

Platform for Agricultural Risk Management



# Annual Progress Report 2014

PARM





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*“Our vision is to change the perception of agricultural risk management through an assessment process leading to converging views on risks in each country...”*

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**Jesús Antón**  
*Senior Programme Manager*

**PARM SECRETARIAT**  
*hosted by IFAD Headquarters,  
Rome*



**Massimo Giovanola**  
*Technical Specialist*



**Karima Cherif**  
*Knowledge Management Officer*



**Mariam Soumare**  
*Principal Programme Manager  
Food Security Analyst*

**NEPAD Focal Point**  
*hosted by NEPAD Headquarters,  
Johannesburg*

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*“...moving from disaster policies and standard tools to ex-ante planning and tailored solutions”*

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# Foreword

The objective of this Annual Progress Report is to review the activities of the Platform for Agricultural Risk Management (PARM) during its first year of life or, more precisely, thirteen months since its launch in December 2013. The Platform is a G8-G20 initiative founded by a multi-donor partnership between the European Commission, the Agence Française de Développement, the Italian Government and the International Fund for Agricultural Development. This report reviews the activities implemented in three areas: the coordination of the Platform activities and partners; the knowledge management activities in terms of studies, capacity development and learning; and the status of the PARM process by country.

PARM implementation achievements for the period December 2013- December 2014 are reviewed against the 2014 Annual Work Plan and Budget (AWPB), to ensure timely delivery of the Platform Programme outcomes and fast-track the on-going processes based on lessons learned. This Annual Report is available to all partners for transparency and public scrutiny. The Platform is looking forward to receiving constructive suggestions to improve its activities and interactions with partners.



***“Without well-defined responsibilities, any risk is a disaster: (P)ARM policy dialogue should conduce to defining layers of responsibility on agricultural risk”***

Jesus Anton,  
Senior Programme Manager

*From the left: Massimo Giovanola, Jesus Anton, Michael Hamp and Mariam Soumare during the 5th Steering Committee in Paris, March 2015.*

# Executive Summary

*Risk and uncertainty are inherent to agriculture, and their management is a major challenge for agricultural producers, particularly smallholders. Agricultural risks can be a threat for livelihoods and food security in developing countries and their efficient management can open new opportunities for investment in agriculture, economic development and improved food security.*

In response to this gap, both the G8 and the G20 backed the creation of the Platform for Agricultural Risk Management (PARM) that was launched in December 2013. The Platform has been created to promote and enhance Agricultural Risk Management (ARM) in developing countries, with a holistic approach, covering knowledge and capacity gaps, and facilitating ARM process with stakeholders in order to implement ARM policies and tools.

2014 has been the very first year in the life of the Platform, beginning its operations with an interim Secretariat upon the recruitment in early September 2014 of the PARM Secretariat dedicated staff housed at the Policy and Technical Advisory division of IFAD. PARM has focused on setting up activities, consolidating its governance and partnerships, and defining a long term strategy. It has proven to be a learning process so far and continues to be on this course. All the achievements of this first year, both with the interim and the definitive Secretariats, have created the basis to ensure that PARM activities achieve their cruising speed in 2015.

***2014 achievements have created the basis to ensure performance in 2015***

The PARM has consolidated its structure as a platform, that is, a light structure to enhance the interaction among ARM partners at country level and a global level, to promote knowledge and better Agricultural Risk Management policies and strategies.

The PARM Steering Committee (SC) has met three times and has been critical to lead the take-off of the platform, allowing for the interaction between the PARM donors, potential donors and NEPAD as strategic partner in Africa.

The **Advisory Committee** was established with the membership of key knowledge and cooperation partners, private sector, Regional Economic Communities, and farmers organizations. A first meeting of the Advisory Committee took place in October 2014 with a very active participation of all members. Enhanced communication and collaboration has been taking place with some of these members on specific topics or activities, in particular, with the FAO, the World Bank, the WFP and Agrhymet.

***PARM activities in Africa are implemented in strategic partnership with NEPAD***

Since its launch, NEPAD has been identified as strategic partner for PARM activities in Africa. On February 7, 2014 an Implementation Agreement was signed between IFAD and NEPAD concerning the PARM cooperation. Two Contribution Agreements for the total amount of USD 243,340 were signed with NEPAD in March and August of 2014 to implement PARM setting up activities in Niger, Uganda, Ethiopia and Mozambique. Close collaboration in the organization of the ARM workshops in Niger (June) and Ethiopia (November), plus joint missions to Ethiopia, Uganda and Niger, and the organization of the third meeting of the SC in NEPAD headquarters in Pretoria, have contributed to consolidate this partnership.

**PARM activities have begun in Niger, Uganda and Ethiopia** in close collaboration with NEPAD and existing initiatives. In each country the PARM activities have been built on existing activities, led mainly by the World Bank in Niger, by FAO and NEPAD in Uganda, and with an additional participation of AFRACA in Ethiopia.

A significant effort has been done this year to improve the alignment between the country ARM ongoing activities and the four **PARM process phases** (Setting up, Risk Assessment, Policy Validation, Monitoring & Evaluation).

The challenge has been and will be to follow a systematic approach to ensure good quality ARM results, while adapting the process to the different country contexts and policy timing. In particular PARM activities need to serve timely as input for the new agricultural investment plans that are being elaborated in the three countries.

The PARM has met with high level officials from Niger (HC3N Commissioner Mr. Allahouri Amadou), Ethiopia (H.E Mr. Wondirat Mandefro, State Minister for Agriculture), Uganda (V. R. Rubarema, Permanent Secretary of the Ministry of Agriculture, Animal Industry and Fisheries) and Gambia (H. E. Solomon J.E. Owens, Minister of Agriculture). They all have expressed support to PARM activities in their countries and willingness to bring ARM policies to their agricultural Investment Plans. A road map of ARM activities has already been established with the first three of these countries.

The main milestones of country activities in 2014 have been the ARM workshops in Niger and Ethiopia and the meeting of the National Steering Committee in Uganda. The core risk assessments activities in Niger, Uganda and Ethiopia are planned to be finalized by the end of June 2015.

***Niger, Ethiopia, Uganda and Gambia are already engaged to integrate ARM into their agricultural investment plans***

The stakeholder consultation workshop to discuss Niger’s 2014-2023 Action Plan for ARM (Plan d’Action pour la gestion des risques agricoles au Niger – PAGRA, 2014-2023) took place in Niamey in June 2014. The workshop was co-organized by the World Bank, PARM/NEPAD and other partners, bringing together hundred decision makers and experts from the public and private sector engaged in agricultural risk management in Niger. The outcome of the workshop was the finalization of the PAGRA report and the adoption of recommendation and development of a country road map. A follow up mission agreed with HC3N specific PARM studies to complete existing analysis. The objective is that agricultural risk management initiatives (both from the WB and from PARM) will be introduced under axe 5 of the Agricultural Investment Plan 2016-20.

In November 2014, PARM had an active participation and contribution to the Policy Forum on Integrating agriculture and food risk management and innovative financial services in

**Ethiopia**, and initiative previously initiated by FAO-AFRACA and NEPAD. The PARM Secretariat and NEPAD have been included in the short list of facilitators to support the Government of Ethiopia in the integration process of new ARM tools in the national policy and investment plan.

In **Uganda**, since the creation of the ARM national steering committee in 2013 no advancement has occurred. The joint PARM-NEPAD mission allowed to hold a meeting of the National Steering Committee and to agree with Uganda on a road map of activities to align with new national agriculture investment plan.

**PARM has developed a long term strategy** to implement the ARM processes in nine African countries. This strategy accounts for the resources available and for the knowledge acquired during the working experience in its first year, plus the policy experience of its strategic partner NEPAD. The long term strategy was discussed and approved during the third Steering Committee meeting in Pretoria on the 30th October 2014.

This long term strategy is being enhanced with the progressive development of the PARM Handbook comprising all PARM methodological and strategic documentation. The drafting began in 2014 with documents such as the PARM background paper, the summary infographic factsheet and the draft risk assessment ToR. The Handbook is planned to be finalized by the end of the year 2015, but it will be a living document that will be updated when new lessons are learned.

**The first steps for a PARM Knowledge Management (KM) strategy** have included the ongoing PARM Handbook, the study on warehouse receipts and a temporary website. During the year 2014, KM activities have mainly focused on creating a visual identity of PARM and raise visibility and assessing the needs of the donors, members and partners in order to develop tailored KM products for the different target audiences.

***KM main focus for 2014 has been to raise visibility and awareness of PARM***

A study on “Appropriate Warehousing and Collateral Management Systems in sub-Saharan Africa and Madagascar” was commissioned to J. Coulter Consulting Ltd, co-financed with the AFD and the CTA and will be published in 2015.

A temporary PARM webpage was developed and hosted under IFAD website ([www.ifad.org/parm](http://www.ifad.org/parm)) until development of a PARM official website which will be launched by end of May 2015.

The PARM Secretariat was invited to have an active role in the Annual Conference of the Forum for Agricultural Risk Management and Development (FARM-D) and Policy Workshop, organized by World Bank in Johannesburg in November 2014. The PARM participation in several roundtable provided significant visibility to the programme.

These activities provided a good basis to build a full KM/Communication strategy for PARM, which is currently under development. KM activities will range from development of methodology documentation, communication and events, to core PARM activities such as the production of studies capacity development.

PARM is now in a firm position to move forward, consolidating the setting up activities in PARM countries, developing a business model for the elaboration of studies and capacity development, and implementing and ambitions knowledge management strategy.

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***In 2015 PARM, in strategic partnership with NEPAD, will bring Agricultural Risk Management to the centre of the agricultural policy debate in several African Countries. This is an important step to improve the management of agricultural risks, facilitating investement and food security.***

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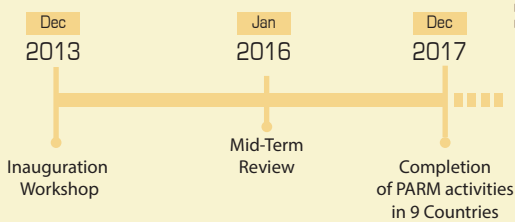






## Why PARM?

The Platform for Agricultural Risk Management (PARM), an outcome of the G8 and G20 discussions on food security and agricultural growth, is a four year multi-donor partnership between developing nations and development partners to make risk management an integral part of policy planning and implementation in the agricultural sector.



## PARM Objectives

**General.** To contribute to sustainable agricultural growth, reduce food insecurity, and improve livelihoods of rural and poor farming households in selected developing countries.

**Specific.** Strengthen agricultural risk management (ARM) in selected developing countries, in a holistic manner and on a demand-driven basis.

ARM becomes an institutional component of agricultural policy in beneficiary Least Developed Countries (LDCs) and Low and Middle Income Countries (LMICs) and interested Regional Economic Communities (RECs) and African Union (AU).

## Expected Results

- 01 Demand for qualified ARM services from governments and RECs/AU satisfied
- 02 Awareness and use of holistic ARM increased
- 03 Coordination among ARM practitioners increased
- 04 Enhanced institutional capacities and synergies between stakeholders
- 05 Emergence of local expertise and availability of training facilities on ARM

## Where We Operate?



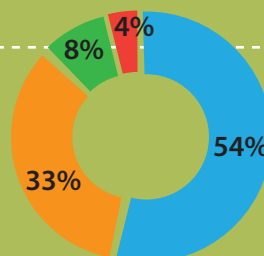
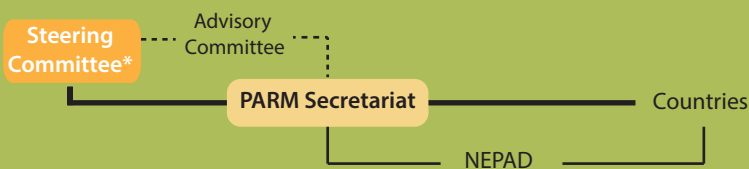
PARM is currently focusing on sub-Saharan Africa but may expand its geographical scope to other regions in the future.

The main selection criteria are based on:

- Commitment** of the government to Agricultural Risk Management (ARM) and the status of the Comprehensive Africa Agriculture Development Programme (CAADP) implementation
- Diversity** in agro-climatic zones, language blocks, and socio-economic standing.

The current selected countries are: Cabo Verde, Cameroon, Ethiopia, Liberia, Mozambique, Niger, Senegal, The Gambia and Uganda.

## PARM Governance



## Programme Funds

TOTAL COST  
**7.8**  
USD MILLION

Legend: EU (blue), AFD (orange), DGCS (green), IFAD (red)

# Programme Overview

*The Platform for Agricultural Risk Management (PARM) is an outcome of the G8 and G20 discussions on food security and agricultural growth.*

## EXPECTED RESULTS

- 1 Demand for qualified ARM services from governments and RECs/AU satisfied
- 2 Awareness and use of holistic ARM increased
- 3 Coordination among ARM practitioners increased
- 4 Enhanced institutional capacities and synergies between stakeholders
- 5 Emergence of local expertise and availability of training facilities on ARM

## 1.1 BACKGROUND

For the past years, many international institutions and organizations have placed considerable importance on Agricultural Risk Management (ARM). However bottlenecks in terms of lacking capacity, insufficient knowledge transfer between countries, and low take-up of innovation, persist in the area of agricultural risk management. Several development institutions, NEPAD and local stakeholders have expressed the need for a support facility that fosters the exchange of knowledge and experience, and that assists the public and the private sector in developing countries in building a more structured approach towards agricultural risk management.

The discussions in the framework of the G8 and G20 have created a positive momentum around the questions of food security and agricultural risk management and the decision to establish a Platform on Agricultural Risk Management (PARM) was explicitly mentioned in both G8 and G20 communiqués. In this context, PARM was set up in December 2013 to support the development of a holistic risk management in agriculture and to facilitate knowledge exchange in this field.

## 1.2 GOAL & OBJECTIVES

**General Objective.** The overall objective of PARM is to contribute to sustainable agricultural growth, reduce food insecurity, and improve livelihoods of rural and poor farming households in developing countries.

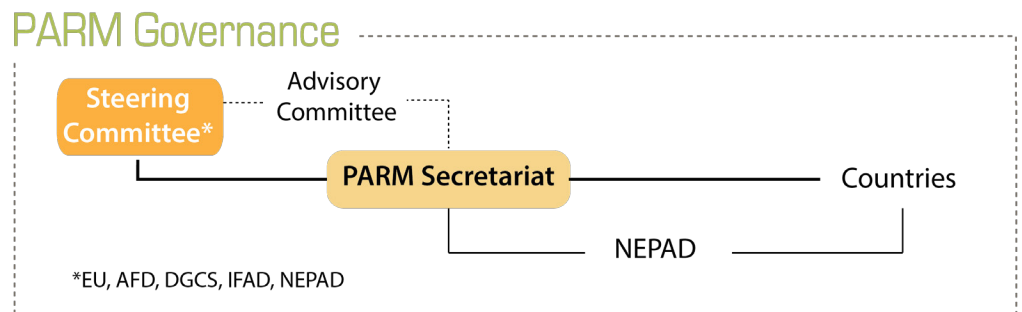
**Specific Objective.** The specific objective of PARM is to strengthen agricultural risk management (ARM) in developing countries, in a holistic manner and on a demand-driven basis by supporting partner countries in making ARM institutional component of agricultural policy.

The Platform plays the role of facilitator in bundling the know-how of participating donors for the development of methodologies for risk analysis and the adoption of risk management strategies, integrating risk management instruments and approaches in public policies, private sector practices and agricultural investment programmes.

### 1.3 STRUCTURE, INSTITUTIONAL SETUP & GOVERNANCE

PARM is a four-year multi-donor initiative co-financed by the European Commission (EC), the French Development Agency (AFD), the Italian Government, and IFAD for a total of 7,775,000 USD (or 5,980,769 EUR), which are managed by the PARM Secretariat hosted by IFAD. The Platform was established and officially launched in December 2013 in IFAD's headquarters in Rome.

PARM is governed by a Steering Committee (SC), an Advisory Committee (AC) and Secretariat. These bodies ensure that PARM activities respond to its founding objectives and deliver good quality and neutral assistance.



#### OUR DONORS



#### STRATEGIC PARTNER



#### STEERING COMMITTEE

The Steering Committee is made up of the contributing donors: EC, AFD, Italian Government and IFAD. NEPAD is a major strategic partner in Africa, and as such, is also included in the SC. The SC has the authority to make budgetary decisions and meets three times per year.

#### ADVISORY COMMITTEE

The Advisory Committee consists of key partners on implementation, private sector, cooperation, knowledge and beneficiaries. It meets annually and provides technical advice to PARM. In 2014 the advisory committee was composed of: AGRHYMET, AGRINATURA, CARGILL, COMESA, EAGC, ECOWAS, FAO, MUNICH-RE, ROPPA, WFP and WORLD BANK.

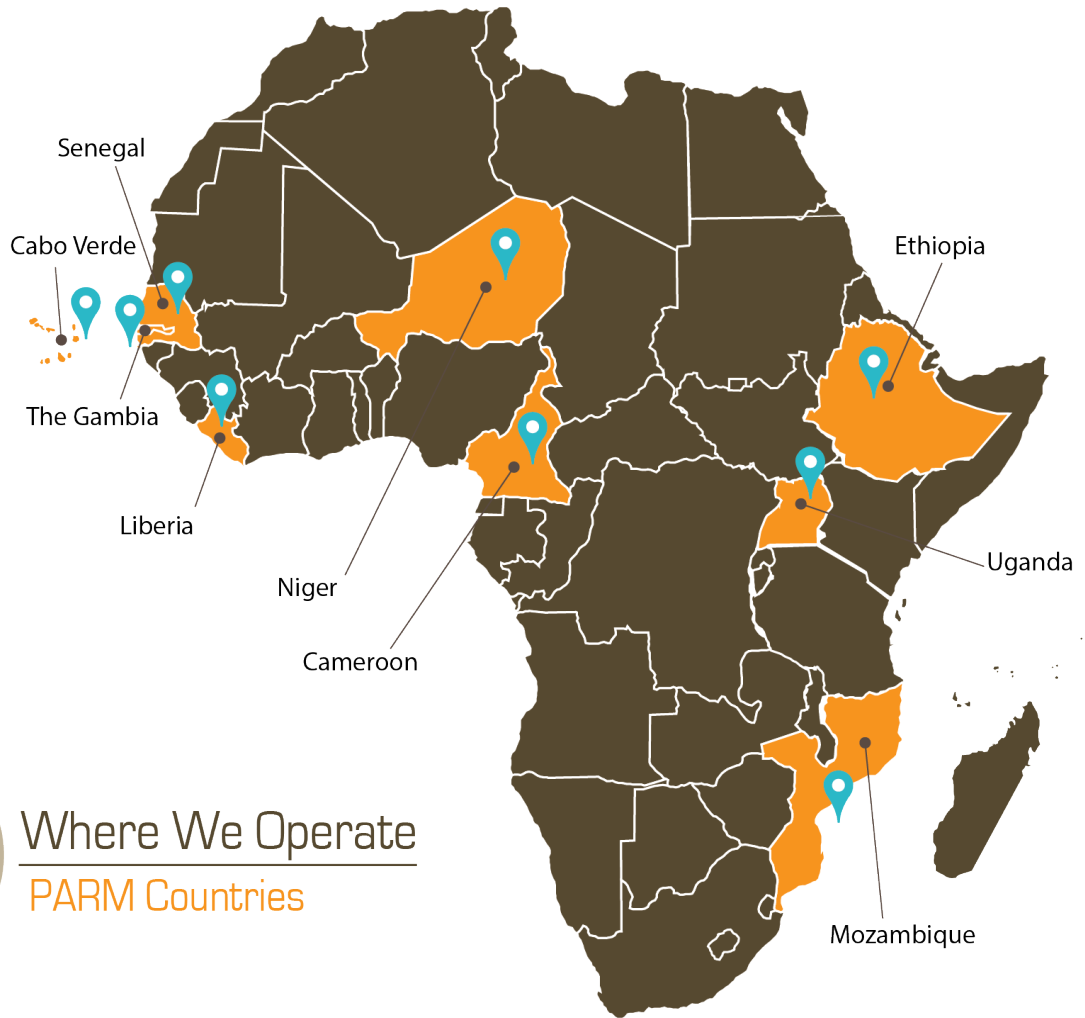
#### SECRETARIAT

Established in September 2014 and hosted by IFAD, is responsible for managing the programme, implementing the PARM process, liaising with clients, donors and partners and linking them with service providers/practitioners who have specific expertise in ARM. For the African continent, the PARM Secretariat is working in strategic partnership with NEPAD, which has been establishing since 2011 an Agriculture and Food Insecurity Risk Management (AFIRM) initiative within the CAADP framework in collaboration with various partners.

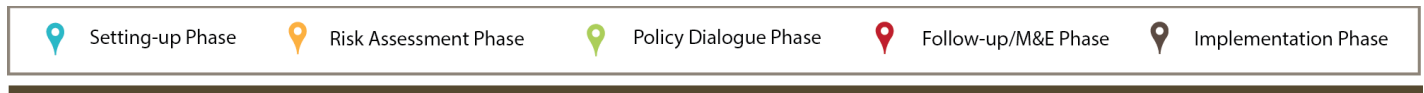
PARM will also closely coordinate and cooperate with additional partners from development organizations, private sector, universities and research institutes.

## 1.4 GEOGRAPHICAL FOCUS AND COUNTRY SELECTION

The initial focus of PARM is on nine sub-Saharan African countries, specifically Niger, Uganda, Ethiopia, Mozambique, Senegal, Cabo Verde, Cameroon, Liberia and the Gambia during the period 2013-2017.



Where We Operate  
PARM Countries



## 1.5 PARM PROCESS

The PARM process is designed in a flexible way to respond to country context and to the corresponding policy and political processes.

The PARM Secretariat jointly with NEPAD and other partners are designing and implementing a strategy to carry out these processes in the selected countries and achieving the objective of mainstreaming agricultural risk management in their policy frameworks. The PARM activities will always be complementary and coordinated with previous or simultaneous ARM work in that country, in particular by the World Bank, the FAO or the WFP. The PARM process is comprised of five main phases:

### PARM PROCESS PHASES



#### IMPORTANT STEPS

> OFFICIAL ENGAGEMENT FROM THE GOVERNMENT

### 01 SETTING UP

In this phase a first contact with the relevant high level government officials (Minister, vice-minister or office of president) is required, to ensure the engagement of the Government with the PARM process and initiate PARM activities in the country. A preliminary meeting/country visit will be envisaged in order to present in depth the PARM process and build ownership and common understanding at Government level. The first country visit will provide the occasion to identify the potential local experts that will support the risk assessment study which will be conducted at the second phase by international consultants.

### 02 RISK ASSESSMENT

- > RISK ASSESSMENT STUDY
- > NATIONAL STAKEHOLDER WORKSHOP
- > FINAL RISK ASSESSMENT REPORT

It represents the first technical phase of the process and focuses on the assessment and identification of risks and risk management gaps. This assessment phase requires a rigorous analysis of risk exposure and its economic, social and financial implications. A Risk Assessment study will be undertaken by selected experts (supported by local technical institutions and organizations like universities, research centres, etc.) and presented to a National Stakeholders Workshop. The objective is to facilitate the assessment of the main risks and policy gaps and the prioritization of risks and tools, that should be the focus of the country's ARM initiatives. The Final Risk Assessment Study Report will incorporate the outcomes of the workshop discussions and it will serve to identify the main focus for the feasibility studies and capacity development interventions. A National Steering Committee (NSC) will be established to guide the process and will include the main relevant stakeholders identified during the Risk Assessment Study.

### 03 POLICY DIALOGUE

- > FEASIBILITY STUDY
- > NATIONAL STAKEHOLDER WORKSHOP
- > FINAL POLICY REPORT

The policy dialogue is needed to engage stakeholders with the resulting risk management strategy, to which all of them need to contribute. The dialogue will be facilitated by rigorous feasibility studies on the tools and areas that were identified during the risk assessment phase. A second National Stakeholders Workshop will be organized with the objective of validating the priority interventions identified in the

feasibility studies and encourage the dialogue, leading to an action plan on policy, institutions and investment. The final expected outcome is that the selected activities are integrated in the CAADP National Agriculture and Food Security Investment Plan (NAFSIP), and that they find ways to be financed and delivered by service providers/private sector, Government, partners, NGOs and farmers' associations. An action plan defining the following steps to integrate the ARM into national policy and investment plan is drafted after the second national Stakeholders Workshop.

04

#### FOLLOW-UP / MONITORING & EVALUATION

This phase consists in assessing and measuring the impact and results of PARM process in the country to develop best practices, improved methodology and lessons learned to feed into the next phase of implementation. During this phase, PARM can facilitate the implementation by supporting in relevant capacity building activities which will depend on resource availability. The alignment of PARM process into other Government initiatives may facilitate the integration of ARM into the national strategies even before the follow-up phase. If implementation occurs within the PARM timeframe, the PARM follow-up process will also monitor and evaluate the implementation.

05

#### IMPLEMENTATION

All the PARM activities are oriented to facilitating the implementation of ARM tools in the participating countries. The previous phases focus on the identification and design of ARM measures. In countries where the four phases of the PARM process are fully and successfully finalized, the implementation process to integrate the identified tools into the national policy and investment plans will continue. The actual implementation of the policies is responsibility to the National Government in collaboration with stakeholders, service providers and donors. PARM will technically accompany and facilitate this process only to the extent that resources are available.

●

#### LEARNING

Learn from results and feed best practices and lessons learned into new process.

### 1.6 LOGICAL FRAMEWORK

The PARM logical framework is in the process of being revised to better reflect PARM process and activities and to ensure results-oriented indicators. It is planned to be finalized and approved by the Steering Committee by the end of 2015.

# Annual Budget 2014

An Annual Work Plan and Budget (AWPB) for the period 2013-14 was constructed by the Secretariat based on the donors contribution agreements plans and budgets and activities implemented by NEPAD in the period under review. Given the delay in the recruitment of the PARM Secretariat staff, the AWPB 2013-2014 takes into account the salary costs starting from end of August 2014, instead of the full year as planned and the cost of consultants for the Interim Secretariat. This budget is fully consistent with the Long-term Work Plan and Budget for the period 2014-18 (See Annex 1) approved by the SC in October 2014.

Table 1. Annual Budget 2014 by category (USD)

PARM Categories	AWPB 2014 Target (USD)
1. Human Resources	176 800
2. Cost of SC/AC Conferences	15 000
3. Other costs, services (KM, M&E, Capacity Building)	80 000
<b>Sub-total PARM Coordination</b>	<b>271 800</b>
4. Consultancy Services / Recruitment Costs	280 000
5. Travel	110 000
6. Cost of Conferences/Seminars	128 700
7. Studies	60 000
8. Training, Capacity Building	60 000
9. M&E	-
<b>Sub-total Country Activities</b>	<b>638 700</b>
<b>Total Budget (net)</b>	<b>910 500</b>
10. Other (contingency 5%)	65 000
<b>Total Budget (gross)</b>	<b>975 500</b>

Table 1. Annual Budget 2014 by category (USD)

# Implementation Progress 2013-2014

*PARM implementation progress for the period 2013-2014 has been measured against the reconstructed 2014 AWPB expected results and based on three level of implementation: Coordination, Knowledge management, and PARM Country Process.*

During the first year of implementation, PARM operations have focused on the following activities:



## COORDINATION

- (i) launch of PARM and establishment of the Secretariat;
- (ii) PARM-NEPAD partnership organizational arrangements;
- (iii) engagement with the Steering Committee and establishment of the Advisory Committee.



## KNOWLEDGE MANAGEMENT

- (i) development of KM/Communication strategy and products;
- (ii) studies;
- (iii) capacity building;
- (iv) engage in events and improve partnerships and synergies;



## PARM COUNTRY PROCESS

Progress on the status of PARM process by country.





### 3.1 COORDINATION

#### (i) Launch of PARM and establishment of the Secretariat

The Platform for Agricultural Risk Management (PARM), was officially launched during the “ IFAD-NEPAD Inauguration Workshop of the PARM” held from 3-4 December 2013 in IFAD Headquarters in Rome, Italy.

The purpose of the workshop served the following three major goals: (a) to introduce the PARM initiative to the general public and to formally launch the initiative; (b) to provide stakeholders and experts an opportunity to discuss the most pertinent challenges related to agricultural risk management today and to strategize on how to overcome the problems; (c) to collect feedback from the audience on the current design of PARM and to present stakeholders to actively contribute to the future development of PARM.

The meeting gathered more than 70 high-level decision makers and experts from the public and private sector engaged in agricultural risk management in Africa: representatives from African nations and Regional Economic Communities (RECs); NEPAD and funding members of PARM (Agence Française de Développement, the European Commission, the Government of Italy, and IFAD); multilateral and bilateral development partners; the private sector as well as research institutes and knowledge partners of PARM.

With the formal launching of PARM, the facility became operational and PARM activities have been initially carried out by an interim Secretariat composed by three professional consultants, upon recruitment of the PARM Secretariat dedicated staff to be housed at the PTA division of IFAD. The PARM Secretariat Team has been appointed in early September and comprise of: Mr. Jesús Antón, Senior Programme Manager; Mr. Massimo Giovanola Technical Specialist; Ms. Karima Cherif, Knowledge Management Officer.

#### (ii) PARM-NEPAD partnership

NEPAD has been identified as strategic partner and one of the main implementing entities of PARM. On February 7, 2014 an Implementation Agreement was signed between IFAD and NEPAD concerning the PARM cooperation. In 2014, two Contribution Agreements for the total amount of USD 243,340 were signed with NEPAD to implement PARM setting up activities in Niger, Uganda, Ethiopia and Mozambique.

In March 2014, PARM agreed to make a first contribution of USD 14,000 to NEPAD for the co-organization of a workshop in Niger. The second Contribution Agreement with NEPAD has only been signed and the funds transferred in November 2014. An adjusted programme of work and budget for the Contribution Agreement was agreed to respond to this reality and to recent

developments in the PARM process in the countries already visited: Ethiopia, Uganda and Niger.

Since the arrival of the of a fully new operational PARM Secretariat in September, the interactions and communications between NEPAD and the PARM Secretariat have significantly increased and joint missions have been undertaken to Ethiopia, Niger and Uganda.

The reports submitted by NEPAD for 2014 on the implementation of the contribution agreements is included in Annex II.

#### (iii) Engagement with the Steering Committee and establishment of the Advisory Committee

The PARM Steering Committee has met three times in the period 2013-14: December, April and October.

On December 5, 2013 the **PARM Steering Committee** met for the first time in Rome, back to back with the inauguration workshop. The meeting served to recap on the workshop and exchange views among the SC members. The first versions of the Terms of Reference for the Steering and Advisory Committees were approved. The selection of the nine PARM partner countries were confirmed and the annual goals and budget 2014 were approved.

The *second meeting* took place by teleconference on the 15 April 2014. The SC had a general discussion on methodological documents under development, and the implementation agreement signed by IFAD and NEPAD on February 7th, was presented to the Committee. The main focus of the discussion was on the selection of the AC partners, the activity plan and the partnership with NEPAD. Other specific items discussed were: the new PARM logo that was presented, an update on the Warehouse receipts study, and on the preparation of the upcoming Workshop in Niger.

The *third Steering Committee (SC)* meeting was held on October 30th 2014 at NEPAD Headquarters Offices in Johannesburg, South Africa. The CEO of NEPAD Dr Ibrahim Assane Mayaki briefly joined the discussions during the afternoon session speaking on the high importance that the PARM initiative has in NEPAD’s Agenda and the need to work together with a cooperative spirit. He also expressed the urgency for delivering results and impacts on the ground to the African constituencies. Key topic in the agenda discussed and related decisions were as follows:

**Progress and Planning.** An overview of the PARM process, implementation progress and planning for 2014-2018 was presented by the PARM Secretariat. Suggestions and agreements were made on the importance of adjusting the PARM Process to the reality of ARM initiatives and processes in each country and the need for all countries to be assessed for readiness in order to develop country-specific plans. It was therefore agreed to plan visits to all selected countries, as soon as possible (except Liberia, due to Ebola) for a preliminary assessment of readiness and initiate the Setting-up Phase for the most ready in 2015.

**BMZ/KfW contribution to PARM through NEPAD.** BMZ and KfW presented their proposal for a German contribution to PARM. All members of the SC and the PARM Secretariat welcomed the initiative that will contribute to increase NEPAD's capacity to implement ARM activities. It was agreed that activities under the KfW/BMZ's direct contribution to NEPAD's CAADP will be part of a single programme of work and set of PARM activities approved and guided by the PARM Steering Committee.

**Knowledge Management Strategy.** A new KM strategy will be presented to the next meeting of the SC in February 2015, taking into account the need to develop an interactive platform for donors and advisory committee members to easily access documentations and latest information on PARM operations and share knowledge. It was also discussed the need to work on country level KM products that are comprehensible for non-specialists and the possibility of using radio, training of journalist at country level and e-learning tools to raise ARM awareness.

**Warehouse receipts study** co-financed by IFAD/PARM, AFD and CTA was presented to the SC members. This rich study on 9 countries including 5 PARM countries will be co-published soon by IFAD, CTA and AFD.

The **PARM Advisory Committee** has been established with the membership of key partners comprised of: Knowledge partners (Agrhyment and Agrinatura): Private Sector partners (Cargill and Munich-Re); Implementation/REC partners (COMES, ECOWAS); Cooperation partners (World Bank, FAO, WFP) and Farmers Organizations (EAGC, ROPPA ).

The *First Advisory Committee Meeting* took place via Teleconference on October 29th, back to back with the Steering committee meeting from NEPAD HQ in Johannesburg, bringing together knowledge, private sector, REC, cooperation partners and farmer organizations. AC Members from Agrinatura, Cargill, COMESA, Food and Agriculture Organization (FAO), World Bank (WB), World Food Programme (WFP) and the East Africa Grain Council (EAGC) actively participated from their respective headquarters. NEPAD and IFAD (Chair of the Steering Committee) also participated. The discussions, chaired by PARM Senior Programme Manager, opened with the presentation of the recently appointed PARM Secretariat Staff and presentation of the PARM process, linkages with the CAADP framework, and the importance of building on on-going ARM initiatives. Main topic in the agenda was the review of the AC Committee TORs in order to identify potential roles and comparative advantages that the AC Committee Members could bring into the process. Early discussions on how to better draft TORs for Risk Assessment Studies were also raised. Conclusions and action were agreed with the objective to ensure that the AC Committee plays an important role in providing technical support and input to the PARM Process and becomes a knowledge sharing and learning platform among ARM practitioners and experts.



## 3.2 KNOWLEDGE MANAGEMENT

### (i) Development of PARM KM/Communication Strategy and products

During the year 2014, KM activities have mainly focused on creating a visual identity of PARM and raise visibility and assessing the needs of the donors, members and partners in order to develop tailored KM products for the different target audiences. A draft KM/Communication strategy is under development and agreed to be presented during the 4th Steering Committee which will take place in March 2015. Main activities and products achieved during 2014 are:

- **PARM Logo.** A consultant was hired for the design of PARM Logo which was finalized in February 2014.
- **PARM Handbook.** A full PARM Handbook comprising all PARM background methodology documentation is under development and will be finalized by end of 2015. The document will be a living document that will be updated as required particularly as we learn from the PARM processes and currently comprises of: PARM at a Glance, Background Paper, PARM Committees Terms of Reference (Steering Committee and Advisory Committee); PARM Process; and TOR for Risk Assessment Studies. Other documents are under development: Operational Guidelines; Knowledge Management Strategy; Capacity Development Strategy; Monitoring and Evaluation Plan;; TOR for Feasibility Studies; and TOR for Country National Steering Committee;
- **PARM Factsheet.** A summary infographic factsheet has been developed for quick information describing PARM objectives, operations and process to allow fast reading and awareness on PARM operations. Draft Country Factsheets are under development and will be available by end of 2015.
- **Branded Working Documents.** Templates and Gadgets. Templates, Letterhead and gadgets have been developed to build a stronger PARM identity.
- **E-Newsletter.** PARM Newsletter has been produced and the first issue shared on December 2014. The newsletter will be shared quarterly via email and will focus on providing information on latest and upcoming activities and events to SC and AC members and on the website.
- **KM sharing platforms.** (i) A temporary PARM webpage was developed and hosted under IFAD website ([www.ifad.org/parm](http://www.ifad.org/parm)) together with a SC Group Page accessible with username and password where SC members can access all relevant documentation; (ii) However, the development of PARM official website ([www.p4arm.org](http://www.p4arm.org)) is on-going

an the identification of experts has started end of 2014 and the actual implementation and launch is planned for end of May 2015. The website will serve as a resource for information, knowledge sharing, collaboration among PARM's stakeholders and to increase the visibility of PARM operations to potential donors and stakeholders. The web portal will play an important role in facilitating knowledge management and the dissemination of results and learning from PARM operations both to the general public and stakeholders. (iii) PARM Twitter page has also been created with the objective of actively participate in the online discussions and partnership on ARM related issues and events; (iv) PARM has also engaged in parallel KM platforms, in particular collaboration and synergies have been discussed with FARM-D Online Platforms where PARM has a dedicated profile where share with the already existing community its activities updates and actively contribute to the platform with documentation, studies, sharing of relevant events and webinars.

## (ii) Studies

**Warehouse study.** A study on "Appropriate Warehousing and Collateral Management Systems in sub-Saharan Africa and Madagascar" was commissioned to J. Coulter Consulting Ltd, co-financed with the AFD and the CTA, with a total contribution from PARM of USD 68,513 (EUR 52,703). The report is available to the Steering Committee and it will be made publically available for reference.

**TORs Risk Assessment.** The Terms of Reference of the Risk Assessment Studies (RAS) have already been discussed with the Advisory Committee and they have benefited from inputs from many experts and partners. This will be the basis for all the RAS studies in the nine PARM countries. Three of these studies (Niger, Uganda and Ethiopia) will be implemented in the first half of 2015.

## (iii) Capacity Development

During the first experiences in the PARM countries in 2014, capacity development has proved to be a key input for having a good ARM stakeholders discussion in the country and for implementing specific ARM instruments. The identification of CD gaps is already a priority in the roadmaps and studies that are being implemented in all countries. The first discussion to develop a CD module on general Agricultural Risk Management following a holistic approach have already taken place within the Secretariat, and with NEPAD, Agrhymet and FAO. More specific modules will be derived from the identification of capacity gaps.

## (iv) Engage in events and improve partnerships and synergies

PARM Secretariat and NEPAD have been invited to have an active role in the Annual Conference of the **Forum for Agricultural Risk Management and Development (FARM-D)**, organized by World Bank in Johannesburg on the 4-5 November 2014.

The Forum for Agriculture Risk Management in Development (FARM-D), a platform supported by the Swiss Government, the Dutch Ministry of Foreign Affairs and coordinated by the World Bank's Agricultural Risk Management Team, has organized its Annual Conference in Johannesburg from Nov. 4 – 6, 2014. The Forum was a great opportunity for raising PARM visibility among the ARM community in Africa. The FARM-D 2014 Annual Conference on "*Managing Agricultural Risks in a Changing Climate in Sub-Saharan Africa*", included interventions and panels/discussions with the participation of international organizations, private sector, national and regional institutions and experts within the ARM and Climate Change community.

Along the seven sessions plus an additional working day focusing on *Policy Workshop on Agricultural Sector Risk Management in Sub-Saharan Africa*, IFAD, PARM Secretariat and NEPAD participated in the discussions, and actively contributed to the topics.

During Session 6 on "*Climate Change and Ag-Risk: Policy Makers' Nightmare?*" and during the additional working day focusing on *Policy Workshop on Agricultural Sector Risk Management*, PARM Senior Manager, as member of the selected panels, provided additional inputs about the ARM process defending the holistic approach and shared more information about the PARM initiative and process to the audience.

**Outcomes.** The PARM Team had the chance to present and clarify PARM process to many active ARM players, especially ARMT of the World Bank and engage in fruitful discussions with Government representatives (Mozambique, Kenya), Regional Institutions (ECOWAS), private company managers (Kellogg's, etc.), Insurance Companies (Munich-Re and Swiss-Re), KM officers and ARM technical experts. Potential synergies have been identified starting from possible joint missions in Mozambique and Senegal where the World Bank's ARMT has already initiated ARM activities.

**Knowledge Management.** The Conference and panel discussions raised the need of sharing knowledge in order to improve synergies at global and national level and learn from best practices and lessons learned. Given PARM and FARM-D relevant role as knowledge sharing facilitators, a brief meeting has been organized with FARM-D Team in order to explore possible collaboration and contribution between the two initiatives in terms of knowledge management. It was agreed the importance of a common platform to share knowledge relevant to agricultural risk management in order to improve synergies and address the needs of stakeholders. It was agreed that PARM will have a space into FARM-D Online Platform to share with the already existing community its activities updates and actively contribute to the platform with documentation, studies, sharing of relevant events and webinars.



### 3.3 PARM COUNTRY PROCESS

Progress on the status of PARM process by country as of December 2014.

## Niger



#### WHERE ARE WE?



#### Background

Niger is a country regularly affected by natural shocks, especially droughts, which often unchain a series of negative effects as crop losses, price instability, conflicts related to land access, etc. The political incertitude, the scarcity of private banks and microfinance institutions, and the strong dependence from external aid and donors, are elements which reduce the interest and investments of potential investors in the country.

In this context, a nine years (2014-2023) strategic action plan has been developed by HC3N (Haut Commissariat à l'Initiative 3N), with the support of the World Bank (WB), to manage risks related to the agriculture sector in Niger and adopted as operational appendix of the 3N initiative (Nigériens Nourissent les Nigériens) focusing mostly on food security stability and prevention/management of agriculture risks. The PAGRA (Plan d'action pour la gestion des risques agricoles) has defined three components to manage agricultural risks in Niger, as follows: (i) Capacité des systèmes d'exploitation agricoles et pastoraux à faire face aux risques; (ii) Anticipation, adaptation et réponse en situation d'urgence des communautés, de l'Etat et des Collectivités; (iii) Animation et coordination en matière de Gestion des Risques Agricoles).

In the PAGRA some important risk prevention tools are identified (information systems, EWS, etc.) and linked to the response phase (emergency), however the following step which should help the farmers and/or the private sector to transfer the future risks exposure may need additional analysis. Some useful instruments to "transfer" the risk to other bodies could be explored, such as insurances schemes to protect productions losses against natural shocks. According to the Warehouse Receipt Study sponsored

by IFAD-AFD-CTA in 2014, the warrantage, another instrument to transfer and share the risk and well known in Niger, should probably receive more attention to partially compensate the main weakness identified in the country, particularly in the banking and financial institutions. In addition, the involvement of private sector, which often could contribute to protect and support smallholders, is not sufficiently analysed in the PAGRA.

According to the WB risk assessment report, droughts occurred every three years during the past three decades. These cannot be managed as disasters, and require a more holistic ex ante ARM. The agricultural risk management system should progressively move from the emergency to the long term analysis (and related risk management tools) of the main agricultural risks.

#### Action Plan 2014

Despite ARM-related activities and a risk assessment has been undertaken, 2014 activities mainly focused on re-launching the PARM in alignment with the current national policies and to facilitate next steps on identification of ARM priorities (based on PAGRA) and risk management tools to be supported by PARM

#### Expected Outcomes:

- Re-launch and align PARM process with PAGRA and the country national investment plan
- Facilitate next steps on identification of ARM priorities (based on PAGRA) and risk management tools to be supported by PARM
- Facilitate the next steps to develop capacity building activities
- Identify potential partners and stakeholder in the country to improve synergies and share knowledge
- Development of TORs to complete the ARM analysis
- Identification of potential experts and firms to undertake the Risk assessment study

#### Achievements 2014

(i) *Plan d'Action pour la Gestion des Risques Agricoles (PAGRA) Validation workshop, June 2014.* In March 2014, PARM proposed to make a first contribution of USD 14,000 to NEPAD towards the total estimated budget of USD 52,000 for the organization of a stakeholder consultation workshop to discuss Niger's 2014-2023 Action Plan for ARM (Plan d'Action pour la gestion des risques agricoles au Niger – PAGRA, 2014-2023). Three sub commissions were established by the HC3N and a Risk Assessment National Stakeholder workshop co-organized by PARM/NEPAD, FAO and other partners, such as the World Bank. It was held in Niamey, 10-11 June 2014 bringing together hundred decision makers and experts from the public and private sector engaged in agriculture and in risk management in Niger. The outcome of the workshop was to contribute to the improvement of the PAGRA and identifying priorities and develop a country road map (Table 3), with the emphasis on introducing and developing further the following: irrigation systems, improvement of storage techniques, warehouse receipt studies, institutional reform, linkages between agriculture and

market, and sharing national and international experiences.

**(ii) Realignment of PARM process in Niger, December 2014.** The newly appointed PARM Team jointly with NEPAD organised its first joint mission to Niger from 9-12 December 2014 to follow-up on the PAGRA validation Workshop to build synergies and re-launch activities in the country. The joint PARM- NEPAD mission to Niger in December was following up from the PARM - World Bank (WB) – NEPAD – FAO Workshop that took place in June 2014. The Commissioner Mr. Allahouri Amadou from HC3N received the PARM-NEPAD mission and expressed interest in aligning PARM support to the 2016-20 National Investment Plan formulation and with PAGRA, and agreed to elaborate a roadmap including PARM activities with the view of identifying tools for the next investment plan 2016-20. An Aide mémoire, including the agreed roadmap was approved by HC3N and shared to PARM-Nepad. The HC3N with the support of PARM and NEPAD has identified gaps to be covered, in particular the focus on smallholders risk management with three specific risk management axes: access to financial services and credit; access to markets; and integrated / accessible information system.

**(iii) Capacity Building Activities.** During the December mission, the PARM team had a first exchange with Agrhymet, in particular to develop risk management capacity building and training modules. This regional organisation from Comité permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel (CILSS) is a very good reference for data and information systems (meteorological and satellite) and for capacity building. Agrhymet have proven experience on capacity building in the region and working with them has the advantage that the modules will be capitalized for further use in the future by an organization that will continue to provide these services. The regional dimension of Agrhymet may be also useful to enlarge the collaboration with PARM in the other West African countries covered by PARM and NEPAD.

**(iv) Partnerships / KM.** During the December 2014 mission, the PARM team and NEPAD met with different country stakeholders and potential partners in order to develop a country network and improve synergies and knowledge sharing in the country. The following organizations have been met during the mission: FAO, WFP, trading Onion Cooperative PIV, Réseau National des Chambres d'Agriculture (RECA), EU Délégation, Aghrymet, World Bank, IFAD, ASUSU, Financial Institution, MoA...

**(v) TORs for Risk Assessment and identification of experts.** A first draft of TORs for the Risk Assessment has been developed and shared with the Advisory Committee for comments. Early identification of Experts and/or Service Providers to carry out the risk assessment gaps study has started and it is expected by first quarter of 2015 that the selected experts will be contracted and undertake the study, preferably in collaboration with local technical partners (universities, technical divisions of MoA...

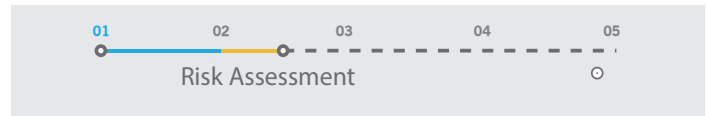
Action Agreed	Timeframe
Mapping of ARM initiatives with a special focus on information data system, market access and micro-financial system accessible for smallholders and farmer associations;	1 <sup>st</sup> quarter 2015
Feasibility Studies on Microfinance, Market access and Information Systems	2 <sup>nd</sup> -3 <sup>rd</sup> quarter 2015
Workshop on policy dialogue	3 <sup>rd</sup> quarter 2015
Capacity building activities	2 <sup>nd</sup> quarter 2015
Specific proposals on new ARM tools to be included in the investment plan	4 <sup>th</sup> quarter 2015

Table 2. Niger PARM Roadmap Action Plan

# Uganda



## WHERE ARE WE?



## Background

NEPAD has worked with FAO since the beginning of the ARM initiative in 2011 in Uganda, and more partner agencies/countries have started to provide additional support to the initiative in 2014. These include: PARM through IFAD, EU, France, and the Government of Italy under the G20 initiative. Further to the regional workshops held in Johannesburg in 2012 and a second one conducted in Kampala in May 2013, during which the NEPAD-led initiative supported by FAO and AFD was presented, the first meeting of the ARM National Steering Committee (NSC) was organised on November 2013 in order to agree upon its mandate and role, and to identify a roadmap for starting the implementation process. The Committee comprised of about 15 members, mainly from different Government Ministries (Agriculture; Finance and Planning; Trade; Local Government; Gender and Labour) and other Government Departments: Office of the Prime Minister; National Planning Authority; Insurance Regulatory Authority. Other members include: Development partners, Uganda Farmer’s Federation, Uganda Cooperative Alliance (UCA) and Makerere University.

During the last workshop four risk management tools were identified as priority, including insurance schemes, warehouse receipt systems, agriculture information systems and social protection schemes. The four tools were considered important

but to be fine-tuned with inputs from the private sector and relevant ministries.

It was also recommended during the last workshop that the Uganda Government will allocate adequate resources for risk management activities and that there will be private-public partnership arrangements (PPP) to address the same.

Despite the confirmation by the NSC of the 4 tools as main priorities, farmers contribution and needs may have not been taken into account. NEPAD agreed during the last workshop that *"the existing tools still need to be improved in order to adequately address the challenges faced by smallholder farmers"*. Moreover, according to the NEPAD-FAO meeting minutes with national stakeholders many remaining issues have been raised as: *i) lack of consistency in the support of funding and resources; ii) The tools do not provide the right support to smallholders; iii) the challenge of accessibility in the rural areas, such as lack of infrastructure and poor roads; iv) the government has liberalised trade completely which provides no protection for Ugandan produce and its quality; v) traders prefer to operate informally rather than adhere to regulations; vi) the unreliability and lack of data on markets, production and weather; vii) here is a need for enhanced coordination between the public and private sectors; viii) climate change and variations in weather patterns increase the challenges for farmers.*

The need of additional risk assessment work was evaluated, and, then, it was agreed that the 4 tools identified so far needed to be refined as still generic and above all not sufficiently discussed with many important stakeholders, as farmers groups, private sectors, traders, etc.

## Action Plan 2014

In order to set-up ARM in Uganda, 2014 activities mainly focused on re-launching PARM process with the operationalization of the National Steering Committee and to facilitate the identification of priorities and prepare for the next steps for undertaking the risk assessment gaps study.

### Expected Outcomes

- Re-launch and align PARM process with the country national investment plan
- Re-launch operations of the National ARM Steering Committee
- Facilitate next steps on identification of ARM priorities and risk management tools to be supported by PARM
- Facilitate the next steps to develop capacity building activities
- Identify potential partners and stakeholder in the country to improve synergies and share knowledge
- Development of TORs to complete the ARM analysis
- Identification of potential experts and firms to undertake the Risk assessment gaps study

## Achievements 2014

*(i) Re-launch of PARM process in Uganda, December 2014.* The PARM Team organised its first visit (jointly with NEPAD) to the country from 15-18 December 2014 to follow-up on the ARM process already started with FAO and NEPAD in 2013.

The main purpose of the mission was re-launching PARM activities in the country in order to include the ARM initiatives in the new Agricultural Sector Strategic Plan (ASSP) that need to be approved in 2015 for the period 2016-20.

The PARM Team and NEPAD was received by the Permanent Secretary V. R. Rubarema of the Ministry of Agriculture of Uganda, who expressed strong interest in using the PARM process to develop good specific initiatives to be included in the new ASSP for Uganda, in particular he expressed interest on three potential issues: small irrigation systems, market access and information systems.

As mentioned during the mission to the different stakeholders the Ugandan warehouse receipt systems has been analysed in 2014 by an international consultancy agency (WRS Study sponsored by IFAD/PARM-AFD-CTA in 2014). The study recommends that external partners should provide support to the regulated public warehousing only when there will be a clear decision of the GoU about the implementation and regulation (reform) of the system. In the first Risk Assessment National Stakeholders Workshop scheduled on June 2015 the main conclusions of the study will be presented and integrated into the final analysis of the ARM mapped initiatives (mod. III of RAS).

*(ii) Re-launch operations of the National ARM Steering committee (NSC).* The National ARM Steering Committee (NSC) meeting was also organised during the December mission to re-launch its activities. The Committee was chaired by the Acting Director of PMA, and Chair of the Agro-Business Department, and attended by 12 participants mostly from public sector and insurance companies and associations. Two important outcomes resulted from the meeting: Agricultural Risk Management will be explicitly included in the first drafts of the overall National Investment Plan 2016-20 and the Agricultural Investment Plan. In the debriefing with the National ARM Steering Committee, (chaired by the Ag. Director of MAAIF), PARM's road map (Table 4) in Uganda was presented and its alignment with the Development Strategy and Investment Plan (DSIP-II) and National Development Investment Plan (NDIP) through the new ASSP 2016-2020 was considered a priority

*(iii) Capacity Building Activities.* Makerere University (College of Agricultural and Environment Sciences) and some other research centres both national than regional/international has been pre-identified as potential partner in charge of undertake part of the RAS study. Complementarities and synergies between national and international experts and the option of integrating the expertise of Makerere with external support was discussed not only for the RAS but also for the capacity development activities planned in 2015.

(iv) **Partnership / KM.** The mission also had the first contacts with different country stakeholders, such as the Lion Assurance of Kungula Agrinsurance Group, USAID, FAO, MAAIF, CAADP focal point, Makerere University to improve partnership and synergies to support PARM activities and share knowledge and expertise in the country.

(v) **TORs for Risk Assessment and identification of experts.** A first draft of TORs for the Risk Assessment has been developed and shared with the Advisory Committee for comments. Early identification of Experts and/or Service Providers to carry out the risk assessment gaps study has started and it is expected by first quarter of 2015 that the selected experts will be contracted and undertake the study, preferably in collaboration with local technical partners (universities, technical divisions of MoA, market level stakeholders).

Action Agreed	Timeframe
Identification of consultants and contract signing for the risk assessment study	January-March 2015
Organize workshop to discuss the results of the risk assessment	May 2015
Carry out Information systems study	February 2015
Carry out feasibility studies	June-Sept 2015
Policy Dialogue workshop	October 2015
Improving the ASSP through the integration of ARM. PARM activities need to be aligned with national dates.	October/November 2015
Explore capacity building activities oriented to extension workers.	since March

Table 3. Uganda PARM Roadmap Action Plan

Forum on Integrating Agriculture and Food Risk Management organized in Addis Ababa the 12-14 of November 2014. In this context PARM and NEPAD have developed specific partnership with FAO divisions in charge of the Forum organization to contribute to analysis on ARM and identifying potential gaps to be filled by PARM-NEPAD joint initiative.

### Action Plan 2014

Activities in 2014 mainly focused in the setting-up of PARM process with entry point activities and early identification of ARM on-going activities and stakeholders.

#### Expected Outcomes

- Setting-up activities in the country and build relationship government
- Launch PARM process and identification of temporary ARM National Steering Committee
- Facilitate next steps on identification of ARM priorities and risk management tools to be supported by PARM
- Development of TORs to complete the ARM analysis
- Identification of potential experts and firms to undertake the Risk assessment gaps study
- Identify potential partners and stakeholder in the country to improve synergies and share knowledge

### Achievements 2014

(i) **Setting up activities and build relationship with the government.** The Government of Ethiopia (GoE), through the State Ministry of Agriculture, is one of the first countries supported by PARM that formally manifested in 2014 the intention to integrate the agriculture risk management tools in the existing national policy and investment plan. PARM Secretariat agreed to support the organization of the forum, headed by NEPAD, FAO and AFRACA, to take the opportunity to introduce PARM and at the same time to identify potential synergies and partners to set-up its process. The workshop has become the launching event of the PARM process in Ethiopia.

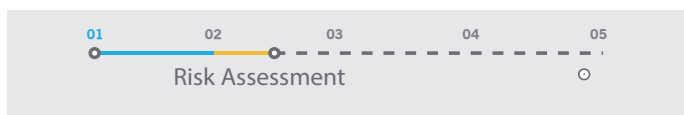
(ii) **Kick-off Workshop, November 2014.** PARM activities kicked-off in Ethiopia in occasion of the "Policy Forum on Integrating agriculture and food risk management and innovative financial services". PARM jointly with AFRACA, NEPAD and FAO, co-organized a three day workshop on "Policy Forum on Integrating agriculture and food risk management and innovative financial services" that took place in Addis Ababa on 11-13 November 2014.

The three day workshop brought together national and international stakeholders directly involved on ARM such as the National Central Banks, MFIs, Insurance companies, NGOs, UN, Universities, research centres and other important national players linked to the Government of Ethiopia represented by the Ministry of Agriculture, ATA, DRMFS and other stakeholders. The workshop has represented the first and successful step to set-up PARM process in Ethiopia and its support to the ARM Agenda headed by the Government was positively recognized. The Forum's objectives were well aligned with PARM's goals: i)

# Ethiopia



## WHERE ARE WE?



## Background

The Government of Ethiopia has been developing different strategies to manage the risks affecting agriculture sector through its four Ministries leading the sector. However, based on the information received, a common analysis is still missed. For this reason, in 2013, FAO initiated the first actions with local government to contribute to the analysis on ARM and a Policy

the establishment of the ARM National Steering Committee; ii) the identification of the main risk affecting the agriculture thorough a holistic approach; iii) the development of the road map to ensure the integration of the new identified tools into the national policy and investment plans. Deficiency of clear and harmonized policies and regulations, land tenure issues, infrastructure inadequacy, limited storage capacities and market access, especially for small scale farmers, seems to represent the main constraints not only in Ethiopia, but also in countries like Uganda, Nigeria and Zambia. An important and recurrent concern was represented by the fragmentation of many initiatives and coordination mechanisms, policies and tools to manage risks, causing an incomplete analysis and response to a given risk or crises (exactly the opposite of the holistic value proposed by PARM). It was also commonly recognized that often these gaps affect mostly small scale farmers that do not participate on initiatives such as Ethiopia Commodity Exchange (ECX) and Warehouse Receipt Study (WRS). During the three day conference, the main outcomes expected from the Forum have been developed and discussed. A formal commitment to support the establishment of a National Steering Committee on ARM was obtained. The State MoA (Production/Extension) will ensure the leadership of the process, assisted by the ATA and a pool of facilitators as: AEMFI, IFAD, NEPAD, FAO and PARM Secretariat. Main objective of this pool of advisers is to set up the new National Steering Committee, collect the data available, support the identification of the gaps of the existing risk analysis and tools/policies and then fully transfer to the GoE the final policy and financial phases.

(iii) **TORs for Risk Assessment and identification of experts.** A first draft of TORs for the Risk Assessment has been developed and shared with the Advisory Committee for comments. Early identification of Experts and/or Service Providers to carry out the risk assessment gaps study has started and it is expected by first quarter of 2015 that the selected experts will be contracted and undertake the study, preferably in collaboration with local technical partners (universities, technical divisions of MoA, market level stakeholders).

# Mozambique



## WHERE ARE WE?



### Background

No specific information on past and on-going ARM initiatives

in Mozambique are available except some feedbacks from Agriculture Risk Management Team of the World Bank. The Warehouse Receipts System Study sponsored by IFAD-AFD-CTA in 2014 also provides a good analysis and list of opportunities both for WRS than for commodity exchange especially at regional level.

### Action Plan 2014

Main objective for 2014 was to develop a network with national counterparts and plan the first country visit for 2015.

#### Expected Outcomes

- Developing a network with national counterparts and plan the first country visit in 2015.

### Achievements 2014

PARM has started its first country contacts with the Ministry of Agriculture during the FARM-D forum organized by the World Bank in South Africa.

Considering the elections in October 2014 and some doubts regarding the right moment to initiate the process, the country is still listed as a 2015 target of PARM and a first country visit is planned for the second quarter 2015.

# Senegal



## WHERE ARE WE?



### Background

First contacts with Agriculture Risk Management Team of the World Bank in 2014 already allowed to identify a possible entry point of PARM process in the country.

A Warehouse Receipts Study sponsored by IFAD/PARM-AFD-CTA in 2014 provides a good analysis and list of opportunities for WRS defining the support that external partners could provide at different levels (farmer groups, service providers and government).

### Action Plan 2014

Main objective for 2014 was to develop a network with national counterparts and plan the first country visit for 2015.

#### Expected Outcomes

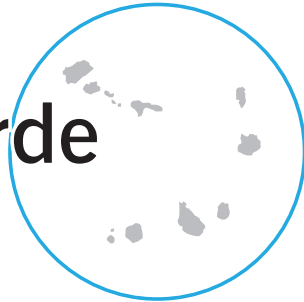
- Developing a network with national counterparts and plan the first country visit in 2015



### Achievement 2014

PARM has started its first contacts with local stakeholders in 2014. A joint PARM-NEPAD first country visit in Senegal is planned for the first semester 2015 to link with the WB process on ARM lunched in 2014.

# Cabo Verde



#### WHERE ARE WE?



### Background

No specific action and information are available.

### Action Plan 2014

Main objective in 2014 was to develop a network with national and international stakeholders in view of the first country visit in 2015 (setting-up phase of PARM process).

#### Expected Outcomes

- Developing a network with national counterparts and plan the first country visit in 2015

### Achievement 2014

A joint PARM-NEPAD first country visit in Cape Verde is planned for the first semester 2015 to launch the PARM setting-up phase and engage in the first contacts with the government and national stakeholders.

# The Gambia



#### WHERE ARE WE?



### Background

The Government of the Gambia expressed the interest to participate into the PARM process. Despite Gambia was not in the original targeted eight PARM countries, it was agreed

that technical support in facilitating the ARM process will be provided jointly by PARM-NEPAD.

### Action Plan 2014

Main objective in 2014 was to develop a network with national and international stakeholders in view of the first country visit in 2015 (setting-up phase of PARM process).

#### Expected Outcomes

- Developing a network with national counterparts and plan the first country visit in 2015

### Achievement 2014

A first meeting between the PARM Secretariat and the Minister of Agriculture of the Gambia took place in IFAD HQ, Rome in December 2014 to follow-up on the government request to integrate the country into the PARM process. During the meeting the Minister expressed the intention to integrate PARM into the national strategy and a first country visit was agreed for April 2015.

# Cameroon



#### WHERE ARE WE?



Activities will start in 2015.

# Liberia



#### WHERE ARE WE?



Activities will start in 2016.

# Budget & Programme Financing

*The reconstructed AWPB for 2014 consists in a total of 910 500 USD (plus 5% contingency of 65 000) against a total expenditure (including encumbered costs) as of 31 December 2014 of 955 737 USD representing 105% of the Budget for the year.*

The total amount of contribution agreements with NEPAD of 14,000 USD and 229,340 USD are also included in the expended budget as disbursed in the 2013-2014, although a significant part of the contribution will be actually spent by NEPAD in 2015.

The main deviation in the budget refers to:

- **Cost of Conferences**, with an increase of 40% due to an underestimation of the costs of the Inauguration Workshop of December 2013.
- **Studies**, with an increase of 20% due to the study on warehouse receipts.
- **Human Resources**, with an increase of 5%. The budget underestimated line because application of IFAD / UN rules for benefits can only be estimated accurately once the staff is hired.

The total deviation of 45 237 USD is mainly due to an underestimation of the costs of the inception workshop (under item 6, in Table 6) and is below the contingency fund for 2014. Summary of performance against the 2014 AWPB by category of expenditure is captured in Table 4 and a more detailed financial report submitted by NEPAD on the performance of the CAs is presented in Annex 2.

As of December 2014 donors disbursed instalments reached a total of 3,226,896 USD, out of which a 30% (or 995.737 USD) has already been spent. Based on 2015 Annual Work Plan and Budget of 2,039,750 USD, it is expected to reach 92% expenditure of the available budget by the end of the year. The disbursement of additional tranche might be requested when the expenditure reaches 70% of the disbursed funds, which is expected to happen around July or August 2015.

Summary of financing by donors and overall programme contribution against expenditure are capture in Table 4 and 5.

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**910,500**  
total budget for 2014 (USD)

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**105%**  
expenditure/net budget for 2014 (USD)

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**30%**  
expenditure/available funds in 2014 (USD)

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■ EU ■ AFD ■ DGCS ■ IFAD ■ Undisbursed Contributions ■ Budget Expenditure 2014 ■ Remaining Available funds in 2014

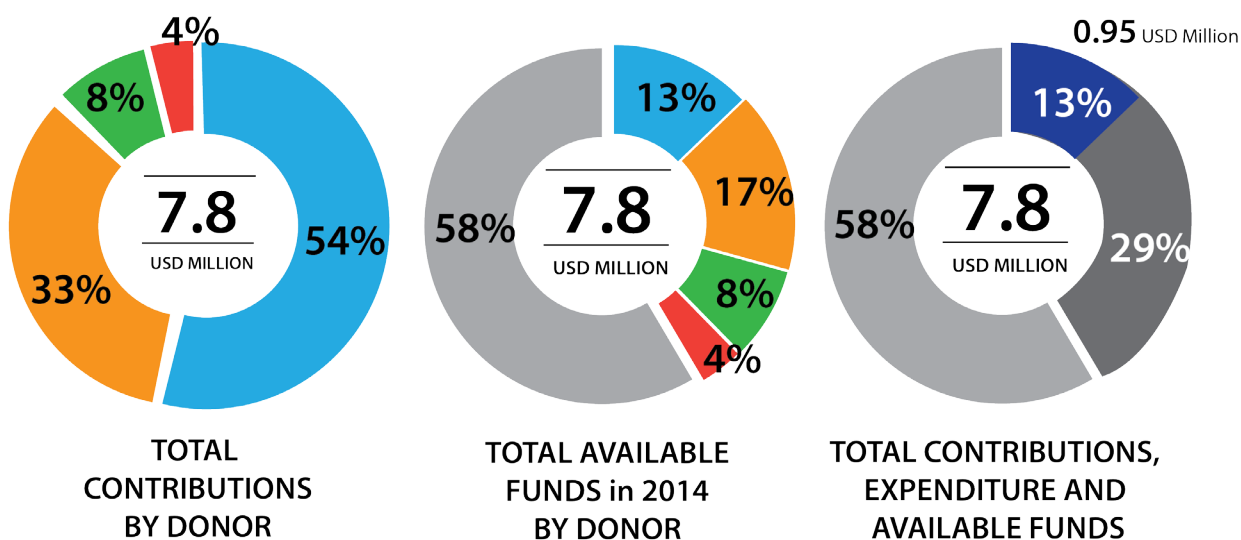


Table 4. Financing plan by tranche by donor 2014-2018 (USD)

Donors	Total 4 years (gross)	1st Tranche (net)	2nd Tranche	3rd Tranche	% of donor contribution	% of total contributions
EC	4 225 000.00	998 017.15	-	-	24%	31%
AFD	2 600 000.00	1 278 878.45	-	-	49%	40%
Italy	650 000.00	650 000.00	-	-	100%	20%
IFAD	300 000.00	300 000.00	-	-	100%	9%
<b>Total Contributions</b>	<b>7 775 000.00</b>	<b>3 226 895.60</b>	<b>-</b>	<b>-</b>	<b>42%</b>	<b>42%</b>

Table 4. Financing plan by tranche by donors 2014-2018 (USD)\*

\* The contribution amounts for EC and AFD for the total 4 years are committed in euros for the total amount of 2 million (AFD) and 3.25 million (EU). The USD amounts are calculated based on a EUR/USD exchange rate of 1.3 and are subject to fluctuations in the exchange rate.

Table 5. Overall Available funds against expenditure 2014-2018 (USD)

Description	Total 4 years	Available funds in 2014	Total Expenditure 2014	Balance 2014	% expenditure/ available funds in 2014
Total Budget	6 905 366.25	3 081 685.30	955 737	2 171 185.30	31%
Contingency Reserve (5%)	325 383.75	145 210.30	-	99 973.30	
Total Contributions (net)	7 230 750.00	3 226 895.60	955 737	2 271 158.60	30%
IFAD Management Fees (7%)	544 250.00	246 884.62	242 885	-	
<b>Total Contributions (gross)</b>	<b>7 775 000.00</b>	<b>3 469 780.22</b>	<b>1 198 622</b>	<b>2 271 158.60</b>	<b>35%</b>

Table 5. Overall available funds against expenditure 2014-2018 (USD)

Table 6. Budget Expenditure 2014 by category (USD)

Table 6. Budget Expenditure 2014 by category (USD)			
PARM Categories	AWPB 2014 Target (USD)	Total Encumbered + Expenditure (USD)	%
1. Human Resources	176 800	184 842	105%
2. Cost of SC/AC Conferences	15 000	9 633	64%
3. Other costs, services (KM, M&E, Capacity Building)	80 000	78 753	98%
<b>Sub-total PARM Coordination</b>	<b>271 800</b>	<b>273 228</b>	<b>101%</b>
4. Consultancy Services / Recruitment Costs	280 000	260 448	93%
5. Travel	110 000	109 578	100%
6. Cost of Conferences/Seminars	128 700	180 483	140%
7. Studies	60 000	72 000	120%
8. Training, Capacity Building	60 000	60 000	100%
9. M&E	-	-	0%
<b>Sub-total Country Activities</b>	<b>638 700</b>	<b>682 509</b>	<b>107%</b>
<b>Total Budget (net)</b>	<b>910 500</b>	<b>955 737</b>	<b>105%</b>
10. Other (contingency 5%)	65 000	-	70%
<b>Total Budget (gross)</b>	<b>975 500</b>	<b>955 737</b>	<b>98%</b>

\* Includes costs of the Interim Secretariat and once-off recruitment costs for the appointment of the Secretariat

# The Way Forward

*The first year of PARM has been an exciting experience with many setting up activities and learning processes. We have built partnerships working with donors, NEPAD, governments and tens of other actors to increase awareness and actions on Agricultural Risk Management.*

The path has proved to be challenging, but the PARM is now in a much firmer position than one year ago to take off with ARM activities, learning from the recent experiences of 2014 and from those to come in 2015.

The policy processes need to be adapted to the reality of each country. Unfortunately this means that we cannot control the timing of the activities and that the planning exercise is a very difficult task. PARM needs to learn by doing, being able to respond to all types of situations such as countries that urge to produce outcomes that can enter their policy making process, and countries in which the processes slows down and needs to be fostered to respond to expectations. The knowledge and experience of NEPAD in policy processes in African countries has already proved to be a key asset for the implementation process in Niger, Ethiopia and Uganda. The partnership with NEPAD is an important part of the PARM strategy and needs to be improved as we learn working together.

Several institutions are already working on ARM and can contribute to PARM activities from different angles. PARM needs to build its niche as a facilitator, focused on improving the risk management of small agricultural producers and, hence, expanding their opportunities for investing in their livelihoods. Focused as well in creating ARM public goods in the form of new knowledge and facilitating the transfer of exiting knowledge, creating

new ARM capacities and learning. This is the main *raison d'être* for PARM as a neutral platform that creates opportunities for exchanges and partnerships. A main challenge ahead is finding the right expertise and partners for implementing the Risk Assessment Studies and Capacity development.

business model for the elaboration of PARM studies and capacity development activities. PARM should create references in terms of methodology, starting from the Risk Assessment Studies. This requires to profit from the different comparative advantages of different actors, and to create networks of expertise and collaboration.

***PARM way forward is based on three axes:  
strategic partnerships, development of ARM  
methodology and implementation of KM strategy***

The way forward of PARM in 2015 is based on three main axes.

First PARM, in strategic partnership with NEPAD, needs to consolidate the setting up of ARM processes in all the nine PARM countries. This consolidation requires having our first missions and contacts with governments and stakeholders in Cameroon, Mozambique, Senegal, Cabo Verde, the Gambia and Liberia. But it also implies ensuring timely delivery for the policy processes in the countries we are already working Niger, Uganda and Ethiopia. Specific policy instruments need to be identified and agreed in the second half of the year, ensuring that they are complementary of existing programmes. Second, PARM in close collaboration with its partners, need to invent its own

Building these ARM operative networks is part of both a short strategy to deliver specific tools in PARM countries, and a long term strategy with the ambition of impacting agricultural risk management practices globally.

Finally, PARM needs to effectively implement a PARM Knowledge Management strategy focused on learning. PARM will create opportunities to learn on ARM, promoting an enhanced interaction with key partners in different activities, involving all member of the Advisory Committee and beyond. For this purpose the elaboration and implementation of the different elements of the PARM handbook, such as the knowledge management strategy, the terms of reference for studies, the Monitoring and Evaluation plan and the Capacity



# Annexes

## Annex 1

PARM LONG-TERM WORK PLAN AND BUDGET 2014-2018 (USD)

## Annex 2a

NEPAD FINAL REPORT FOR 1st CONTRIBUTION AGREEMENT

Ref. CA\_NEPAD\_01/11 March 2014

## Annex 2b

NEPAD BUDGET REPORT FOR 2nd CONTRIBUTION AGREEMENT

Ref. CA\_NEPAD\_02/ 8 August 2014









**Annex 2a**  
**NEPAD FINAL REPORT FOR 1st CONTRIBUTION AGREEMENT**  
 Ref. CA\_NEPAD\_01/11 March 2014

**PARM-NEPAD CONTRIBUTION AGREEMENT REPORT by NEPAD**  
**Niger Workshop I 10-11 June 2014**

**1. INTRODUCTION**

This Contribution Agreement for 14,000 US dollars from PARM to NEPAD intended to co-fund the HC3N/Government of Niger (GON) - World Bank/PAGRA validation workshop which was held on June 10-11, 2014. (See Annex 1 – Contribution Agreement CA\_NEPAD\_01/11 March 2014)

**2. OBJECTIVES**

The objective of the workshop was to validate the Action Plan for Agriculture Risk Management (PAGRA) and to identify and reach consensus about the main measures and interventions to be undertaken in the next 10 years for anticipating, preventing and mitigating priority agriculture risk factors identified during the risk assessment review.

**3. SUMMARY OF ACTIVITIES AND OUTCOMES**

The workshop was held on June 10 -11, 2014 in Niamey and was attended by more than 120 participants from Niamey and from the different regions of the country as well (see Annex 2 - List of Participants).

**Summary of conclusions and actions**

Among the main actions and recommendations made after improvement of the PAGRA document and validation, the following can be listed:

- 1) any new intervention in Niger in the area of Risk Management has to be framed within the PAGRA;
- 2) 4 major activities have been added to the document and on which NEPAD/PARM could bring a support :contract farming, post-harvest losses, warehouse receipt systems, and capacity development.

**Table1. Summary of Activities and Outcomes (as of 10/06/2014)**

Activity	Outcome	Related Documentation
<i>Workshop in Niger</i>	<i>Discussion of the main outcomes of the Action Plan for ARM in Niger;</i> <i>Discussion in group sessions of risk factors in agriculture, livestock and food insecurity</i> <i>Introduction of PARM and engagement with Government.</i>	<i>Workshop Report</i> <i>(See Annex 3)</i>
	<i>Road map describing the respective tasks and partners identified to support implementation.</i>	<i>PAGRA Final Report</i> <i>(See Annex 4)</i>

**PARM-NEPAD CONTRIBUTION AGREEMENT REPORT by NEPAD  
Niger Workshop I 10-11 June 2014**

#### **4. THE WAY FORWARD**

Although the PAGRA document, even in its amended form does not take into account a holistic approach to risk management, it will be difficult to convince the GON/HC3N of the need to conduct another risk assessment study in the next 5 years. It is actually mentioned in the final report that all interventions pertaining to ARM should be aligned with the final PAGRA report. Therefore, the best option will be to start with the Capacity Development (CD) component allocated to NEPAD/FAO/PARM, and use this option for conducting more location-specific assessments on relevant subject matters related to agriculture and food insecurity, and come up with recommendations that will allow starting feasibility studies.

Therefore the roadmap will consist of reviewing the PAGRA to review the gaps and propose a strategy to the GON for filling those gaps using CD as an entry point and later on identify key AFIRM tools for conducting feasibility studies. The proximity of the Centre Regional Agrhymet (CRA) is an advantage that can be used to: 1/ host the training in its premises and use part of its staff combined to other trainers; 2/upscale the training component to a larger number of stakeholders which will allow an efficient use of financial resources and an experience sharing exercise among beneficiaries.

Therefore, the next visit to Niamey should also include a visit to the CRA.

**Table 2. Summary of Recommendation and Action Taken**

<b>Recommendation/Agreed action</b>	<b>Action Taken</b>
Work on capacity development in Agriculture and Food Insecurity Risk Management	To be agreed upon between NEPAD and PARM then suggested to the HC3N before December 2014
The CD could focus on: 1/ how to conduct a risk assessment review with practical in-field experiences; 2/ identify the constraints in up-scaling experiences in WRS, contract farming and reducing post-harvest losses through feasibility studies.	To be agreed upon between NEPAD and PARM then suggested to the HC3N before December 2014;  To be discussed with Centre Regional Agrhymet who will host and up-scale it to other West African countries

**PARM-NEPAD CONTRIBUTION AGREEMENT REPORT by NEPAD**  
**Niger Workshop | 10-11 June 2014**

## 5. FINANCIAL REPORT

The main expenditures are classified in 3 categories: local travel (in city and inter-regional); cost of accommodation for participants coming from other regions; and indemnities of the steering committee of the workshop (which include rapporteurs of the workshop).

**NOTE:** For auditing purposes, all original receipts should be kept at NEPAD HQ for at least 5 years.

**Table 3. Summary of Expenditure by Category (as of 10/06/2014)**

Description	Budget Planned (USD)	Total Expenditure (USD)	% of expenditure
<b>1. Coordination / Human Resources</b>			
<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
<b>Subtotal Coordination/Human Resources</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<b>2. Travel</b>			
<b>2.1 International Travel</b>			
<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
<b>2.2 Local Travel</b>			
<i>Fuel and transport allowance</i>	8535.73	8535.73	100%
<b>2.3 DSA</b>			
<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
<b>2.4 Accommodation</b>			
<i>Accommodation for participants</i>	3880.85	3880.85	100%
<b>Subtotal Travel</b>	<b>12416.58</b>	<b>12416.58</b>	<b>100%</b>
<b>3. Cost of Conferences</b>			
<i>Item 1 (venue)</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
<i>Item 2 (catering)</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
<i>Scientific committee (including rapporteurs)</i>	1583.42	1583.42	100%
<b>Subtotal Cost of Conferences</b>	<b>1583.42</b>	<b>1583.42</b>	<b>100%</b>
<b>4. Studies</b>			
<b>3.1 Risk Assessment</b>			
<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
<b>3.2 Feasibility Studies</b>			
<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
<b>Subtotal Studies</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<b>5. Capacity Building/Training</b>			
<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
<b>6. Other Costs</b>			
<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
<b>TOTAL</b>	<b>14000</b>	<b>14000</b>	<b>100%</b>



## Annex 2b

### NEPAD BUDGET REPORT FOR 2st CONTRIBUTION AGREEMENT

Ref. CA\_NEPAD\_02/ 8 August 2014

2014 NEPAD Second Contribution Agreement Financial Report (USD)					
FINANCIAL REPORT 2014	AVAILABLE BUDGET	EXPENDITURE	%	BUDGET AVAILABLE UNTIL JUNE 2015e	ACTIVITIES FOR THE FIRST SEMESTER 2016
NATIONAL WORKSHOPS (current exp. : Niger, Ethiopia, Uganda)	80 450	23 601.13	29%	56 848.87	NATIONAL WORKSHOPS (inception workshops in Cameroon, Cape Verde, The Gambia, Mozambique, Senegal; RAS validation workshop in Uganda)
TRAVEL TO SUPPORT COUNTRY PROCESSES (current exp. Ethiopia, Niger, Uganda)	29 290	4 342	15%	24 948	TRAVEL TO SUPPORT COUNTRY PROCESSES (All countries except Liberia)
STUDIES (Ethiopia, Mozambique, Niger,Uganda)	82 000	-	0%	82 000	STUDIES (Uganda, Ethiopia, Mozambique, Niger)
MAINTSTREAMING Risk Management strategies into CAADP Investment Plans (Second Semester)	10 000	-	0%	10 000	MAINTSTREAMING AFIRM strategies into CAADP investment plan (Uganda)
NEPAD Expert Costs	27 600	-	0%	27 600	
<b>TOTAL</b>	<b>229 340</b>	<b>27 943.13</b>	<b>12%</b>	<b>201 396.87</b>	

# Abbreviations & Acronyms

AC	Advisory Committee
AEMFI	The Association of Ethiopian Microfinance Institutions
AFD	Agence Française de Développement
AFIRM	Agriculture and Food Insecurity Risk Management
AFRACA	African Rural and Agricultural Credit Association
ARM	Agricultural Risk Management
ARMT	Agricultural Risk Management Team
ASSP	Agricultural Sector Strategic Plan
ATA	The Ethiopian Agricultural Transformation Agency
AU	African Union
AWPB	Annual Work Plan and Budget
BMZ	The Federal Ministry for Economic Cooperation and Development
CA	Contribution Agreement
CAADP	Comprehensive Africa Agriculture Development Programme
CD	Capacity Development
CILSS	Comité permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel
COMESA	Common Market for Eastern and Southern Africa
CTA	The Technical Centre for Agricultural and Rural Cooperation
DGCS	Direzione Generale Cooperazione allo Sviluppo (Italian Development Cooperation)
DRMFSS	Disaster Risk Management and Food Security Sector



DRMFSS	Disaster Risk Management and Food Security Sector
DSIP-II	Development Strategy and Investment Plan
EAGC	Eastern Africa Grain Council
EC	European Commission
ECOWAS	Economic Community Of West African States
ECX	Ethiopia Commodity Exchange
EU	European Union
EWS	Early Warning System
FAO	Food and Agriculture Organization
FARM-D	Forum for Agricultural Risk Management in Development
GoE	Government of Ethiopia
HC3N	Haut Commissariat à l'Initiative 3N
KfW	Kreditanstalt für Wiederaufbau (KfW Development Bank)
KM	Knowledge Management
LDCs	Least Developed Countries
LMICs	Low and Middle Income Countries
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MoA	Ministry of Agriculture
NAFSIP	National Agriculture and Food Security Investment Plan
NDIP	National Development Investment Plan
NEPAD	The New Partnership for Africa's Development
NGO	Non-Governmental Organization
NSC	National Steering Committee
PAGRA	Plan d'action pour la gestion des risques agricoles
PARM	Platform for Agricultural Risk Management
PPP	Private-Public Partnership

- PTA Policy and Technical Advisory Division
- RAS Risk Assessment Study
- REC Regional Economic Community
- RECA Réseau National des Chambres d'Agriculture
- ROPPA Réseau des organisations paysannes et de producteurs de l'Afrique de l'Ouest
- SC Steering Committee
- TORs Terms of Reference
- WFP World Food Programme
- WRS Warehouse Receipt Study
- UCA Uganda Cooperative Alliance
- UN United Nations
- 3N Nigériens Nourrissent les Nigériens





 [parm@ifad.org](mailto:parm@ifad.org)

 [www.p4arm.org](http://www.p4arm.org)

 [@parminfo](https://twitter.com/parminfo)