



Optimization of Adaptive Management in the Administration of Agricultural Policies in Security Endemic Regions of Africa

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Abstract

Adaptive management deals with processes that could be used to incrementally improve or advance top administrative or mid-level resource management practices, by implementing corporate strategies and project plans in methods that maximize or optimize the opportunities to learn and acquire experiences while implementing policies. In this vein, changes in decisions as has been opined by a school of thought, cannot be said to constitute adaptive management if those changes cannot be shown to be the likely basis of failure or debilitating success. Thus, in respect of the administration of public policy on agricultural development, adaptive management includes governance structures in support of policy implementations, strategic planning interfaces, decision execution processes, monitoring and evaluation of performance levels, and outcome-based investment scheduling. These characteristics of an effective adaptive management process as applied to agricultural development policies and programs depend on soft learning resources such as iterative co-learning, new knowledge co-production by policymakers, stakeholders, and field managers, in addition to triple-loop learning triangulation that is dependently energized by well-thought-out objectives or outcomes. The paper thus examines the relative nature of national agricultural policy initiatives within Africa and how learning and experiences from their implementations have given rise to better policy directives and practices. The implication of this finding is that the positive achievement of successive agricultural programs in Africa and particularly Nigeria has significantly relied on lessons and experiences that were articulately generated by previous policies and practices. These learning process and attribute discussed in this paper integrate the triple loop learning model of, what to do (the rules), how to do (insights) and why to do (principles) as enunciated by Flood and Romm (1996) and applied in our current study.

Keywords: *strategic management, food security, agricultural sector reform, food and nutritional insecurity, agricultural prioritization, green alternative, participatory learning for action,*

1. Introduction

The modern development of agricultural practices are products of research findings and reinvention of traditional methods that became internationalized by reason of their upscale benefits and practicability. This paper is a concise approach to the applicability of adaptive management in agricultural learning cycles and is thus designed to discuss means of optimizing the benefits gained from these best practices that were once native to a group of persons, community, or region. Thus, the paper is about the adaptation of strategic measures that are deployable in the administration of public policies in respect of agricultural prioritization. Simply put, the study is a discussion about the design of a learning model that encapsulates public policy trust in respect of the continuous flow of food production in areas that have relative security challenges within Africa. This is the concept of 'adaptive management of agricultural resources under threats of extinction'.

Sequel to the foregoing, it should thus be noted that adaptive management is conceptually based on iterative learning processes that engender improvement or advancements in the efficient management of resources. As shall be seen below, adaptive management is mainly employed in situations where decisions are required to be made under uncertain conditions. This feature of adaptive management enhances and inculcates assurances of the workability of corporate or strategic decisions in future models and also benefits the planning review processes for the current model.

Consequent to the foregoing, Bakker (2011) defined 'adaptive management' with respect to agricultural policy development and administration as:

"management which involves experimentation in the design and implementation of policies, so subsequent management can be modified, based on learning from these experiments."

The foregoing definition is not only articulately clear but indicative of practice direction for future implementation of viable policies. Thus, a learning process is initiated during the experimentation of policy frameworks which enables the program executors to modify the policies by providing for procedures and practices that are modern, viable, effective, and efficient. Consequently, this learning process is a conscious effort geared towards the application of newly acquired knowledge and how these knowledge resources can be strategically deployed in communal areas where security is a big challenge. Secondly, adaptive management in this regard implies the development and testing of hypotheses of how new ideas or inventions affect the objectivity of the agricultural program or investment, to such an extent that the result from such test would be the basis of investment decisions in the future ideas or invention. Thirdly, during the process of implementing a policy, learning occurs. This means that if the policy fails, then the reasons for the failure are known; because the process was well studied and assimilated. Thus, failure of policy in this regard is a learning opportunity that enables the modification of the process for better or improved policy application in terms of achievable performance.

As African states diversify implementable agricultural policies in order to achieve sustainable food security, in the face of insecurities, it is important to note that their main objective should be the revitalization of agricultural processes and practices to suit modern global best practices. This implies that such policies should result in the diversification of national economic blueprints in favor of agricultural development. As studies have shown, this effort will not only increase economic empowerment through learning and knowledge applications but will result in a significant reduction in hunger and food resource deprivation. Secondly, it will also counter the idea of dependency and preference for foreign imported foods. Thirdly food production revitalization will also create a sense of food security which is supposed to be seen as a national emergency issue. For instance, Nigeria with a population of about 215 million persons has a low capacity to significantly produce food for its population, which can reliably remove its people from the list of nations with acute food insecurity (FMARD, 2016).

In view of the foregoing and according to a current UN population aggregation service- worldometers.info (2022), Nigeria has a population of over 216 million persons with a total land area of 910,770 Km². Based on the strength of these statistics, Nwozor, Olanrewaju, and Ake (2019) observed that Nigeria has a total landmass of 92.4 million hectares and only about 32 million hectares are cultivated, representing 34.63% of cultivated land. They argued that given these indicators, Nigeria lacks both the capacity and capability to undertake full-fledged food security for its rising population, even in the absence of insecurity. In view of this drawback which is also seen in most nations of Africa, the addition of security challenges implies monumental hunger and deprivation of no measurable proportion. This accounts for why it was held that Nigeria, like many other low-income countries in Africa, is at the lowest rung of the ladder with respect to food security (Fadare, Akerele, Mavrotas, & Ogunniyi (2019). In addition to this assessment, many other areas in Africa that have been susceptible to armed conflicts are also witnessing various degrees of food shortages and starvation. What therefore could serve as the panacea in the face of these security debacles? We resort to 'adaptive management' in the implementation of national agricultural policies; on the basis of adopting various experiments to see the most workable.

Accordingly, in one of the key messages in a joint international report presented at the Rome Conference in 2019, by the FAO, UNICEF, WHO and IFAD (2019), it was affirmed that:

"Hunger has increased in many countries where the economy has slowed down or contracted, mostly in middle-income countries. Furthermore, economic shocks are contributing to prolonging and worsening the severity of food crises caused primarily by conflict and climate shocks."

The underlined above is explicit enough to show that the impact of conflict on food security is well known. But what is not known is the knowledge that could be generated during the implementation of whatever policy that is intended to solve the food security problem. Relatedly, Nwozor *et al* (2019) pointed that with a population growth of 3.1% Nigeria has continued to witness deepening food and nutritional shortages which are currently disturbed by the rising cases of insecurity. This is the same experience in various parts of Africa, such as Southern Sudan, Mali, Democratic Republic of Congo, Ethiopia-Eretria conflicts, etc.

Importantly, most African countries have not been able to meet up with the projections in the joint Comprehensive Africa Agricultural Development Program (CAADP) and ECOWAS Agricultural Policy (ECOWAP) framework that requires a devotion of 10% of the annual budget for a 6% growth in productivity that was agreed upon in 2010. In view of the foregoing, Nwozor and Olanrewaju (2020) observed that Agricultural Promotion Policy which in some other documents is referred to as Green Alternative was initiated in 2016 and its implementation has generated new knowledge and managerial skills which are currently driving the process of agricultural management in Nigeria and other parts of Africa. This model is also working in some parts of Africa and Asia. In relation to these averments, Hendriks (2018) drew attention to the fact that stakeholder inputs are crucial to the success of such agricultural development initiatives. The implication of this assertion is that stakeholder involvement is not only important but a fundamental knowledge base that is required to drive the next phase of agricultural development.

Having studied the policy directions of the various stages of progress in the various reports incidental to the subject of this discussion, Figure 1 was generated to show the relevance of the triple loop learning cycles to each agricultural developmental initiative. As could be seen, this figure is indicative of the various transformations in agricultural resources administration arising from different policy statements and their incidental learning curves; and as indicated in figure 1 below, each step is an experimental learning process that leaves practical experiences of either successes or failures. These features are used to increase the predictability of future strategies and are of critical importance to policy implementation planning processes.

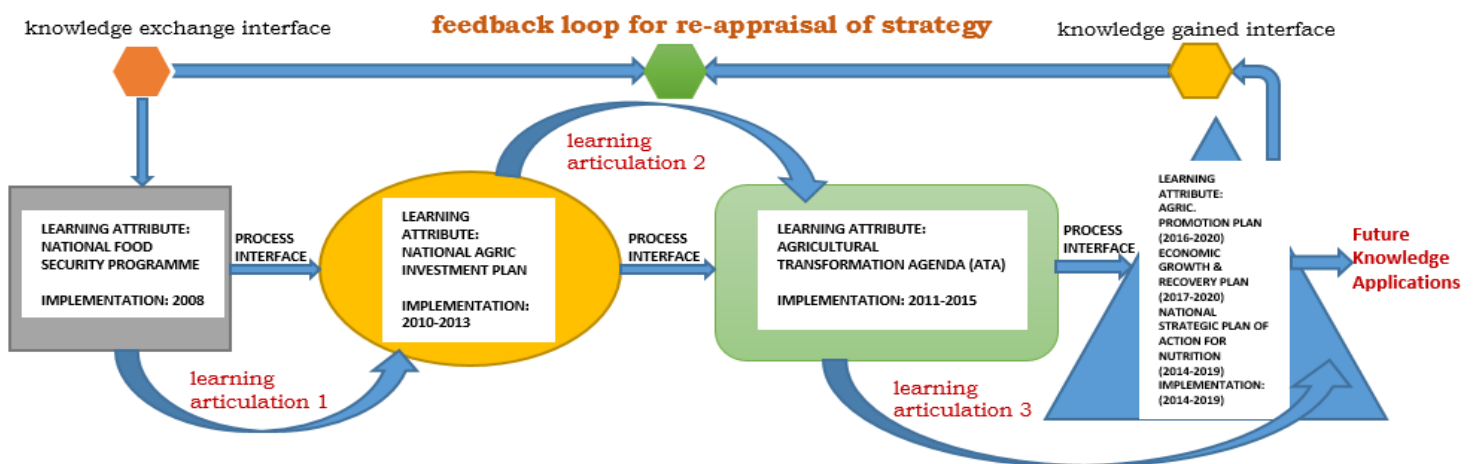


Figure 1: Process loops and strategic learning curves for management of National and Regional Agricultural Policies

In view of the foregoing, the study shall under the following headings, adapt, analyze and adopt the acquired knowledge from the various learning articulations as the stages progress towards efficient management and deployment of resources towards better national agriculture policy implementation.

2. Learning Articulation for National Food Security Program: Concept of Food Security

As a general understanding, food security has been defined by Ojo and Adebayo (2012) as the access to all people, the food necessarily required for a healthy life at all material times. Thus, drawing inference from Rentlinger (1998:7) and Idachaba (2004:2), Ojo and Adebayo observed that:

“.....a country is food-secure when majority of its population have access to food of adequate quantity and quality consistent with decent existence at all times.....”

It is within this context that food security programs for Africa were premised; especially where Eide (1999) had built on the FAO and WHO, (1992) templates which had to do with global policy instruments and directives in the regard. Thus, within this context, food is required as a basic necessity to be accessible to the general populace, to a significant extent that can guarantee a basic and adequate level of nutritional compositions and

standards, giving the human body constant measures of energy, and protein and minerals requirements. It is instructive to note that Davies (2009:4) further found that the ability of the populace to possess the financial means or otherwise for the acquisition of food in such a manner that its continuous and consistent supply is guaranteed as a necessity. Hence, within the context of this understanding, national food security implies unrestricted access by all people within the confines of a nation at all times to access sufficient and affordable food for a daily active and healthy life and lifestyle. In view of the foregoing, Adeoti (1989:117) averred that two issues stand out in this well-accepted definition, namely: availability of food in the right quality and quantity and access to funds or financial means of acquisition of the food. In furtherance of this concern, Adeoti drew a line between 'food security and its mirror version of 'food insecurity where he opined that food insecurity deals with nonexistence or lack of access to enough food materials. This lack can be endemic or temporary. It was further stretched that in situations of chronic food insecurity, lack of adequate resources to produce or acquire food is the hallmark which directly implies that the diet is immensely inadequate.

Having established the framework of the context of food security, suffice to state that the implementation of the National Food Security Program which commenced in 2008 in Nigeria, came with a lot of challenges, given the fact most of Africa were dependent on foreign produced food materials. This concern is of great impact in the process of program implementation, especially where learning whether consciously or unconsciously is required to proceed alongside the implementation process. Thus, based on the views of Bakker (2011), the implementation process is also a learning process that has the capacity to create new knowledge of how best to carry on; since it is still within the precincts of experimental design. It also enhances better understanding of areas of likely modifications in the management of the field learning process. The main crux of the matter here is that policy not tested may not be viable in the context of adaptive management of agricultural policy statements. It is therefore imperative to understand the key attributes in the National Food Security Programme that has articulated the next rung of the ladder.

As a build-up to the foundational knowledge processes required for the development of policy initiatives, Nwozor and Olanrewaju (2020) traced the memory lane of historical and factual perspectives that the National Food Security Program in Nigeria traveled before its eventual launch and implementation. This paper is of the view that the same or similar approach has been adopted by other African states. They observed that ECOWAS Agricultural Policy (ECOWAP) was the culmination of regional discussions in respect of strategic agricultural development for the region. These discussions which served as the key initiative for learning and identification of the knowledge gaps would later become the foundation upon which all other programs would be initiated in the future. This position agrees with the view of this study that adaptive management creates the opportunity for identification of knowledge gaps thereby increasing the opportunity for the creation of new knowledge which could be modified for more beneficial purposes, as opined by the Bakker studies.

Further, the said discussions and application of previously acquired learning that produced the ECOWAP blueprint were held among critical stakeholders, including state organs, civil society organizations, development partners, etc., in the early 2000s. The document produced from these meetings reviewed the strength and weaknesses of national agricultural policies and practices, developmental potentials incidental to agricultural investments, economic viability, and export-import possibilities, to mention a few. The knowledge gained from these exercises was to be used as the engine room for the transformation of the agricultural sector from peasant farming to high-capacity investments that can revolutionize national economic growth in terms of agricultural products export and import receipts within Africa and beyond. It was also learned that it would be a sustainable means of endemic poverty eradication within Africa, thereby achieving food and nutritional security within the sub-region. In January 2005 the ECOWAS Heads of States and Governments, while in a Conference in Ghana, adopted the ECOWAP blueprint as a working document for the sub-region. This adoption of the ECOWAP template was based on recommendations of national committees that studied various models to develop an African-centered blueprint.

It important to note that the key experience for the formulation of the National Food Security Programme (NFSP) in 2008 was based on knowledge generated from the adoption and launching of the African-wide

Comprehensive Africa Agriculture Development Program (CAADP), which was an offshoot of the NEPAD initiative. The CAADP was adopted by the Africa Union Heads of State and Governments in their Maputo 2003 Conference. This CAADP framework requires the investment of 10% of national budget into agriculture for a continuous period of 5 years; which, as was anticipated, will yield annual 6% growth in national productivity. This pioneering initiative also required a strategic force in regional and national agriculture investment plans (RAIN-NAIPs). In order to gather faster experience in the implementation of these initiatives, it was required that the member states within ECOWAS were to develop a common framework that would standardize the practices and procedures that would enable better or more efficient implementation of the programs and where national boundary issues crop up, specialized procedures within the framework could be applied (NEPAD, 2003) for a quick resolution.

3. Learning Articulation for National Agriculture Investment Plan: Developing Investment Capacity

As have been noted, a proper understanding of the processes of agricultural policy implementation of the National Food Security Programme (NFSP) has necessarily created the need for program modifications which specifically will address agricultural investment planning. For instance, the goals of NFSP are as follows:

- i) Strengthening services of extension agents, research and new agricultural technology from research institutes.
- ii) Assisting the farmers to achieve their increasing potential towards sustainable income generation.
- iii) Providing quality seed and material planting for high yielding, and crop disease-resistance varieties, fertilizers and other inputs.

It is thus clear from the forgoing goals that the implementation National Food Security Programme would require a lot of inputs in terms of human capacity and material resources; as detailed in the works of Nwanyanwu (2018); Omeje and Ogbu (2015) and several others, that the real essence of investment into agriculture would be defeated without appropriate planning processes. Thus, in addition to fiscal policy inputs, investment planning is crucial to any meaningful success since it is at the root of rural development. In view of this concern, Omeje and Ogbu observed at p. 127 as follows:

“Rural development is concerned with the improvement of the living standards of the lower income people living in the rural areas of a self-sustaining basis through transforming the socio-spatial structures of their productive activities. It implies a broad based re-organization and mobilization of the rural masses and resources, so as to enhance the capacity of the rural populace to cope affectively with the daily tasks of their lives and with the changes consequent upon this.”

In the opinion of this study, Omeje and Ogbu’s observation above is a clear case of the findings resulting from the implementation of policies that are geared towards rural development for which agriculturally related investments are central. As a follow up of the opinion expressed in their work, they further reiterated that rural development a means of investment planning has the capacity:

“To increase employment, to maximize the personal incomes of the rural folk. To uplift the general health of the rural folk. To provide technical tools and knowledge to the rural dwellers. To maximize the productivity of the average rural person and his family. To inculcate civil awareness commitment, involvement and loyalty in the citizen.”

Thus, the articulation of ideas and experiences generated during the implementation of the NFSP program reveals the fundamental areas of weaknesses of the scheme. This area borders on investment planning concerns that the National Agriculture Investment Plan (NAIP) was designed to cure. In this regard, Nwanyanwu (2018) made known the following findings, which in the opinion of this paper are the foundation for progress in the implementation of any beneficial policy: he states as follows;

“Findings revealed that challenges faced by participating farmers include lacked soft loans to purchase fish fingerlings to stock their ready ponds. The programme was planned to survive through financial assistance (loan) to participating farmers. This conforms to the work of Nwanyanwu, Njoku, Igbara

Et Turakpe, (2014) which found that beneficiaries are still not self-reliant in terms of productivity and taking care of their families due to inability to embark on large scale farming as agricultural credits and other inputs are not being received from government. Where soft loans could not get to participating farmers, the programme is bound to fail irrespective of other logistics available. Farmers expressed disappointment over lack of infrastructural facility by under NPFIS project, though the programme is welcomed as expressed by the people. Again, improper coordination of the Farmers' Cooperative Associations by Apex body was a setback to achieving the programme's objectives. This issue created inability of members to receive the revolving soft loan from the government." (Underline is mine to show emphasis).

Thus, the foregoing findings are not only suggesting that there is a dire need of direct funding of the beneficiaries of the policy, but that there is also the need for proper coordination of the farmers and necessity for infrastructural facilities. These articulations drive into the next phase of the identified knowledge gap-investment planning. As a strategic concern, investment plan in respect of adaptive management rely on proactivity and futurism. Consequently, the National Agriculture Investment Plan (NAIP)-2 makes food and nutritional security a human rights issue, where in its objective 4, states as follows:

"Food as a human right: - Ensure national food and nutrition security through adequate availability of safe and nutritious food at affordable prices for rural and urban population in Nigeria at national and household level. Attain Food Security through self-sustaining growth and position Nigeria as a net food supplier."

The foregoing implies that making food a human rights issue, brings the concept of food availability within the context of international enforceable conventions and protocols. This explains why investment planning in such regard is fundamental to the actualization of the strategy of adaptive management within the context of this study. For instance, at p. 40 of the NAIP (2017) policy document, it states as follows:

"The purpose of the Agricultural Investment Plan is to contribute to sustainable food security, increase the incomes of rural households and secure national economic growth. The plan is aimed at transforming Nigerian agriculture into a modern, professionally-managed and market-oriented business undertaking. This will be achieved through targeted investments that create an environment conducive to increased production; especially investing in the infrastructure required for agricultural intensification in terms of production and processing, technological innovations and public-private partnership."

And at p. 41 of the said document, the following is clearly stated:

"In order to improve policy framework, strengthen stakeholders ownership and foster economic commitment at the national and sub-national levels, the investment plan explores funding modalities based on the progress made towards the Agricultural Promotion Policy. The second section of this plan details the total cost of each programme and then compares these to planned expenditure by the Government as detailed in the MTSS' activities, with direct involvement of Private Sector investments, as well as engagements from the Development Partners. From this, the "investment gap" is calculated and the final section outlines the effects of the expenditure gap which if not bridged would affect the achievement of the expected outcomes."

These cited sections of the NAIP-2 policy document indicate that the success of any developmental program lie at the heart of the learning processes that occur during the implementation phase of the program. Such learning could be used to modify the program and it can also be the basis for abandoning the program for something more beneficial. Whichever applies, it is important to note that investment planning is crucial, since, without it, no meaningful result is possible; and the sustainability of the scheme will be in doubt.

4. Learning Attribute- Agricultural Transformation Agenda (ATA): Sustaining the Gains

As a learning attribute, the agricultural transformation agenda of the Federal Government of Nigeria builds on the knowledge generated partly from the implementation of the National Agriculture Investment Plan (NAIP-2), which according to Hendriks (2018) is lacking in key features of development programs. It was pointed that the NAIP-2 is bereft of core issues such as policy statements in respect of the environment, disaster management, water distribution and sanitation. These obvious gaps in the NAIP-2 document could not have been made possible if implementation phase did not consider the drawbacks of the policy. Thus, understanding and reviewing the impacts of these drawbacks is a product of the learning process.

Further, in order to mitigate this gap, the nation's Agricultural Transformation Agenda (ATA) identified three components for direct implementation efforts; they include:

- (i) Infrastructure Development;
- (ii) Commodity Value Chain Development; and
- (iii) Program Management.

Thus, under the Agenda Support Program Phase 1, the implementation blueprint of ATA based on the Strategic Environmental and Social Assessment (SESA) (ADB GSESA, 2013) asserts as follows;

“The environmental and social impacts and benefits of the Project have been analyzed through a detailed Strategic Environmental and Social Assessment (SESA) in line with the requirements of the Nigerian environmental regulations

Although the foregoing quote is from the summary of the implementation report, suffice to state that it gives a description of factual conditions of implementation that can only be made possible on account of a deliberate process of learning while the implementation of the policy is ongoing. For instance, the support program drew attention to a description of the projects, their impacts on the host environment, social management and environmental stability plan, etc. the support program also drew attention to one of the fundamental objectives of the program, which was more of corporate social responsibility issue, where private participation was required to assist agricultural transformation that contributes towards agricultural growth that enhances food security and jobs creation on a sustainable basis as to ensure the availability of wealth and wellbeing of the populace. Thus, implementation period studies also indicate gaps in the direct policy for the empowerment and development of rural farmers, and entrepreneurs that are engaged in the production phase of the policy in addition to facilities that can aid their efforts. The summary discussed issues of produce processing, storage, marketing and distribution, creation of commodity value chains and improved productivity. In the view of this paper, these identified items are specifically, the products of new knowledge developed during the implementation of previous programs.

Consequently, it should be noted that identification of these features are only possible when adaptive management practices are integrated into the implementation phases of public policy programs.

As have been noticed, there are significant potentials in agriculture that is capable of increasing the GDP of all African societies if harnessed properly. A case in point is the Nigerian experience where food and nutritional security programs have indicated obvious gaps in the programs implementation process. When these identified gaps are eliminated, opportunities such as such as employment, export of processed food materials, increase in the yield of food and nutritional products, would be on the increase (FMARD, 2011).

5. Agricultural Development Consolidation Plan- Strategy and Performance Evaluation

It is important to note that the advent of Covid-19 disrupted most global economic developmental programs. This account for the reason why the study only considered strategic planning activities with lifespan that terminated in 2020. As could be deduced from learning articulation 3 which terminate into the following learning attributes: Promotion Plan (2016-2020), Economic Growth and Recovery Plan (2017-2020); and National Strategic Plan of Action for Nutrition (2014-2019). A proper consideration of these learning attributes will indicate that they are all plans of action with strategic templates for performance evaluation. The importance

of these plans of action is the clear manifestation of the relevance of in-process study characterizations that unveils the fundamental features of public policies and how experiences gained during implementation can be used as a veritable tool for review and modifications. These experiences as knowledge-based raw materials can also be used to create content for new programs with divergent characteristics. This view agrees with Bakker's study alongside many other findings.

Thus, Bakker argued in favour of the ideology of "participatory learning and action plan" (PLA). This initiative implies the combination of all stakeholders including the farmers who are referred to, as users, the funds investors, and government or public supervisory agencies. Discussions by this group is referred to as "pure participation" by Cooke and Kothari (2001). According to their views and that of Dichter (1989), the discussions among the stakeholders would likely produce implementable versions of the policy in the sense that:

- (i) The involvement of the stakeholders in the idea formulation process makes them develop key interest in the detailed implementation of the project. It also makes them decisive when key issues of the project are at stake.
- (ii) Where there are general or shared problems, people have been known to easily organize themselves to search for solutions to those problems instead of reacting or responding to outside influences.

In furtherance of the foregoing, the general output evaluation component of the study considered the performance of the strategies in the face of major threats such as Boko Haram, herdsmen attacks and criminals such as bandits and unknown gunmen. The importance of this digression to the study is that it accounts for the various departures from predicted outcomes of the investments in agriculture owing to security lapses (Downie, 2017). Further, where these insecure environments are expected to yield heavy benefits; Eigege & Cooke (2016) observed that with the advent of these threats, localized agricultural produce is confined to subsistent farming; and this has disrupted the progress gained in the process over the years.

Consequent to this development, farming endeavors, lack of access to user markets, lack of credit facility supports, limited agricultural extension services, etc. have characterized agricultural developments in most rural areas of Africa. Thus, the likely learning process in respect of appropriate performance evaluation for agricultural development in the face of national insecurity is not only a challenging attribute but an instructive exercise in the sense that knowledge acquired from the process is critical to strengthening the strategy and plans of action.

It is therefore a crucial fact that national insecurity is inimical to national agricultural productivity. This means that, the social interruptions arising from the activities of criminal insurgents thus undermine the capacity of communities that engage in agricultural produce, which has the capacity of creating limited access to food, thus resulting significant food insecurity to the nations of Africa.

Conclusions

The study has considered the menace of food and nutrition insecurity in Africa and the attendant policies that have been developed as a counter narrative that can cure the dwindling fortunes of agricultural investors. The major focus of the study is the role of adaptive management in policy implementation and development. By its nature, adaptive management is a decision making tool that considers policy implementation as an experimental process that can be studied with new insights generated that can enhance the quality of decisions made on the basis of the study. Thus, in respect of this study, adaptive management is not only crucial but relatively critical to the formulation of public policies that could be deployed in the strategic positioning of investments in agriculture for the good of society. The study considered the effect of the triple loop of learning and applied same to the various attributes and articulations of learning with predictive outcome based model. The implication of this model is that likely errors of policies that may result colossal failures are identified, isolated and reviewed. This triple loop of: what to do (the rules) in terms of setting the agenda for the programs, how to do (insights) in terms of derivable ideas and knowledge and why to do (principles) in terms of establishing the stage for policy implementation or review.

It is instructive to note that the various agricultural programs that have been designed under different policy dispensations have largely relied on in-process studies, where new ideas and knowledge have been generated to enhance the formulation of policies. In this regard, the paper has considered the concept of food security with

respect to developing learning models that are supportive of policy review for enhanced implementation. It also discussed the policy of agricultural investment design to show how strategic planning can be used to sustain policy implementation within the framework of identified priorities. The study also drew attention to the need for an agricultural transformation agenda that encapsulates various study models which are analyzed to produce a central policy blueprint with adequate capacity for eradication of errors and inherent failures. The study conclusively discussed the performance evaluation method for strategic agricultural policy implementation and concisely asserted the relevance of participatory learning and action plan as the model that can enhance the adaptive management ideology canvassed in the study.

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