and pricing, helped build trust among all parties.
Focus on Sustainable Practices	Projects that incorporated sustainable farming practices not only yielded immediate benefits but also contributed to long-term agricultural resilience.

5.4 International Models of Tripartite Collaboration in Agribusiness

Table 17 presents **key international case studies** of successful collaborations among farmers, governments, and private sector players in agribusiness. These examples—from Brazil, India, the Netherlands, Kenya, and Ethiopia—highlight diverse approaches to fostering tripartite relationships, focusing on cooperative models, cluster-based strategies, technology adoption, and strong stakeholder coordination.

Each case study outlines the **structures and strategies** used, the **outcomes achieved**, and the **potential applicability of these models to Nigeria**, providing valuable insights for the implementation of the **National Integrated Agribusiness Agenda (NIAA)**. These lessons underscore the importance of leveraging partnerships to create sustainable and globally competitive agribusiness sectors.

Table 17: International Models of Tripartite Collaboration in Agribusiness

Case Study	Overview	Structures and Strategies	Outcomes	Potential Applicability to Nigeria
Brazil: Sugarcane Ethanol Industry	A collaboration between sugarcane farmers, the Brazilian government, and private ethanol companies to produce biofuels.	<ul style="list-style-type: none"> - Cooperatives: Farmers organized into cooperatives for shared resources. - Government Support: Policies incentivized ethanol production and funded research. - Private Sector: Invested in processing plants and export markets. 	<ul style="list-style-type: none"> - Brazil became a global leader in biofuel production. - Farmers gained steady incomes through secure contracts. - Reduced greenhouse gas emissions via renewable energy. 	<ul style="list-style-type: none"> - Cooperative Model: Nigeria can organize smallholder farmers into cooperatives for resource sharing. - Government Incentives: Develop policies to attract investment in renewable energy or agro-processing. - Market Access: Collaborate with private companies to establish reliable markets for crops like cassava or sugarcane.
India: Amul Dairy Cooperative	A dairy cooperative system involving farmers, the Indian government, and the private sector, transforming India into the world's largest milk producer.	<ul style="list-style-type: none"> - Farmer-Owned Cooperatives: Farmers own processing units. - Private Sector: Managed branding and marketing. - Government Support: Provided infrastructure (e.g., rural electrification) and subsidies for dairy development. 	<ul style="list-style-type: none"> - Empowered small-scale farmers with ownership of value chains. - Created a globally recognized brand. - Ensured steady incomes and rural development. 	<ul style="list-style-type: none"> - Value Addition: Nigeria can replicate this model for crops like cocoa and cashew. - Brand Development: Use private sector expertise to build internationally recognized Nigerian agricultural brands. - Government Role: Provide subsidies and infrastructure for rural agribusiness development.

Case Study	Overview	Structures and Strategies	Outcomes	Potential Applicability to Nigeria
Netherlands: Horticulture Cluster Model	A partnership between Dutch farmers, the government, and private companies, focusing on horticulture and greenhouse technology to create a globally competitive agricultural sector.	<ul style="list-style-type: none"> - Cluster Approach: Farmers, government, and private firms operate in clusters for efficiency. - Technology Adoption: Heavy investment in greenhouses and water management. - Government Role: Funded R&D and provided tax incentives. 	<ul style="list-style-type: none"> - The Netherlands became a world leader in horticulture and agricultural exports. - Farmers adopted high-yield practices. - Strengthened collaboration among stakeholders. 	<ul style="list-style-type: none"> - Cluster Model: Establish agribusiness clusters in regions with strong farming potential. - Technology Transfer: Introduce innovations such as irrigation systems and greenhouse farming. - Export Focus: Build capacity for Nigerian farmers to compete in international markets for crops like vegetables or flowers.
Kenya: Tea Development Agency (KTDA)	A collaboration between smallholder tea farmers, the Kenyan government, and private companies, making Kenya one of the largest tea exporters globally.	<ul style="list-style-type: none"> - Farmer Cooperatives: Farmers organized into regional cooperatives for processing. - Private Sector: Invested in international market access and logistics. - Government: Supported regulatory frameworks and infrastructure. 	<ul style="list-style-type: none"> - Increased farmer incomes and access to international markets. - Improved quality of tea through better farming practices. - Established sustainable cooperatives. 	<ul style="list-style-type: none"> - Market Access: Leverage cooperatives to improve market access for Nigerian export crops. - Processing Facilities: Invest in local processing plants for cash crops like coffee or groundnuts. - Government Role: Support cooperatives with enabling policies and infrastructure development.
Ethiopia: Agricultural Transformation Agency (ATA)	A government-led agency that facilitates collaboration between farmers, private companies, and government agencies to improve agricultural productivity and access to markets.	<ul style="list-style-type: none"> - Centralized Coordination: ATA serves as a hub for stakeholder collaboration. - Private Sector: Supports farmers with technology and market linkages. - Government: Provides policy support and infrastructure. 	<ul style="list-style-type: none"> - Boosted yields for key crops like wheat and teff. - Strengthened public-private partnerships in agriculture. - Improved resilience to climate shocks. 	<ul style="list-style-type: none"> - Coordinating Agency: Nigeria could establish a similar body under NIAA to drive collaboration. - Policy Support: Align policies with private sector needs. - Technology Introduction: Encourage partnerships for modern farming tools like irrigation or mechanization.

Key Takeaways for Nigeria

1. **Cooperative Models:** Adopt farmer cooperatives similar to Brazil, India, and Kenya to enhance resource sharing and market access.
2. **Cluster and Technology Adoption:** Implement cluster-based approaches with technology investments as seen in the Netherlands to boost productivity and competitiveness.
3. **Strong Coordination:** Create a centralized body like Ethiopia's ATA under NIAA to streamline collaboration and monitor progress.
4. **Government-Private Synergy:** Provide policy incentives for private sector engagement in agro-processing and export, inspired by Kenya's and India's models.

5.4 Key Components of Successful Tripartite Collaborations

Successful tripartite collaborations between farmers, the government, and the private sector rely on a set of core components that create a foundation for effective partnerships. These components ensure alignment of goals, equitable participation, and long-term sustainability in agribusiness initiatives.

1. Governance and Leadership Structures

- **Strong Governance Models:** Establish well-defined governance frameworks that clarify roles and responsibilities among stakeholders to ensure accountability and minimize conflicts.
 - Example: Cooperatives led by farmer-elected boards, supported by private sector advisors and government oversight.
- **Inclusive Decision-Making:** Create platforms for inclusive dialogue and participatory decision-making that incorporates the voices of all stakeholders, especially smallholder farmers.
 - Example: Public-Private Dialogue forums to foster transparency and mutual understanding.

2. Financial and Technical Support Mechanisms

- **Access to Finance:** Develop financial mechanisms, such as credit guarantees, subsidies, and low-interest loans, to ensure farmers and agribusinesses can invest in production and value addition.
 - Example: Programs like Nigeria's Anchor Borrowers' Programme (ABP) that link farmers to credit and markets.
- **Technical Assistance:** Provide capacity-building initiatives, including training programs, access to modern technology, and advisory services, to help stakeholders adopt best practices.
 - Example: Private sector contributions in providing precision farming tools, crop insurance, and technical training.

3. Conflict Resolution Frameworks and Strategies

- **Standard Operating Procedures (SOPs):** Develop clear guidelines and SOPs for handling disputes, ensuring transparency and consistency in conflict resolution processes.
 - Example: Mediation committees within cooperatives to resolve internal farmer conflicts.
- **Independent Arbitration Bodies:** Establish neutral bodies to address larger disputes between farmers, private companies, or government agencies.
 - Example: A government-backed arbitration council for agribusiness partnerships.

4. Monitoring, Evaluation, and Transparency Practices

- **Performance Metrics:** Define clear metrics to evaluate the progress and impact of collaboration initiatives, such as yield improvements, income growth, or market access.
 - Example: Annual reporting systems for cooperatives and agribusinesses to track outcomes.
- **Transparency Measures:** Use digital platforms and tools to ensure transparency in transactions, pricing, and resource allocation, building trust among stakeholders.
 - Example: Blockchain-based platforms for tracking supply chains and payments.
- **Feedback Loops:** Create mechanisms to collect regular feedback from stakeholders, especially farmers, to refine strategies and address emerging challenges.
 - Example: Monthly review meetings involving farmer representatives, government officials, and private sector partners.

These components when implemented effectively can transform tripartite collaborations into powerful drivers of agricultural growth and sustainability. They not only facilitate better coordination among stakeholders but also build trust, reduce risks, and ensure equitable benefits for all parties involved. These components adopted into the implementation of **National Integrated Agribusiness Agenda (NIAA)** will strengthen the **NIAA** and its capacity to foster impactful partnerships across the agribusiness sector.

5.6 Challenges in Tripartite Collaboration

Table 18 outlines the **common obstacles** faced in tripartite collaborations among farmers, the government, and the private sector, with a specific focus on challenges relevant to Nigeria's agribusiness sector. It also provides examples of how other countries, such as Kenya, India, Brazil, Ethiopia, and the Netherlands, have successfully addressed similar issues.

By examining these challenges ranging from governance inefficiencies and financial access barriers to infrastructure gaps and trust deficits, the table offers insights into actionable solutions that can be adapted to Nigeria's context. These lessons serve as a

roadmap for mitigating challenges and fostering successful partnerships under the **National Integrated Agribusiness Agenda (NIAA)**.

Table 18: Challenges in Tripartite Collaboration

Challenge Category	Common Obstacles	Specific Challenges in Nigeria	Examples of Solutions from Other Countries
Governance and Leadership	<ul style="list-style-type: none"> - Lack of clear roles and responsibilities among stakeholders. - Poor leadership and mismanagement in cooperatives. 	<ul style="list-style-type: none"> - Weak governance structures in farmer associations. - Inefficiencies in cooperative management and lack of accountability. 	<ul style="list-style-type: none"> - Kenya (KTDA): Established regional farmer-led cooperatives with professional managers and regular audits to improve governance.
Financial Access and Inclusion	<ul style="list-style-type: none"> - Limited access to affordable credit for farmers. - High risks deter private sector investment. 	<ul style="list-style-type: none"> - Farmers face collateral challenges for loans. - High-interest rates and limited financial literacy. 	<ul style="list-style-type: none"> - India (Amul Cooperative): Implemented cooperative-based financing where profits are reinvested to provide members with credit at low interest rates.
Infrastructure Gaps	<ul style="list-style-type: none"> - Inadequate roads, storage, and irrigation facilities disrupt supply chains and reduce efficiency. 	<ul style="list-style-type: none"> - Poor rural road networks and lack of cold storage facilities hinder product quality and market access. 	<ul style="list-style-type: none"> - Brazil (Sugarcane Ethanol): Government invested in rural infrastructure projects (roads, storage) alongside private sector partners.
Policy and Regulatory Barriers	<ul style="list-style-type: none"> - Unpredictable policies and bureaucratic delays deter investments. - Complex regulatory environments. 	<ul style="list-style-type: none"> - Inconsistent agricultural policies. - Weak enforcement of contracts between farmers and private sector actors. 	<ul style="list-style-type: none"> - Ethiopia (ATA): Introduced a centralized agency to streamline policies and create an enabling environment for public-private collaboration.
Trust and Collaboration Issues	<ul style="list-style-type: none"> - Lack of trust between stakeholders due to previous failed partnerships. - Conflicting interests among parties. 	<ul style="list-style-type: none"> - Farmers' skepticism of private sector intentions. - Limited platforms for effective farmer-government-private dialogue. 	<ul style="list-style-type: none"> - Netherlands (Horticulture): Established multi-stakeholder platforms for open dialogue and joint decision-making to build trust and alignment.
Technology Adoption and Knowledge	<ul style="list-style-type: none"> - Low adoption of modern farming techniques. - Limited access to training and extension services. 	<ul style="list-style-type: none"> - Farmers' unfamiliarity with advanced technology. - Insufficient extension services to disseminate modern practices. 	<ul style="list-style-type: none"> - Brazil (Sugarcane): Partnered with research institutions to provide farmers with ongoing training and access to modern farming tools.
Conflict Resolution	<ul style="list-style-type: none"> - Disputes over pricing, resource allocation, and roles disrupt partnerships. 	<ul style="list-style-type: none"> - Lack of standardized conflict resolution mechanisms for farmer-private sector-government disputes. 	<ul style="list-style-type: none"> - India (Amul Cooperative): Created mediation committees to address pricing and operational disputes within cooperatives, ensuring transparency.
Market Linkages	<ul style="list-style-type: none"> - Limited integration of farmers into value chains. - Poor access to high-value markets. 	<ul style="list-style-type: none"> - Farmers struggle to secure fair pricing. - Lack of infrastructure for export-quality goods. 	<ul style="list-style-type: none"> - Kenya (KTDA): Built processing facilities owned by cooperatives, allowing farmers to participate in value addition and access global markets.

Key Insights for Nigeria

1. **Governance and Leadership:** Strengthening the governance of farmer associations can enhance their operational effectiveness, as seen in Kenya.
2. **Financial Access:** Leveraging cooperative financing models like India's Amul Cooperative can improve credit access for smallholders.
3. **Infrastructure Development:** Collaboration between the government and private sector to address infrastructure gaps is critical, as demonstrated by Brazil's rural projects.
4. **Policy and Trust:** Establishing centralized coordination bodies (like Ethiopia's ATA) and promoting dialogue platforms can align stakeholder interests and build trust.

5.7 Opportunities for Tripartite Collaboration in the Nigerian Agribusiness Sector

Table 19 highlights key **opportunity areas** for strengthening tripartite collaboration in Nigeria's agribusiness sector. It identifies untapped areas for **partnership and innovation**, including value addition, agri-tech adoption, market linkages, and climate-smart agriculture. These opportunities offer significant **benefits to stakeholders**: farmers gain better incomes and resilience, private sector players unlock investment and innovation potential, and the government boosts food security and exports. The table also provides **strategic recommendations** aligned with the National Integrated Agribusiness Agenda (NIAA), offering actionable steps such as:

- Fostering public-private partnerships (PPPs),
- Scaling digital solutions, and
- Supporting sustainable farming practices.

By capitalizing on these opportunities, Nigeria can build a more productive, sustainable, and globally competitive agribusiness sector.

Key Insights: Table 19 highlights the **untapped opportunities** in Nigeria's agribusiness sector, the **benefits of tripartite collaboration** for farmers, private investors, and the government, and **strategic recommendations** for fostering partnerships. By leveraging these opportunities, the NIAA can drive innovation, improve productivity, and position Nigeria as a global leader in sustainable agribusiness.

Table 19: Opportunities for Tripartite Collaboration in the Nigerian Agribusiness Sector

Opportunity Area	Untapped Areas for Partnership and Innovation	Potential Benefits for Stakeholders	Strategic Recommendations for Stronger Collaboration under NIAA
Value Addition and Agro-Processing	<ul style="list-style-type: none"> - Limited agro-processing facilities for crops like cassava, cocoa, and groundnuts. - Opportunities in processing and packaging for export markets. 	<ul style="list-style-type: none"> - Farmers: Higher incomes from value-added products. - Private Sector: Increased profits through branding and exports. - Government: Enhanced foreign exchange earnings. 	<ul style="list-style-type: none"> - Establish farmer-private sector partnerships to co-own processing facilities. - Provide tax incentives to private firms investing in agro-processing.
Agri-Tech and Smart Farming	<ul style="list-style-type: none"> - Underutilization of technologies like precision farming, irrigation systems, and mobile platforms for farmer training. - Potential in digital financing. 	<ul style="list-style-type: none"> - Farmers: Improved productivity and access to real-time information. - Private Sector: Opportunities to develop and scale innovative agri-tech solutions. - Government: Increased agricultural output and rural development. 	<ul style="list-style-type: none"> - Partner with agri-tech firms to deploy scalable digital solutions. - Create government-backed pilot programs for smart farming technologies.
Market Linkages and Export Expansion	<ul style="list-style-type: none"> - Insufficient integration into regional and global value chains. - High demand for organic and specialty Nigerian products globally. 	<ul style="list-style-type: none"> - Farmers: Access to premium markets. - Private Sector: Opportunities to invest in export logistics. - Government: Increased agricultural exports. 	<ul style="list-style-type: none"> - Develop export-oriented cooperatives for smallholders. - Invest in certification and quality assurance systems for global market access.
Climate-Smart Agriculture	<ul style="list-style-type: none"> - Untapped opportunities in sustainable practices like agroforestry, renewable energy on farms, and climate-resilient crops. 	<ul style="list-style-type: none"> - Farmers: Resilience to climate shocks. - Private Sector: New markets for renewable energy and sustainable products. - Government: Increased food security and sustainability. 	<ul style="list-style-type: none"> - Provide subsidies for sustainable farming equipment. - Encourage partnerships with environmental NGOs and private firms to promote climate-smart practices.
Agricultural Financing and Insurance	<ul style="list-style-type: none"> - Limited credit and insurance products tailored to smallholder farmers. - Opportunities in microloans and risk-sharing schemes. 	<ul style="list-style-type: none"> - Farmers: Improved financial resilience. - Private Sector: Growth in financial services for agriculture. - Government: Reduced financial risks in agriculture. 	<ul style="list-style-type: none"> - Expand programs like NIRSAL to cover more crops. - Encourage private banks to innovate credit solutions for farmers using government guarantees.
Infrastructure Development	<ul style="list-style-type: none"> - Gaps in storage, transport, and irrigation infrastructure. - Potential for public-private partnerships to address these gaps. 	<ul style="list-style-type: none"> - Farmers: Reduced post-harvest losses and better market access. - Private Sector: Investment opportunities in infrastructure projects. - Government: Improved food systems efficiency. 	<ul style="list-style-type: none"> - Establish PPPs for rural road construction and cold storage. - Leverage NIAA to coordinate large-scale irrigation and logistics projects.

5.8 Recommendations for Implementing NIAA Using Tripartite Collaboration Models in Nigeria

Table 20 outlines recommendations for implementing NIAA using effective tripartite collaboration models in Nigeria's agribusiness sector, inspired by successful global examples. It highlights key focus areas such as governance, farmer organization, market access, financial inclusion, sustainable practices, and policy alignment. These key areas are in consonance with the designed frameworks presented in section 5.1 (Tables 12 to 15).

For each area, Table 20 provides **suggested models, steps to adapt and scale them to Nigeria's unique context**, and the **role of the National Integrated Agribusiness Agenda (NIAA)** in facilitating these partnerships. The recommendations emphasize the importance of a centralized coordinating body, fostering farmer cooperatives, leveraging agri-tech, and streamlining policies to attract investment. These actions collectively provide a roadmap for building a collaborative and resilient agribusiness ecosystem in Nigeria.

Key Takeaways

The contents of Table 20 present a **framework and actionable steps** for implementing tripartite collaboration models in Nigeria, drawing inspiration from successful international examples. It emphasizes the critical role of the **NIAA as a coordinating body** to align stakeholders, streamline policies, and promote scalable models tailored to the Nigerian agribusiness environment. These recommendations provide a roadmap for building sustainable and inclusive partnerships that can transform Nigeria's agriculture sector

Table 20: Recommendations for Implementing Tripartite Collaboration Models in Nigeria

Recommendation Area	Suggested Framework/Model	Steps to Adapt and Scale for Nigeria	Role of NIAA in Facilitating Collaboration
Governance and Coordination	Establish a centralized coordinating body like Ethiopia's ATA to align farmer, government, and private sector goals.	<ul style="list-style-type: none"> - Form a dedicated NIAA agency to oversee partnerships. - Set clear roles and responsibilities for stakeholders. - Ensure inclusive representation. 	- Act as the central hub for policy alignment, stakeholder dialogue, and monitoring collaboration outcomes.
Farmer Organization and Cooperatives	Promote farmer-led cooperatives inspired by Kenya's KTDA and India's Amul Cooperative to empower smallholders and integrate them into value chains.	<ul style="list-style-type: none"> - Organize farmers into regional cooperatives. - Provide training on governance and financial management. - Encourage cooperative ownership of assets. 	<ul style="list-style-type: none"> - Develop frameworks for cooperative governance and training programs. - Link cooperatives to private sector processors and markets.
Market Access and Value Addition	Create agricultural clusters similar to the Netherlands' horticulture model to connect farmers with markets and promote value addition through processing hubs.	<ul style="list-style-type: none"> - Establish processing hubs in key farming regions. - Facilitate partnerships between cooperatives and private investors. - Build export logistics. 	<ul style="list-style-type: none"> - Identify and develop key clusters. - Facilitate partnerships between private sector investors and regional farming groups.

Recommendation Area	Suggested Framework/Model	Steps to Adapt and Scale for Nigeria	Role of NIAA in Facilitating Collaboration
Financial Inclusion and Risk Sharing	Expand financial inclusion mechanisms like NIRSAL, combined with innovative credit and insurance products tailored to smallholders.	<ul style="list-style-type: none"> - Collaborate with banks to create affordable loan products. - Scale up risk-sharing instruments. - Promote financial literacy among farmers. 	<ul style="list-style-type: none"> - Develop partnerships with financial institutions. - Provide partial guarantees to encourage private banks to lend to farmers and cooperatives.
Sustainable Practices and Agri-Tech	Integrate climate-smart agriculture and agri-tech solutions to boost productivity and resilience, based on Brazil's adoption of green technologies in sugarcane farming.	<ul style="list-style-type: none"> - Launch pilot projects for smart farming. - Subsidize technology for cooperatives. - Train farmers in sustainable practices and tech adoption. 	<ul style="list-style-type: none"> - Partner with agri-tech firms and environmental NGOs. - Facilitate subsidies and grants for climate-resilient practices.
Conflict Resolution Frameworks	Develop standardized SOPs and independent arbitration mechanisms to manage conflicts among stakeholders, inspired by India's Amul mediation committees.	<ul style="list-style-type: none"> - Establish a national arbitration council. - Provide SOP templates for cooperatives. - Train local leaders in mediation techniques. 	<ul style="list-style-type: none"> - Draft and distribute conflict resolution frameworks. - Act as a neutral mediator in large-scale disputes.
Policy and Regulatory Alignment	Simplify and streamline agriculture-related policies and regulations , ensuring consistency to attract private sector investments, following Ethiopia's policy coordination.	<ul style="list-style-type: none"> - Conduct comprehensive reviews of agricultural policies. - Eliminate bureaucratic bottlenecks. - Offer tax incentives for agribusiness investors. 	<ul style="list-style-type: none"> - Facilitate multi-stakeholder dialogue to align policies. - Monitor and evaluate regulatory reforms to ensure they address stakeholder needs.

6.0 SUMMARY, FINAL THOUGHTS AND CALL TO ACTION

6.1 Summary of Key Findings

The review and analysis in section 5.2 of the NIAA document have demonstrated that successful tripartite collaboration between farmers, the government, and the private sector is a transformative approach to addressing challenges and unlocking opportunities in agribusiness. Insights from Nigeria and global case studies reveal that:

- **Governance Structures** and well-defined roles enhance accountability and trust among stakeholders.
- **Financial Inclusion** and risk-sharing mechanisms empower smallholder farmers and attract private sector investments.
- **Agri-Tech and Value Addition** initiatives improve productivity, profitability, and market competitiveness.
- **Policy Alignment and Infrastructure Development** are critical enablers for creating a robust agribusiness ecosystem.

6.2 Final Thoughts

For Nigeria's agribusiness sector to achieve its full potential, a collaborative approach is not just beneficial; it is essential. The tripartite framework fosters innovation, efficiency, and inclusivity, making agriculture a sustainable engine for economic growth and rural development. The **National Integrated Agribusiness Agenda (NIAA)** provides the ideal platform to operationalize this collaboration, aligning the interests of all stakeholders to achieve shared goals. By leveraging lessons from both local and international models, Nigeria can establish a resilient, market-driven agribusiness sector that benefits all parties.

The National Integrated Agribusiness Agenda (NIAA) outlines a comprehensive strategy aimed at transforming Nigeria's agricultural sector, with a particular focus on empowering small-scale producers (SSPs). The NIAA highlights the significant role of agribusiness in Nigeria's economy, acknowledging its contributions to GDP, employment, food security, and rural development. Despite these contributions, the sector faces numerous challenges such as inadequate infrastructure, limited access to finance, inefficient supply chains, and outdated technology.

The agenda emphasizes the importance of updating outdated legal frameworks and improving financial linkages to support SSPs. It calls for the establishment of a sustainable financial inclusion system and the development of robust systems for conflict resolution among associations and SSPs. Furthermore, it stresses the need for fairness in private sector-led backward integration schemes and highlights key legal and regulatory priorities essential for the sector's success.

The NIAA's implementation is expected to result in increased agricultural productivity, enhanced economic growth, improved livelihoods, and strengthened value chains. It also

aims to foster innovation, promote environmental sustainability, and ensure the resilience of agricultural systems.

In conclusion, the NIAA serves as a roadmap for the development of Nigeria's agribusiness sector, ensuring that SSPs are adequately supported and empowered to contribute to sustainable economic growth. By addressing the outlined challenges and leveraging the identified opportunities, the NIAA aims to create a more competitive and resilient agribusiness sector in Nigeria.

6.3 Call to Action

We urge all stakeholders to actively support and engage in NIAA - led initiatives. Farmers, the private sector, and government entities must:

- **Commit to Collaboration:** Participate in NIAA's programs and working groups to co-create solutions for agribusiness challenges.
- **Invest in Innovation:** Embrace technology, infrastructure, and capacity-building projects that drive productivity and growth.
- **Champion Inclusivity:** Ensure that smallholder farmers have access to finance, training, and markets, fostering equitable development.
- **Build a Shared Vision:** Work together to make Nigeria a leader in sustainable and globally competitive agribusiness.

By acting collectively, stakeholders can transform the NIAA from a strategic blueprint into a powerful driver of economic transformation and food security for Nigeria. The time to act is now; let's shape the future of agribusiness together.

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13. Figure 5: Illustration of NIAA's tripartite approach, pg 55. *Tripartite approach diagram as conceived and developed by Maximus Ndianaefo (2024)*

APPENDIX 1: TEMPLATE FOR DATA MINING

Thematic Area:

Rapporteur's Name:

Room No:

Question Code Number	Question	Responses (Bullet-points)	Implementable Recommendations	Ranking of Recommendations (Use 1, 2, ...)

Instructions for Using the Template:

- Thematic Area:** Clearly specify the thematic area being discussed (e.g., Governance Structures, Financial Literacy, etc.).
- Rapporteur's Name:** Enter the name of the person responsible for recording the responses.
- Room No:** Indicate the room number or the breakout group designation.
- Question Code Number:** Assign a unique code number to each question for easy reference.
- Question:** Write the full question being addressed.
- Responses (Bullet-points):** Record the key responses in bullet-point format for clarity.
- Implementable Recommendations:** List the actionable recommendations derived from the responses.
- Ranking of Recommendations:** Rank the recommendations in order of priority or feasibility, using numbers (1, 2, ...).

APPENDIX 2A: **Thematic Area:** I. Articulate the governance structures of Agri-Cooperatives and Associations II. Financial Literacy Levels among Small-Scale Producers (SSPs) III. Role of the Government and Private Sector in Developing a Comprehensive Framework for Establishing a Sustainable Financial Inclusion System for SSPs.

Rapporteur's Name: Michaela Moye (Lead Rapporteur)

Room No: 01

Question Code Number	Question	Responses (Bullet-points)	Implementable Recommendations	Ranking of Recommendations (Use 1, 2, ...)
3.2.1	Can you describe the current governance structure of agri-cooperatives and associations in Nigeria?	<p>Cooperatives</p> <ul style="list-style-type: none"> ▪ Hierarchy: LG – State – National + BOT ▪ In some cases, State levels can have BOT ▪ Minimum of 10 members ▪ Tenured leadership voted for ▪ Guided by bye-laws ▪ Legally registered at CAC <p>Associations</p> <ul style="list-style-type: none"> ▪ Hierarchy: Clusters – State Officials – National EXCO ▪ Tenured leadership voted for ▪ Guided by association constitution ▪ Legally registered at CAC 		
3.2.2	Specifically, what are the key components, roles, and responsibilities within these structures?	<p>Cooperatives</p>		
3.2.3	How effective is the current governance structure of agri-cooperatives and associations in Nigeria?	<ul style="list-style-type: none"> ▪ Effectiveness is subject to specific associations and cooperatives. 		

Question Code Number	Question	Responses (Bullet-points)	Implementable Recommendations	Ranking of Recommendations (Use 1, 2, ...)
	What are the strengths and weaknesses you have observed?	<ul style="list-style-type: none"> ▪ There is robust representation by region, gender and age. ▪ There is traceability of officials and leadership from the ward/cluster levels to the national level. ▪ Although, partisan politics impact the growth of cooperatives and associations, however there is room for a governance structure that can ensure this does not affect the operations and objectives. <p><u>Challenges:</u></p> <ul style="list-style-type: none"> ▪ Multiplication and duplication of associations and cooperatives. ▪ Leadership that is not proactive ▪ Obsolete Nigeria Cooperative Act- CAP 98, 2004 		
3.2.4	What specific roles should the government play in supporting and enhancing the governance structures of cooperatives and associations?		<ul style="list-style-type: none"> ▪ Facilitate financial linkages between cooperatives, donors and financial institutions (government role). ▪ Increased strengthening and transparency during registration which is government's regulatory role. ▪ Transparency by leadership of cooperatives, associations, 	

Question Code Number	Question	Responses (Bullet-points)	Implementable Recommendations	Ranking of Recommendations (Use 1, 2, ...)
			<p>and the government to foster trust (e.g. clarity in cost of dues to be paid by all members).</p> <ul style="list-style-type: none"> ▪ Legal frameworks reviewed and in alignment with current realities (government role). ▪ Improved stakeholder involvement in the development of new policies for specific commodities. ▪ Stronger partnerships between the government and the private sector (PPP). ▪ Needs assessment and data collation services provided by the private sector to the government (e.g. identifying SSP clusters) to ensure wider reach. ▪ Capacity building, financial literacy and specific skills gap training. 	
3.2.5	What policies and regulations should be implemented to facilitate good governance?		Same responses as 3.24	
3.2.6	How can the government create an enabling environment for the effective governance of		Same responses as 3.2.5	

Question Code Number	Question	Responses (Bullet-points)	Implementable Recommendations	Ranking of Recommendations (Use 1, 2, ...)
	cooperatives and associations?			
3.2.7	What specific roles should the private sector play in supporting good governance within cooperatives and associations?	<ul style="list-style-type: none"> ▪ Stronger OPS partnerships (PPP) ▪ OPS can help identify SSP clusters, carry out needs assessments, data collation 	OPS can help identify SSP clusters, carry out needs assessments, data collation to ensure wider reach and transparency.	
3.2.8	How can private sector entities partner with cooperatives to provide governance training and capacity building?	Same responses as 3.2.7		
3.2.9	What incentives can the private sector offer to promote good governance practices?	<ul style="list-style-type: none"> ▪ Governance stress tests ▪ Facilitate process and governance ISO certification ▪ Publication of records ▪ Audited reports & taxes ▪ Ensure compliance 	<ul style="list-style-type: none"> ▪ Governance stress tests ▪ Facilitate process and governance ISO certification ▪ Publication of records ▪ Audited reports & taxes ▪ Ensure compliance 	
3.2.10	What successful partnership models exist that can be replicated?	<ul style="list-style-type: none"> ▪ Kenya – Dairy, Horticulture and Coffee business models are working well ▪ Rwanda – Horticulture ▪ Ghana - Kuapa Kokoo Agric cooperatives has a well-structured governance set up. They have combined a multi-structure model: a combination of cooperative + limited liability company and a Trust. They have 		

Question Code Number	Question	Responses (Bullet-points)	Implementable Recommendations	Ranking of Recommendations (Use 1, 2, ...)
		<p>also leveraged on international partners.</p> <ul style="list-style-type: none"> ▪ Togo – Premium Quality Rice successfully produced by a Women Farmers’ Cooperative. This project was sponsored by the World Bank ▪ Netherlands – Second in the World in Horticulture business 		
3.2.11	What measures can be taken to ensure marginalized groups are included?	Ensure the election criteria covers all classes, including persons with special abilities.	Ensure the election criteria covers all classes, including persons with special abilities.	
3.2.12	How can both sectors support gender equity and youth participation in governance?	Same response as 3.2.11		
3.2.13	What are the major challenges faced by the government and private sector in ensuring good governance in cooperatives and associations?	<p><u>Challenges:</u></p> <ul style="list-style-type: none"> ▪ Multiplication and duplication of associations and cooperatives. ▪ Leadership that is not proactive ▪ Obsolete Nigeria Cooperative Act- CAP 98, 2004 		
3.2.14	What innovative solutions can be implemented to tackle these challenges?	Promotion of more effective protocols in agric. such as eco-efficient technology. E.g. IPM to address Tuta absoluta infection in tomatoes.	Promotion of more effective protocols in agric. such as eco-efficient technology. E.g. IPM to address Tuta absoluta infection in tomatoes.	
3.2.15	What examples or case studies of successful government and private	Same response as 3.2.10		

Question Code Number	Question	Responses (Bullet-points)	Implementable Recommendations	Ranking of Recommendations (Use 1, 2, ...)
	sector interventions in cooperative governance can we learn from?			
3.2.16	What best practices can be adopted from these examples?	<ul style="list-style-type: none"> ▪ Adopt a multi-structure model: a combination of cooperative + limited liability company and a Trust. Leverage on international partners. 		
3.2.17	How can these successes be scaled and adapted to our context?			
4.2.1	What are the existing initiatives by the government and private sector to enhance financial literacy among SSPs?			
4.2.2	What are the specific financial literacy needs of SSPs in different agricultural value chains?	<ul style="list-style-type: none"> ▪ Yield calculation ▪ Record keeping ▪ Loss/Profit calculation ▪ Business plan development ▪ Insurance ▪ Economics of Production (EOPs) ▪ Good Agricultural Practices (GAPS) to ensure yield increase ▪ Risk mitigation tools & resources 		
4.2.3	How can digital technologies be leveraged to improve financial literacy among SSPs?	<ul style="list-style-type: none"> ▪ Access to weather forecasts ▪ Access to agricultural related information ▪ Promote GAPS ▪ Market information ▪ Financial transactions 	Digital technologies like mobile/smart phones could be leveraged to improve financial literacy among SSPs.	

Question Code Number	Question	Responses (Bullet-points)	Implementable Recommendations	Ranking of Recommendations (Use 1, 2, ...)
		<ul style="list-style-type: none"> ▪ Access to credit bundle 		
4.2.4	What role can financial institutions play in promoting financial literacy among SSPs?	<ul style="list-style-type: none"> ▪ Capacity building 	Financial institutions can organise workshops/webinars/seminars on managing funds, ongoing inclusive finance and training on insurance products.	
4.2.5	How can partnerships between government, private sector, and civil society organizations strengthen financial literacy initiatives for SSPs?	Refer to responses from 4.2.4		
5.2.1	What are the current barriers to financial inclusion for SSPs in Nigeria?	<ul style="list-style-type: none"> ▪ Selection criteria needs to be well-defined to cover all classes of persons including people with special abilities. ▪ Access to smart phones. ▪ Ability to meet up with the requirements with financial access requirements. ▪ Remote locations. 		
5.2.2	How can we ensure access to appropriate financial products and services for SSPs, considering their diverse needs?	<ul style="list-style-type: none"> ▪ Need to conduct baseline assessments/conduct census of all the agribusiness value chains along defined and specific commodities ▪ Development of a standardized EOP for the value chains. ▪ Development of basic, standardized business and 		

Question Code Number	Question	Responses (Bullet-points)	Implementable Recommendations	Ranking of Recommendations (Use 1, 2, ...)
		financial model that can be adapted and replicated		
5.2.3	What regulatory reforms are needed to facilitate greater financial inclusion for SSPs?	<ul style="list-style-type: none"> ▪ Access to markets, credit and security. ▪ Input material as credit to SSPs ▪ Establish/review the National Collateral registry. ▪ Revive Commodity Boards. ▪ Guarantee offtake. ▪ Provide access to low interest funds. 		
5.2.4	How can technology be harnessed to improve access to financial services for SSPs, particularly in rural areas?	Same response as 4.2.3		
5.2.5	How accessible is agricultural financing to small-holder farmers” or “How effective micro-finance is Agricultural financing in Nigeria?	Nil zero percentage		
5.2.6	What role can microfinance institutions and community-based organizations play in promoting financial inclusion for SSPs?	<ul style="list-style-type: none"> ▪ Provide access to low-interest funds. 	Provide access to low-interest funds.	

Question Code Number	Question	Responses (Bullet-points)	Implementable Recommendations	Ranking of Recommendations (Use 1, 2, ...)
2.2.5	How can partnerships between government, private sector, and civil society organizations strengthen financial literacy initiatives for SSPs?	<ul style="list-style-type: none"> • Conduct regular training sessions • Develop educational materials in local languages • Partner with financial institutions for workshops 	<p>Implement a national training program</p> <p>Create localized financial literacy materials</p> <p>Establish partnerships with banks for ongoing support</p>	<p>1</p> <p>2</p> <p>3</p>

APPENDIX 2B: **Thematic Area:** Conflict Resolution among Associations and SSPs.

Rapporteur's Name: Michaela Moye (Lead Rapporteur)

Room No: 02

Question Code Number	Question	Responses (Bullet-points)	Implementable Recommendations	Ranking of Recommendations (Use 1, 2, ...)
6.2.1	What are the common sources of conflict between Associations and SSPs?	<ul style="list-style-type: none"> ▪ Lack of Standard Operating Procedures (SOP) ▪ Lack of effective communication ▪ Lack of equal opportunities for members ▪ Flagrant abuse of power ▪ Lack of resources ▪ Poorly define roles and responsibilities of members ▪ Poorly define objectives of the Association ▪ Unfair treatment of members/parties of the Association ▪ Conflict of interest of members ▪ Unequal treatment amongst members ▪ Issues of cultural and religious differences ▪ Belligerence to members ▪ Ineffective communication ▪ Conflict of interest/personality clashes ▪ Domineering personalities ▪ Poorly defined objectives ▪ Conflict between individual and group objectives, etc. 		
6.2.2	How can we promote dialogue and mediation to resolve conflicts in a timely and fair manner?	<ul style="list-style-type: none"> ▪ Establishment of cordial relationship amongst the Association and SSPs through constant dialoguing and mediation amongst the members of the Association 		

Question Code Number	Question	Responses (Bullet-points)	Implementable Recommendations	Ranking of Recommendations (Use 1, 2, ...)
		<ul style="list-style-type: none"> ▪ Carrying of everyone along in the processes of activities and decision making ▪ Delegation of powers and responsibilities in the Association for efficiency and accountability ▪ Effective and efficient use of SOP e.g. Bye-laws, etc. ▪ Use of standard processes and procedures in conflict resolution 		
6.2.3	What mechanisms can be put in place to prevent conflicts from escalating within Agri-Cooperatives and Associations?	<ul style="list-style-type: none"> ▪ X-raying issues of conflict for internal arbitration ▪ Implementation of Byelaws establishing and regulating the Association ▪ Limiting all tendencies of individuals to guard against tyrannical attitude in the Association ▪ Use of all possible preventive measures to protect against disharmony and acrimony ▪ Regular review of processes, procedures and getting feedback ▪ Managing of matters of conflict internally before it escalates ▪ Mediation and arbitration by community leaders 	Conflict resolution involves the reduction and elimination of conflicts with a group.	
6.2.4	How can legal frameworks support effective conflict resolution mechanisms for Associations and SSPs?	<ul style="list-style-type: none"> ▪ Effective use of all Associations legal documents such as the Byelaws and constitution ▪ Regular sensitization of all members of the Association legal agendas such as the Byelaws, SOPs and constitution, etc. 		

Question Code Number	Question	Responses (Bullet-points)	Implementable Recommendations	Ranking of Recommendations (Use 1, 2, ...)
		<ul style="list-style-type: none"> ▪ Periodic review of Associations legal framework such as SOPs etc. ▪ Arbitration of parties when conflict arise ab-initio ▪ There's need for a policy to protect both SSPs and Investors. Example is the Jigawa state Contract farming policy. This could be developed at the National Level as well. It should include goods in transit insurance, Food Defense along the food chain and insulation against multiple taxation. 		
6.2.5	What role can community leaders and traditional institutions play in resolving conflicts within the agricultural sector?	<ul style="list-style-type: none"> ▪ Every legal framework prepared to be used such as the SOPs, Byelaws the Traditional Rulers should be duly sensitized and be fully aware of ▪ Any agreement entered into by Associations with external investors or value Actors should involve community leaders and traditional institutions. 		

APPENDIX 2C: **Thematic Area:** How to promote fairness in Private Sector backward integration schemes with SSPs

Rapporteur's Name: Michaela Moye (Lead Rapporteur)

Room No: 3

Question Code Number	Question	Responses (Bullet-points)	Implementable Recommendations	Ranking of Recommendations (Use 1, 2, ...)
7.2.1	What are the potential risks and benefits of Private Sector backward integration Schemes involving SSPs?	<p>Risks highlighted by the group include:</p> <ol style="list-style-type: none"> 1. Farmer's default 2. Insecurity 3. Legal and regulatory registration 4. Decline in yield 5. Climate change 6. Financial gap 7. Infrastructure gap 8. Creditworthiness 9. Collateral registration <p>Benefits highlighted include:</p> <ol style="list-style-type: none"> 1. there will be tractability 2. There should be market access both locally and international 3. The synergy between the private sector and the SSps will help the farmers negotiate for input 4. Quality control of seedlings 5. Shared service 6. Enables traceability: certain products help through backward integration 	<ul style="list-style-type: none"> • Design of registration and contract framework • Design of legal framework that establishes the rights of parties involved • Creditworthiness and building on the infrastructural gap 	

Question Code Number	Question	Responses (Bullet-points)	Implementable Recommendations	Ranking of Recommendations (Use 1, 2, ...)
		<ul style="list-style-type: none"> • Better mainstreaming of sustainability and partnership between the ecosystem • Market linkages. 		
7.2.2	How can we ensure that SSPs are treated fairly and equitably within the schemes?	<ol style="list-style-type: none"> 1. Comprehensive agreement contract model (What can NABG Do for SSPs?) 2. Contract to incorporate protective clauses for both parties 3. Court registration contract 1. 3. Involvement of traditional stakeholders and leadership within the ecosystem 	<p>Drafting of a contract template and design process for effective implementation</p> <p>Training or capacity building for stakeholders within the ecosystem</p>	
7.2.3	What are the Policies and regulations are needed to safeguard the interests of SSPs in backward integration initiatives?	<ol style="list-style-type: none"> 1. Policy that ensures engagement with SSPs through cooperatives 2. Collateral registration 3. Policy on representation within cooperatives and demonstrate inclusion and membership control 		
7.2.4	How can transparency and accountability be promoted in the implementation of backward integration Schemes?	<p>Developing a clear framework that includes:</p> <ol style="list-style-type: none"> 1. Provision of insurance packages 2. Contract must be binding on all parties 	<p>Data and research for the documentation process</p> <p>Resuscitation and Implementing Insurance Schemes</p>	

Question Code Number	Question	Responses (Bullet-points)	Implementable Recommendations	Ranking of Recommendations (Use 1, 2, ...)
		<ol style="list-style-type: none"> 3. Corporative strengthening and inclusion across the board 4. Transparency and accountability 5. Fairness in the certification process 6. Accuracy of data 		
7.2.5	What incentives can be provided to encourage private sector companies to engage with SSPs in a fair and inclusive manner?	<ol style="list-style-type: none"> 1. The government should ensure contracts are binding 2. Enlightenment of smallholders to prevent a repeat of the anchor borrower default example 3. Investment in Infrastructure 4. Creditworthiness documentation made accessible to investors 	Advocacy, or awareness campaign on best practices Financial literacy	

APPENDIX 2D: **Thematic Area:** Key Highlights around the Legal and Regulatory Priorities for Agribusiness

Rapporteur's Name: Michaela Moye (Lead Rapporteur)

Room No: 04

Question Code Number	Question	Responses (Bullet-points)	Implementable Recommendations	Ranking of Recommendations (Use 1, 2, ...)
8.2.1	What are the current gaps in existing legal and regulatory frameworks affecting SSPs in the agribusiness sector?	<ul style="list-style-type: none"> ▪ There is need to review the laws to enhance globalization opportunities for SSP (Farmers) to participate in the market. ▪ There is need for unification of Tax revenue for commodities to ease businesses. ▪ There are gaps in food safety regulation, like use of harmful chemicals to ripen farm produce e.g. tomatoes. ▪ There should be regulations for indigenous seeds; to encourage more production for farmers and for protection. 		
8.2.2	How can we streamline and simplify regulatory processes to reduce the burden on SSPs?	<ul style="list-style-type: none"> ▪ The government engages agencies like NAFDAC should provide flexible registration processes for ease; to encourage farmers, and all food items/products should be properly regulated. ▪ The Associations should be engaged in the approval processes; we recommends that an “accreditation” from the stakeholders within each 		

Question Code Number	Question	Responses (Bullet-points)	Implementable Recommendations	Ranking of Recommendations (Use 1, 2, ...)
		<p>jurisdiction is a platform for qualification.</p> <ul style="list-style-type: none"> ▪ There is need to review various Land Use Act of each State for more accommodating policies for Small Scale Producers. ▪ There is need to periodically review traceability regulation as an enabling regulations. 		
8.2.3	What measures can be taken to strengthen enforcement of existing laws and regulations related to agribusiness?	<ul style="list-style-type: none"> ▪ There should be provision for Compliance Team for Enforcement. ▪ There should be review of the policies by the Bankers Committee for loans and terms of collaterals. 		
8.2.4	How can we ensure that new laws and regulations are inclusive and consider the needs of SSPs?	<ul style="list-style-type: none"> ▪ Orientation through sensitization for periodic engagement. ▪ Engagement during the Implementation process. ▪ Empowerment scheme for farmers. 		
8.2.5	What role can stakeholders play in advocating for legal and regulatory reforms to support SSPs in the agribusiness sector?	<ul style="list-style-type: none"> ▪ It is crucial to have periodic stakeholders meetings to discuss the way forward. ▪ Improvement of security within the country for enabling environment for farmers. 		

APPENDIX 2E: **Thematic Area: Structured Agenda for Engaging Critical Stakeholders in Agribusiness, Including Private Sector Entities, Associations, and Policymakers, to Ensure the Growing Success of the Agribusiness Sector.**

Rapporteur's Name: Michaela Moye (Lead Rapporteur)

Room No: 05

Question Code Number	Question	Responses (Bullet-points)	Implementable Recommendations	Ranking of Recommendations (Use 1, 2, ...)
9.2.1	Who are the key stakeholders the agribusiness sector, and what are their respective roles and responsibilities?	Stakeholders grouped according to roles & responsibilities: <ul style="list-style-type: none"> • Financial Institutions (banks, insurance etc) – provide financial and allied services • Research Institutions – Research and Development activities • Policy & Regulatory – Government at federal state and local level; MDAs • Commodities Associations – provide platform of mutual shared interests to drive sectoral development • Cooperatives – group to drive growth at the community levels along share interests and facilities • Operators – Farmers, Producers, Processors , SSPs, etc • Market access – Distributors, retailers, aggregators, exporters etc: Drive market access and ensure sales of produce and other value added products. • Development Partners – INGOs, NGOs, CBOs, etc – drive the development projects, advocacy for better policy and some financial and operational assistance to SSPs 	Conduct a baseline audit and assessment of stakeholders to get the full grip of roles and responsibilities and present state	

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		<ul style="list-style-type: none"> • Service providers – Logistics, extension agents, scientists, consultant, etc – provides end to end service to operators and agribusinesses to drive their full function and growth 		
9.2.2	How can we foster collaboration and partnerships among different stakeholders to promote the growth of the agribusiness sector?	<ul style="list-style-type: none"> • Public Private Partnerships • Multi-stakeholders' engagement forums • Matching grants efforts • Shared knowledge, mentoring and capacity building • Impact investments • Advocacy • Developing market access • Equipment leasing and hiring • Dialogue platforms • Driving technology integration 	<ul style="list-style-type: none"> • Develop joint trade shows, trade missions and road shows • Encourage creation of hubs • Set up multi stakeholders forums both physical and digital 	
9.2.3	What platforms or mechanisms can be established for ongoing dialogue and engagement among stakeholders?	<ul style="list-style-type: none"> • Conferences, summits, workshops and other multi-stakeholders dialogue platforms • Consultations • Associations and Cooperative Societies meetings • Townhall meetings • Research and innovation hubs • Monitoring and evaluation platforms 		
9.2.4	What strategies can be employed to ensure that the voices of SSPs are heard and considered in	<ul style="list-style-type: none"> • Inclusive engagement of stakeholders • Bottom-top approach • Conduct NEEDS assessment • 6. Encourage the establishment of representatives' bodies • 7. Establish feedback mechanisms 		

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	decision-making processes?			
9.2.5	How can we monitor and evaluate the effectiveness of stakeholder engagement efforts in driving the success of the agribusiness sector?	<ul style="list-style-type: none"> • Baseline data gathering and audit to establish current position • Stakeholders audit • setting up of KPIs (Key performance Indicators) • Continuous impact assessment of stakeholders' activities • 5. case studies and success stories 		