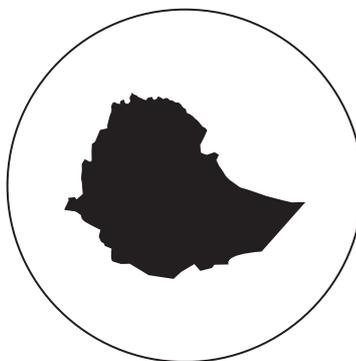


Platform  
for Agricultural  
Risk Management

Managing risks  
to improve farmers'  
livelihoods

Capacity development



# Ethiopia

Technical workshop  
on feasibility study:  
Sustainable investment plan  
for capacity development  
in agricultural risk management

Report  
3<sup>rd</sup> October 2018



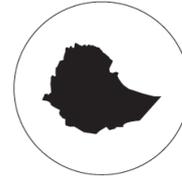


PARM  
PLATFORM FOR  
AGRICULTURAL RISK  
MANAGEMENT

Platform  
for Agricultural  
Risk Management

Managing risks  
to improve farmers'  
livelihoods

# Ethiopia



## Technical workshop on feasibility study:

Sustainable investment plan for capacity  
development in agricultural risk management

**FULL REPORT**

Addis Ababa | 3 October 2018

Report prepared by:

**Gideon E. Onumah**

**Natural Resources Institute (NRI), Greenwich University**

In collaboration with:



**Ethiopian ATA**  
Agricultural Transformation Agency  
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# Acknowledgements

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This report summarizes the outcomes of the Technical Workshop on the Feasibility Study (FS) on Sustainable Investment Plan for Capacity Development (CD) in Agricultural Risk Management (ARM) in Ethiopia. The feasibility study was commissioned following a Memorandum of Understanding (MoU) signed between Platform for Agricultural Risk Management (PARM) and the Government of Ethiopia (GOE) through the Ministry of Agriculture and Livestock Resources (MOALR) and the Agricultural Transformation Agency (ATA). The study aimed to understand how to incorporate ARM theory and practices into extension advisory services vocational training and therefore translate it into actions to benefit smallholder farmers.

The workshop was organized by PARM consultant, Dr Gideon E. Onumah, economist at Natural Resource Institute (NRI, United Kingdom), in collaboration with the Ministry of Agriculture and Livestock Resources (MOALR) and the Agricultural Transformation Agency (ATA) of Ethiopia. It was held at Friendship Hotel, Addis Ababa on October 3rd, 2018. It was officially opened by Ato Germame Garuma, Director General of Agricultural Extension at the Ministry of Agriculture and Livestock Resources (MOALR) on behalf of the State Minister for Agriculture, Dr Eyasu Abraha.

PARM team would like to thank Ato Germame Garuma (PARM Focal point in Ethiopia) and Dr Eyasu Abraha for their involvement and for acknowledging the importance of capacity development activities for ARM to Ethiopian agriculture sector. PARM also extends its gratitude to all the participants from government organisations working in the agriculture and livestock subsectors as well as to providers of agricultural risk management (ARM) tools for their active involvement into the workshop discussions. The workshop also benefitted from the guidance given by Ilaria Tedesco (PARM) and Massimo Giovanola (PARM). The workshop team was composed by Dr. Gideon E. Onumah (Mission Leader) and Mr Getachew D. Bedane and Mrs Engdawork Minass (support consulting team).



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# 1. Opening of the workshop

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The Platform for Agricultural Risk Management (PARM) commissioned a Feasibility Study on a Sustainable Investment Plan for Capacity Development in Agricultural Risk Management (ARM) in Ethiopia. This is part of the mandate of PARM to promote mainstreaming of ARM in national agricultural policy as well as in investments by farmers, private sector and donors in the sector. PARM is a G8-G20 initiative which is hosted by the International Fund for Agricultural Development (IFAD) and co-financed by a multi-donor partnership involving the European Commission (EC), Agence Française de Développement (AFD), Italian Government and IFAD. The Platform works in strategic partnership with NEPAD/CAADP in the following African countries: Cabo Verde, Cameroon, Ethiopia, Liberia, Niger, Senegal, Uganda and Zambia.

## PARM in Ethiopia

In Ethiopia the PARM process has been organized in the following way: setting up of the activities, risk assessment study, capacity development activity for extension service and related feasibility study. PARM was formally presented to the Government of Ethiopia and its support to the ARM Agenda headed by the Government was positively recognized at the end of 2014. In December 2015, a workshop with relevant stakeholders was organized to discuss the draft PARM Risk Assessment Report (RAS). The core of the risk assessment was to identify priority risks before the potential solutions that will subsequently emerge in terms of risk management tools. Because of the risk assessment study and discussion with stakeholders, main ARM priorities were identified, including capacity building support to improve local stakeholders' awareness and knowledge on ARM. Following the discussion with national and international stakeholders two feasibility studies for investment have been identified: The Scope for Insurance within Social Protection Programmes and Sustainable Investment Plan for Capacity Development in Agricultural Risk Management in Ethiopia.

In 2017, the Government of Ethiopia (GOE) through the Ministry of Agriculture and Livestock Resources (MOALR) and the Agricultural Transformation Agency (ATA) signed a Memorandum of Understanding (MoU) to formalize collaboration for the study on Capacity Development in Agricultural Risk Management in Ethiopia. PARM launch the study following the procurement guidance of IFAD, and the Natural Resources Institute - University of Greenwich (NRI) – was selected in 2018 to carry the study.

The main objective of the feasibility study is to produce an outcome which will help to translate the above elements into concrete actions and, in particular, to incorporate ARM theory and practices into extension advisory services vocational training and therefore actions to benefit smallholder farmers.

In this frame PARM and NRI organized a Technical Meeting in Addis Ababa on Tuesday 2<sup>nd</sup> October 2018 to review the feasibility report and comment on specific recommendations made with regards to implementation and funding of the proposed capacity development programme for Ethiopia. It is being jointly organized by the Ministry of Agriculture and Livestock Resources (MOALR), in collaboration with other agencies such the National Disaster Risk Management Commission (NDRMC), the ATA and the Federal TVET Agency of the Ministry of Education.

## Objectives of the technical meeting

The main objectives for organising the validation workshop include to:

- 1) Offer key stakeholders an opportunity to discuss objectives and approaches that should be adopted in the design and implementation of the proposed CD programme;
- 2) Fill gaps in information and data in the feasibility report;
- 3) Obtain feedback on the main conclusions and recommendations, including ensuring that the proposed CD programme is well aligned to the objectives and programmes of the key stakeholders.
- 4) Discuss concrete internal funding and other external contributions from various stakeholders, including international donors.

## Opening remarks and participation

Most of the participants were from government organisations in agriculture and livestock subsectors as well as some providers of agricultural risk management (ARM) tools. They were invited by means of formal letters from the Office of the State Minister. The list of participants is attached as Appendix 2.

In the opening speech read by Ato Germame Garuma (Appendix 3), he briefly traced the history of the collaboration between the Government of Ethiopia (GOE) and the Platform for Agricultural Risk Management (PARM), culminating in a Memorandum of Understanding (MOU) being signed between the two parties. The MOALR and the Ethiopia Agricultural Transformation Agency (ATA) signed on behalf of the GOE.

In the speech he stressed that PARM's objective of collaborating with the GOE to mainstream ARM in Ethiopia is well-aligned with national agricultural transformation goals under the Growth and Transformation Programme (GTP II), under which agriculture remains the main driver of rapid and inclusive economic growth and development in Ethiopia. Ato Germame further added that the CD programme is aligned with the main elements of the New Ethiopia Extension Strategy as well as National Disaster Risk Management Strategy.

Ato Germame stressed the need for institutional collaboration in implementing the CD. He mentioned, in particular, the need for collaboration between the following public agencies: MOALR, ATA, the Ministry of Education and the National Disaster Risk Management Commission (NDRMC). He expressed the commitment of the GOE to mainstream ARM, including implementing the CD programme, given the fact that the agricultural sector in the country is vulnerable to many risks. He called on Ethiopia's development partners to support this effort, inviting especially those which are already involved in supporting disaster risk management and piloting of various ARM tools in the country.

With those comments Ato Germame Garuma declared the Technical Workshop officially opened.

## 2. Highlights of the feasibility study report

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Presentation of the Feasibility Report was led by Dr Gideon E Onumah on behalf of the consulting team including Mr Getachew D. Bedane and Mrs Engdawork Minass. Highlights of the Powerpoint presentation (Appendix 4) include the following:

### Basic definitions

- **Agricultural risks** are distinct from constraints/challenges. As defined by PARM (2014), they are the effects of uncertain events which can lead to potential loss or damage in agricultural production, farm household income and/or access to food. Examples include weather risks, plant and animal pests and diseases, illness in the family and price risk, especially in output markets.
- **Constraints and/or challenges**, on the other hand, are factors which are known with certainty to impact negatively agricultural production and farm incomes and include lack of good physical infrastructure (roads, storage facilities and processing facilities).
- In the context of the report, **Capacity Development**, is defined as a process by which individuals, organizations and communities obtain, strengthen and/or optimise their abilities, skills, understandings, attitudes, relationships, behaviours, motivations, resources and conditions in order to carry out functions which enable them to achieve their objectives. It also means ensuring the availability of resources and means by which individuals, organizations and societies can pursue their development goals.

### Justification of proposed CD programme

Citing evidence from the Risk Assessment Study (RAS) by PARM (2016), presentation demonstrated that agricultural risks lead to substantial losses to farm households and the country. It was further shown that, though farmers are aware of the prevalent risks, they require capacity development in prioritising risks and being equipped with knowledge about available ARM tools which they can adopt in managing risks in a holistic manner.

Meeting these needs is one of the main justifications for the proposed CD in ARM programme.

The other important justifications of the CD include filling a gap in the delivery of extension services by enabling Agricultural Development Agents (AgDAs) to incorporate holistic risk management in the provision of extension advice. Furthermore, the CD programme is expected to improve the quality of planning and implementation of sector development interventions and policy actions by mainstreaming holistic ARM in the planning process. Also outlined are the synergies between the CD programme and major sector-linked programmes and strategies including government's Growth and Transformation Programme (GTP) II; the New National Extension Strategy, which aims to foster evidence-based extension delivery linked to demand-driven research; the National Policy/Strategy on Disaster Risk Management, focusing on transition from response to disaster at national level to empowering communities, including farmers, to manage risks comprehensively; and the National Technical and Vocational Education and Training Strategy.

There are also synergies between the CD programme and ongoing initiatives to promote various ARM tools, including: research and development led by the Ethiopia Agricultural Research Council and the International Livestock Research Institute (ILRI) etc.; agricultural insurance pilots involving government, donors and private insurance companies; investment in provision of ARM-related information by the National Meteorological Agency (NMA), FEWSNET and the Livestock Information Network and Knowledge System (LINKS). Also included are structured trading/finance initiatives, e.g. by Ethiopia Commodity Exchange (ECX), Federal Cooperative Agency (FCA) and Microfinance institutions.

## Delivering CD in ARM in Ethiopia: proposed approach

The main target stakeholders are smallholder farmers, including Model Farmers (MFs), who have average farm size ranging between the average size for small-scale and medium-scale farmers. The MFs are better-endowed and tend to be early adopters of new technologies and farm practices. They are therefore not only be empowered to adopt value-adding ARM tools but also to be trained as trainers of other farmers.

Trainers to be trained include AgDAs, who are the main channel for transferring extension advisory information to farmers at the Kebele (village) level. They usually use the Farmers' Training Centres (FTCs) as the primary training locations. The AgDAs will be trained by staff of ATVETs, who will also be trained by selected universities such as Hawassa University. The ATVETs will also provide training for Agricultural Experts at Regional, Zonal and Wereda levels. These officials are expected to contribute as trainers supporting the AgDAs but also to quality control delivery of the CD at FTC level.

Other resource persons who will be trained/sensitised, mainly by selected universities include Federal-level extension personnel and other policymakers and ARM providers in Ethiopia, such as those mentioned above.

The training approach includes the following:

- Multi-faceted training methods including:
  - Trainer-directed delivery of a planned curriculum – based on revised curriculum at ATVETs; using customised training materials produced by PARM and piloted by the Hawassa University in May 2018); and
  - Training-discovery-based approach to learning – encouraging trainees to form own views; assisted with video documentaries, field visits and experience sharing.
- Local ownership of CD through Involving wereda-level officials in programme design and delivery at kebele (FTC) level; as well as use of farmer feedback system to improve programme delivery and ARMs.
- Programme sustainability to be achieved through:
  - Embedding ARM training programmes into existing programmes at various levels;
  - Aligning the CD in ARM with other programmes e.g. National Disaster Risk Management and donor/NGO initiatives; and
  - Use of local resource persons wherever possible (e.g. DAs at FTCs)
- Pursue cascading effect by ensuring that from the onset, selected staff of all 19 TVETs in the country are trained to mainstream ARM in courses for regular students – who are prospective DAs; and also foster sharing of knowledge and skills among DAs (as peers) and from farmer-to-farmer.

## A phased implementation approach of CD programme

A phased approach is proposed in implementation of the CD programme. It includes a Pre-Implementation Phase, which will run from September to December 2018, which includes validation of this feasibility report; confirmation of funding for the CD programme by donor and government agencies; and setting up a coordination structure for implementation of the CD programme. The Pilot Phase, which will run for two years, beginning January 2019, will include: Training of trainers (TOT), including staff of ATVETs, selected officials at the zonal and woreda levels, MFs and AgDAs. The first set of farmers will be trained in May 2019. At the end of the first two years, the CD programme will be evaluated, allowing for refinement of the plan and for scaling it up. The third, Consolidation/Scaling-up Phase, will involve implementation of the refined post-evaluation plan. A final evaluation of the CD programme will be undertaken at the end of five years of implementation. A national scale-up plan may be developed on the basis of that evaluation.

## Funding and programme management

The total budget for implementation of the proposed CD programme over a 5-year period, details of which are in Annex 3, is estimated at Birr 113.474 million (approximately US\$4.089 million at an exchange rate of US\$ 1.00 = Birr 27.75 at the time of the workshop). A future implementation of such CD programme could potentially include a budgetary contribution of GOE that currently allocates funds for regular extension trainings to the woredas and zonal level, the latter through the National Disaster Risk Management Commission (NDRMC). In particular, it was discussed with relevant stakeholders that such contribution could correspond to about 8.5% of the total budget. It

could include current government funding for training at the FTCs for training farmers (estimated at Birr 20,000 or US\$720 per wereda). Training zonal and woreda officers is also aligned to dissemination programmes run by the NDRMC, which could therefore contribute to the budget for this line, which is estimated at Birr 5.2 million (US\$186,500). The funding gap for which contributions are required is estimated at Birr 103.9 million (approximately US\$3.74 million) over a 5-year period. The requirements rise from a low base in the first year and peak in Year 5, allowing for programme managers to mobilise resources as it proceeds.

A Programme/Project Coordinator is expected to be appointed and stationed at the Extension Department of the MOALR. The Coordinator is to be assisted by a Coordinating Committee with representation from the MOALR, Ministry of Education, the NDRMC, the ATA and representatives of selected providers of ARM tools (e.g. insurance companies, ECX, the FCA). The Coordinator should report regularly to the Committee and then to the State Minister for Agriculture and the PARM Secretariat. For at least the first two years of implementation of the CD programme, it is proposed that the position of the Coordinator and the administrative cost of running activities, which is estimated at Birr 832,500 (US\$30,000) per annum should be covered by the PARM Secretariat. After this the position should be mainstreamed into the regular structure in the MOALR.

Participants evaluation will be mainstreamed into the CD programme, not only as a means of generating information for improving the delivery of requisite knowledge and skills but, even more crucially, to create a sustained participatory process which will enrich the range (number of) and quality of ARM tools available to smallholder farmers and other actors in agricultural value chains in Ethiopia.

## 3. Open discussion on the feasibility report

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Discussions which followed the presentation covered the issues summarised below ;

- 3.1 How can ARM be mainstreamed into the curriculum ATVETs without increasing number of years for training the agricultural development agents (AgDAs) as any additional time spent by students would have cost implications?
  - Representatives of the Federal ATVET Agency, the two participating ATVET Colleges and the ATVET Directorate of the MOALR confirmed the clarification by Dr Onumah that ARM can be included as core/mainstream courses taught by all Departments. This will avoid increasing the time required for studies, especially if the authorities removing some of the less relevant current courses from the curriculum. They committed to take this option into consideration during consultations to review the existing curriculum involving the Federal ATVET Agency, the MOALR and ATVET Colleges.
- 3.2 The proposed CD programme appears to focus mainly on soft skills including training but does not consider investment in ARM-related physical infrastructure development. Will this be sufficient in ensuring effective management of agricultural risks in Ethiopia?
  - Responding Dr Onumah stressed that risk management requires a holistic approach which includes investment in infrastructure such as rural roads, irrigation schemes and storage facilities as well as provision of information and ARM tools. However, it is important to complement these ongoing investments with effective CD in ARM to enable stakeholders to fully exploit the available means to manage risks. The CD programme is therefore not intended to duplicate rather to complement and optimise grains from other efforts such as the infrastructure investments. This explanation was considered acceptable by the participants.
- 3.3 A participant suggested that while documenting ARM tools, you should consider the Ethiopia Agricultural Research Institute (EARI), which is a major provider of ARM tools.
  - Dr Onumah explained that existing ARM tools in Ethiopia, including the contribution of EARI to the development of pre- and postharvest agricultural technologies were reviewed in the Agricultural Risk Assessment Study (RAS) as well as the materials/cases presented during the pilot training by Hawassa University. He stressed that under the CD programme, further advances in available ARMs and any relevant innovations will be documented and shared.
- 3.4 How do you see the role of informal and formal local organizations in risk management (e.g. co-operatives).
  - Both formal and informal organizations play important role in risk management, especially at the kebele level. The roles they play will, however, centre around complementing training by the AgDAs. Furthermore, training materials prepared under the CD programme will be made available to organisations such as cooperatives in order to facilitate lesson-sharing with other farmers.
- 3.5 Ato Gername re-stated that the CD programme is very important to the Government of Ethiopia, as it is already involved in risk management. The problem however is resource limitation on the Government side. He therefore wished to know how much funds PARM intends to contribute for implementation of the programme.
  - Dr Onumah clarified that the team of consultants are not representatives of PARM and, therefore, cannot speak on such details on their behalf. He stressed, however, that if stakeholders accepted the proposed programme and it was adopted by the GOE, then the PARM team will collaborate with Government to solicit support and funding from development partners, especially those who are already supporting the NDRMC and various ARM-related initiatives in the country. The consultations with GOE will be led by the MOALR with ATA and the NDRMC.
- 3.6 What are the roles and responsibilities of the different stakeholders?

- Responding Dr Onumah stated that the roles have been identified in the Draft Report, including a lead role by AgDAs who will be at the frontline in the training of smallholder farmers using the Farmers' Training Centres (FTCs) as the main training locations. The AgDAs will be assisted by model farmers and agricultural officers at regional, zonal and wereda levels. Training of these trainers will be led by the ATVET colleges, who will also mainstream ARM in their curriculum, thereby ensuring that their graduates, who are prospective AgDAs, will be equipped with requisite knowledge and skills in ARM. Selected universities such as the Hawassa University, will provide training for staff of ATVETs as well as policymakers, providers of ARM tools and designers/implementers of sector projects and programmes.

### 3.7 How will the programme be made sustainable?

- To achieve this objective, the CD programme is not intended to be totally bespoke (separate from all other related programmes) but integrated into existing extension, disaster risk management and capacity development programmes. Furthermore, when the ARM training materials have been prepared various training organisations, government and donor-funded projects in the sector can use these for ARM-related training at minimum cost. A cascading approach which is incorporated in the action plan is also intended to facilitate upscaling on a cost-effective basis.

### 3.8 How do you propose to work with ARM information providers? Because information provision is the first task in agricultural risk management.

- The sources of ARM information have been identified in the RAS and also in the Draft Report, which also sets out how the information the providers disseminate will be synthesised and disseminated to the target farmers as well as the trainers at all levels.

### 3.9 Why is the role of the universities limited to only training ATVETs?

- Though the universities are expected train staff of ATVET college in ARM, the expectation is that they will incorporate ARM in relevant courses in agriculture. This has been the experience of the Hawassa University which led in implementation of the pilot training in ARM but is considering incorporating it into their mainstream agriculture courses at degree and postgraduate levels. In particular, the Hawassa University intends to incorporate ARM in its sandwich degree course for outstanding AgDAs.

### 3.10 Why is the programme limited to 5 years?

- Implementation of the CD programme is planned for five years. However, it is proposed that it is evaluated after the 5 years, the outcome of that providing a basis for developing and rolling out the programme nationwide.

### 3.11 Some participants wanted more information about PARM and its operation in Ethiopia?

- Dr Onumah explained that the Platform for Agricultural Risk Management (PARM), which is a multi-donor initiative by the G8-G20, is hosted by IFAD. He added that the PARM Secretariat has signed a MoU with the GOE represented by the MOALR and ATA. The MoU sets out the roles and contributions of all parties. The roles in relation to implementation of the CD programme will be further discussed by the PARM Secretariat and, especially, the MOALR.

### 3.12 Additional suggestions by participants

- The representative of a private insurance company suggested that in the preparation of training materials pictorial illustrations such as diagrams should be used as it has proved very important in dissemination of information on insurance pilots to smallholder farmers. He stressed the need to use local languages in the training programmes and general dissemination of ARM information.
- Another participant stressed that traditional coping mechanisms should not be ignored in discussions on ARM tools available in Ethiopia.
- These suggestions were accepted by the consulting team.

## 4. Closing of the workshop

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The Technical Workshop was officially closed by Ato Germame Garuma, Director General of Agricultural Extension at the MOALR and PARM focal point in Ethiopia.

## 4. Annexes

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**Annex 1: Agenda**

**Annex 2: List of participants**

**Annex 3: Speech on behalf of the State Minister of Agriculture and Livestock Resources of Ethiopia**

**Annex 4: Presentations delivered at the workshop**

## Annex 1: Agenda

### Tentative Programme Technical Meeting to discuss Report of Feasibility Study on Capacity Development for Smallholder Farmers in Ethiopia in ARM

Time	Activity
08.00 - 09.30	<b>Registration</b>
08.30 - 09.15	<b>Opening session</b> <ul style="list-style-type: none"> <li>• Speech address by State Minister for Agriculture and Livestock Resources</li> <li>• Introductions/logistic announcements</li> </ul>
09.15 – 10.00	<b>Presentation of feasibility report</b>  By: Gideon Onumah, Getachew Dema and Engdawork Minass
10.00 – 10.30	<i>Coffee break/Group photos</i>
10.30 - 13.00	General comments/discussions by all participants
13:00 – 13:30	Closing statements/coffee break: <ul style="list-style-type: none"> <li>• PARM Secretariat (Representative)</li> <li>• Representative of Prime Minister's Office</li> </ul>
13:30 –	Lunch and departure

## Annex 2: List of participants

Technical workshop on capacity development in agricultural risk management for smallholder farmers in Ethiopia.

3rd October 2018 at Friendship Hotel, Addis Ababa, Ethiopia

No.	NAME OF PARTICIPANT	ORGANISATION	POSITION	PHONE NUMBER	EMAIL ADDRESS
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## **Annex 3: Speech on behalf of the State Minister of Agriculture and Livestock Resources of Ethiopia**

**OPENING SPEECH DELIVERED ON BEHALF OF THE STATE MINISTER OF AGRICULTURE AND LIVESTOCK RESOURCES – HON. DR EYASU ABRAHA – AT TECHNICAL WORKSHOP TO DISCUSS REPORT ON FEASIBILITY OF SUSTAINABLE INVESTMENT PLAN FOR CAPACITY DEVELOPMENT IN AGRICULTURAL RISK MANAGEMENT IN ETHIOPIA – BY ATO GERMAME GARUMA (GENERAL DIRECTOR, MOALR) AT FRIENDSHIP HOTEL, ADDIS ABABA 3<sup>RD</sup> OCTOBER 2018**

Dear Representatives of Development Partners; Industry Representatives and stakeholders from the public and private sector; Ladies and Gentlemen:

It is my pleasure and honour to be here with you at this Technical Workshop to discuss the outcome of a Feasibility Study on a Sustainable Investment Plan for Capacity Development (CD) in Agricultural Risk Management (ARM) in Ethiopia. The study was commissioned by the Platform for Agricultural Risk Management (PARM), which has a mandate to promote the mainstreaming of Agricultural Risk Management in national agricultural policy as well as in investments by farmers, private sector and donors in the agricultural sector.

PARM is a G8-G20 initiative which is hosted by the International Fund for Agricultural Development (IFAD) and co-financed by a multi-donor partnership involving the European Commission (EC), Agence Française de Développement (AFD), Italian Government and IFAD. The Platform works in strategic partnership with NEPAD/CAADP in the following African countries: Cabo Verde, Cameroon, Ethiopia, Liberia, Niger, Senegal, Uganda and Zambia.

In Ethiopia the PARM process has included the following activities:

- a. Formal presentation of the Platform and its programmes to the Government of Ethiopia (GOE). The Government expressed support for the ARM Agenda at the end of 2014, following which a formal Memorandum of Understanding (MOU) was signed between the PARM Secretariat and GOE (represented by the Agricultural Transformation Agency or ATA and the MOALR).
- b. In December 2015, a workshop with relevant stakeholders was organized to discuss the draft PARM Risk Assessment Report (RAS). The core objective of the risk assessment was to identify priority risks for which feasible solutions in terms of risk management tools will be promoted. The results of the RAS, which were validated by stakeholders at a workshop in Addis, established the need for Capacity Development support to improve awareness and knowledge on ARM among local stakeholders.
- c. Commissioning of feasibility study on the Scope for Insurance within Social Protection Programmes.
- d. Commissioning of this study, focusing on Feasibility of a Sustainable Investment Plan for Capacity Development in Agricultural Risk Management in Ethiopia. This second study was actually commissioned in response to a request by the MOALR to PARM and has been undertaken by the Natural Resources Institute of the University of Greenwich (NRI) in the UK.
- e. Prior to the launch of the feasibility study, PARM undertook a pilot training in ARM led by the Hawassa University in conjunction with the MOALR. It was delivered at the School of Environment, Gender and Development Studies (SEGDS) of the Awassa College of Agriculture from 28 May to 2 June 2018. Participants included staff of the Extension Departments of the MOALR as well as other government agencies and was in line with the New National Strategy for Ethiopia's Extension Services.

The main objective of the feasibility study is to produce an outcome which will help to translate the above elements into concrete actions and, in particular, to incorporate ARM theory and practices into extension advisory services vocational training and therefore actions to benefit smallholder farmers. This Technical Workshop is part of the concluding activities and the purpose includes the following:

1. To discuss objectives and approaches which should be adopted in the design and implementation of the proposed CD programme;
2. Fill gaps in information and data in the feasibility report;
3. Obtain feedback on the main conclusions and recommendations, including ensuring that the proposed CD programme is well aligned to the objectives and programmes of the key stakeholders; and
4. Discuss concrete internal funding and other external contributions from various stakeholders, including international donors.

Distinguished Participants, Ladies and Gentlemen, PARM's objective of collaborating with the GOE to mainstream ARM in Ethiopia is well-aligned to the national agricultural transformation goals under the Growth and Transformation Programme GTP II). Under TP II, agriculture remains the main driver of rapid and inclusive economic growth and development in our country. Furthermore, the proposed capacity development in ARM is well-aligned to the main elements of The New Ethiopia Extension Strategy as well as National Disaster Risk Management Strategy as shown below:

- It makes ARM an integral component of the national agricultural policy to transit from a culture of coping with disasters towards a smart management of agricultural risks;
- Responds to the demand from institutions and smallholders for qualified ARM support in order to ensure the sustainability and efficiency of further investments in the agricultural sector;
- Enhances the national stakeholders' awareness and capacities to manage agricultural risks progressively improving the ownership of the initiatives related to agricultural risk management;
- Improves the generation, access and sharing of knowledge and learning on holistic agricultural risk management; and
- Creates inter- and intra-coordination between MOALR and other institutions to mainstream and strength agricultural risk management in the country.

The holistic ARM approached espoused by PARM and the multi-institutional collaboration being proposed in the Feasibility Report is also intended to ensure cost-effectiveness in mitigating agricultural risks whilst optimising utilisation of institutional capacity within public agencies such as MOALR, the ATA, the ministry of Education and the National Disaster Risk Management Commission (NDRMC). Furthermore, the proposed approach will make it possible to more effectively utilise facilities offered by the universities, the TVET Colleges and the Farmers Training Centres in providing the type of training required at all levels in the delivery of the programme.

Given the fact that the agricultural sector is vulnerable to many risks, the Government of Ethiopia definitely acknowledges that mainstreaming ARM and the CD programme being discussed are crucial in achieving the growth and transformation of the country's agriculture. The MOALR, in conjunction with other public agencies, will therefore ensure implementation of the recommendations made in the report and endorsed by stakeholders. We therefore see this Technical Meeting as important in delivering a report which will be endorsed by Government and all other stakeholders.

Distinguished Participants, Ladies and Gentlemen, whilst Government seeks to implement the proposed CD programme, we hope that our development partners, including those who are already involved in supporting disaster risk management and piloting of various ARM tools will commit to support the programme with required funding and technical assistance.

On this note, I officially declare this Technical Workshop open and wish you all very fruitful deliberations. Thank you for your attention.

## Annex 4: Presentations delivered at the workshop



### Feasibility Study on Sustainable Investment Plan for Capacity Development in Agricultural Risk Management in Ethiopia

Presentation at Technical Workshop To Discuss Report  
Friendship Hotel, Addis Ababa

03 October 2018

Dr Gideon E. Onumah (NRI, UK), Getachew D. Bedane and Engdawork Minass



### Outline of presentation

#### 1. Introduction: Why the following matter in Ethiopia

- Agricultural risks
- Mainstreaming agricultural risk management (ARM)
- A holistic approach to ARM
- Capacity development in ARM (at different levels)

#### 2. The proposed CD in ARM:

- Basic definition adopted
- Alignment with other sector development programmes/strategies
- Primary and other targets of CD programme

#### 3. CD approach/proposed strategy:

- CD needs of stakeholders
- Proposed CD
- Roles of different organisations/agencies
- Implementation and funding

# Agricultural risks in Ethiopia:

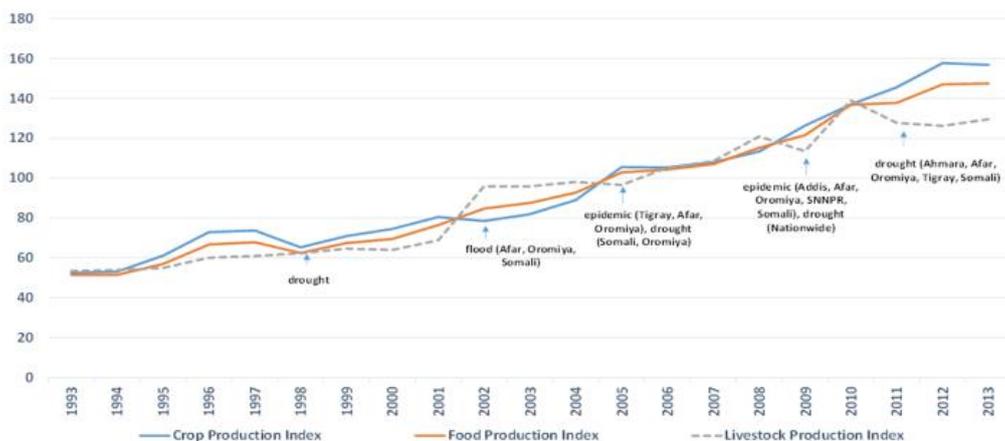
- are real and they matter  
(Evidence from the PARM Risk Assessment Study)

## Definition of agricultural risks

1. **Risks:** are the effect of uncertain events (potential situation or scenario) involving exposure to danger or loss of something of value. A risk can typically impede the achievement of the objectives of individuals or organisations (ISO 2009)
2. **Agricultural risk:** Agricultural risks involve potential loss or damage on agricultural production, farm household income, or access to food (PARM 2014). Risks may be:
  - a) **Idiosyncratic:** usually affect only individual farms (e.g., illness in family, plant pests, animal diseases)
  - b) **Covariate risks:** affect many farmers simultaneously (e.g., fluctuating market prices, major droughts or floods).
3. **Constraints/challenges:** important limiting factors but not risks because they are known with certainty e.g. lack of good physical infrastructure (roads, storage facilities and processing facilities)

ISO (2009) *Risk Management – Vocabulary*. ISO Guide 73. International Organization for Standardization, Geneva

Ethiopia: agricultural production indices and risks (1993-2013)



## Ranking agricultural risks in Ethiopia

RISK	AVERAGE ANNUAL SEVERITY	AVERAGE FREQUENCY	WORST CASE SCENARIO	SCORE
DROUGHT	● HIGH	● HIGH	● VERY HIGH	4.25
LIVESTOCK DISEASES AND PESTS	● MEDIUM	● VERY HIGH	● HIGH	3.90
PLANT DISEASES AND PESTS	● MEDIUM	● HIGH	● VERY HIGH	3.85
PRICE RISK: FOOD CROPS	● HIGH	● MEDIUM	● VERY HIGH	3.85
INPUTS RISK: RISING PRICES	● MEDIUM	● HIGH	● HIGH	3.60
ERRATIC OR VARIABLE RAINFALL	● MEDIUM	● VERY HIGH	● LOW	3.40
EXCHANGE RATES VARIABILITY	● LOW	● HIGH	● MEDIUM	2.87
FLOODS	● LOW	● VERY HIGH	● LOW	2.62
POLICY RISK: EXPORT BAN	● VERY LOW	● HIGH	● HIGH	2.50
POLICY RISK: PRICE SUBSIDY	● VERY LOW	● VERY HIGH	● VERY LOW	1.93
PRICE RISK: EXPORT CROPS	● MEDIUM	● MEDIUM	● VERY LOW	1.55
INTEREST RATES VARIABILITY	● VERY LOW	● MEDIUM	● VERY LOW	1.55
PRICE RISK: LIVESTOCK	● VERY LOW	● VERY LOW	● VERY LOW	1.00
POLICY RISK: LAND POLICY	● VERY LOW	● VERY LOW	● VERY LOW	1.00
INPUTS RISK: QUALITY VARIABILITY	● VERY LOW	● VERY LOW	● VERY LOW	1.00
EARTHQUAKE	● VERY LOW	● VERY LOW	● VERY LOW	1.00
VOLCANIC ACTIVITY, WILDFIRE ETC.	● VERY LOW	● VERY LOW	● VERY LOW	1.00

## Summary of prioritised risks

❖ Prioritisation based on analysis of frequency and severity of impact of the risks, with overall cost/year of US\$275 million or worst case = US\$2.25 billion:

- Weather risks:**
  - Drought: increasing frequency and severity very high and covariate, estimated at US\$ 78million per year and in worst case scenario (in El Nino season) = US\$925 million
  - Floods more frequent but severity low and often localised = US\$1.3 million; US\$2.75 million
  - Erratic rainfall becoming more frequent (due in part to climate change) – annual US\$9.5 million and worst case US\$17 million
- Plant and livestock pests and diseases:** high frequency and medium severity = US\$50 million per year; worst case scenario = US\$570 (plant diseases); US\$219 (livestock diseases).
- Price uncertainty** – low volatility for export crops and livestock; inter-year volatility higher than intra-seasonal variation. Impact not only on household income but also incentives to adopt yield-enhancing inputs. Losses mainly for food crops = US\$93 million; US\$389 million
- Inputs risks:** quality uncertainty low risk in Ethiopia; rising prices emerging as important mainly for fertiliser and improved seed; access a challenge due mainly limited supply of inputs credit. Income foregone = US\$ 46 million; US\$ 139.8 million.
- Uncertain access to output markets** – though mentioned in farmers' surveys there is dearth of empirical data to compute.

## Risk perceptions among farmers and others

### Farmers' perception of risks/challenges in Ethiopia's agricultural sector

- **Weather risks:** cold weather, late/delayed rains and inadequate rainfall during the season. In particular, inadequate rains or drought were reported to increase incidence of plant diseases/pests.
- **Plant diseases:** income opportunities from growing red pepper "are gone" due to plant diseases.
- **Access to affordable inputs** e.g. seeds and pesticides remains uncertain but that is not the case in terms of access to fertiliser which is distributed through the cooperatives.
- **Access to markets** can be uncertain, especially for relatively high value and higher income-generating crops such as vegetables. The uncertainty is made more acute because the marketing chains are less well-established – the combined effects of lack of transport and perishability of some crops (e.g. vegetables) tends to weaken farmers' bargaining position, especially when there is over-supply.
- **Uncertain access to finance:**
  - For production and consumption-smoothing after harvest

From Focus Group Discussions conducted under RAS (2016); consistent with evidence reported in Ethiopia Socioeconomic Survey (ESS) 2014, CSA and LSMS, World Bank (2015)

## Households risk coping strategies in Ethiopia

❖ Options adopted show need for more robust ARMs

	Rise in food price	Illness of hh member	Rise in input price			
Relied on own savings	20.3	22.9	26.1			
Sold livestock	20.5	16.9	16.5			
Engaged in spiritual efforts	13.8	10.6	10.8			
Took on more employment	4.6	5.6	10.5			
Received unconditional help from relatives	5	7.2	1.5			
Obtained credit	2.9	1.6	1			
Adult members had to find work	5.1	3.2	1.7			
Received unconditional help from government	2.6	1.4	2			
Changed eating pattern	1.4	2.6	0.5			
Received unconditional help from NGOs	0.7	1.7	0.2			
Sold durable assets	0.3	8	4.2			
Sold land, buildings	0.3	0.1	0			
Sold crop stock	0.8	0.2	0			
Household members migrated	0.3	1.8	0.4			
Reduced expenditures	0.3	1.4	0.5			
Sold agricultural assets	0.8	0.5	0.5			
Sent children to live elsewhere	0.1	0.1	0			
Other	2.5	2.6	3.3			
Did not do anything	17.6	11.9	20.5			
Regions participants	First	Second	Third	Fourth	Fifth	
Oromia (cereal producers)	Faith and prayer	Selling property	Dependence on relatives	Saving	Dependence on government	
Oromia (pastoralists)	Faith and prayer	Social network	Saving and migration	-	-	
SNNP (coffee producers)	Iqub and Insurance	Loan from bank	Iddir	Saving	-	

## ARM tools in Ethiopia

### ❖ Technology-oriented initiatives include:

- Irrigation projects; improved planting materials and livestock breeds; improving inputs supply and systems for plant and animal health.

### ❖ Strategic infrastructure investments:

- Improved rural roads; investment in storage facilities.

### ❖ Agricultural insurance:

- Both traditional indemnity-based and index-linked products by state-owned and private insurance companies.

### ❖ Output marketing tools:

- Forward contracting (case of Coops and breweries in barley).
- Ethiopia Commodity Exchange (especially for coffee and other export crops)
- De-risked financing options

# Context for CD in ARM:

## Definition of Capacity Development

- **Capacity Development:** a process by which individuals, organizations and communities obtain, strengthen and/or optimise their abilities, skills, understandings, attitudes, relationships, behaviours, motivations, resources and conditions in order to carry out functions which address challenges they face and/or achieve their objectives over time.
- Also means ensuring the availability of resources as well as efficient and effective means by which individuals, organizations and societies can pursue their development goals on a sustainable basis – World Bank Report (2009).

Source: Canadian International Development Agency (CIDA) "Capacity Development: why, what and how", CIDA's Capacity Development Occasional Series.

Source: Otoo S., N. Agapitova and J. Behrens (2009) "The Capacity Development Results Framework: A strategic and results-oriented approach to learning for capacity development", The World Bank Institute, Learning for Development, Washington, 2009.

## Definition of Capacity Development (2)

- **Capacity Development:**
  - a) The individual:** skills, experiences and knowledge needed to perform; some acquired through education/training and others informally, through doing and observing.
  - b) Organizational level:** includes, in addition to the above, the internal structures, policies and procedures that determine how individuals perform and impact on an organization's effectiveness.
  - c) The enabling environment:** that is the framework within which individuals and organizations function, including the rules, laws, policies, power relations and social norms that govern civic engagement.

Source: Canadian International Development Agency (CIDA) "Capacity Development: why, what and how", CIDA's Capacity Development Occasional Series.

## Objectives of CD in ARM

Primary objectives of the CD in ARM is to:

- ❖ Empower smallholder farmers to identify, prioritise and holistically manage agricultural risks using best available agricultural risk management (ARM) tools.

The outcome is that:

- ❖ Smallholder farmers' productivity, household income and resilience is boosted in Ethiopia through their enhanced capacity to manage agricultural risks in a holistic manner.

## Synergy of CD with sector other strategies/programmes

Including the following:

- **Second Growth and Transformation Programme (GTP II):**
  - Especially the Four Pillars for agricultural development and transformation
- **New National Extension Strategy:**
  - To foster evidence-based extension delivery; linked to demand-driven research
- **National Policy and Strategy on Disaster Risk Management**
  - To transition from effective response to disaster (especially led from Federal level) to comprehensive risk management empowered by communities, including farmers
- **National Technical and Vocational Education and Training Strategy**
  - Outcome-based system of teaching, training and learning by ATVETs which is aligned to identified needed competences; including
  - Entrepreneurial graduates who may enter agricultural value chains.

## Synergy of CD with initiatives by ARM providers

Including the following:

**-Research and development:**

- Ethiopia Agricultural Research Council; ILRI etc.

**-Information services:**

- NMA
- FEWSNET
- Livestock Information Network and Knowledge System (LINKS)

**-Agricultural insurance**

- Public and private plus several donor-funded pilots

**-Structured trading/finance systems**

- Ethiopia Commodity Exchange
- Federal Cooperative Agency – forward contracting
- Microfinance institutions

## Approach for CD in ARM in Ethiopia:

### Target stakeholders:

- 1. Farmers:**
  - Smallholder farmers
  - Model farmers (farm size between small-scale and medium-scale; better-endowed; and early adopters) – to be trained and to train other farmers
- 2. Development Agents:** main trainers of farmers at the Kebele level, using FTCs as primary training locations
- 3. Other trainers to be trained:**
  - Staff of ATVETs to train existing DAs and own students (prospective DAs)
  - Agricultural Experts at Regional, Zonal and Wereda levels (to quality control delivery at FTC level)
  - Federal-level extension personnel and other policymakers
  - ARM providers in Ethiopia (benefit from training in holistic approach and resource persons in training on available ARM tools)

ISO (2009) *Risk Management – Vocabulary*. ISO Guide 73. International Organization for Standardization, Geneva

### Identified training needs:

- 1. Farmers:**
  - Risks perceived; but capacity for more objective assessment missing
  - Access to ARM tools and capacity to effectively access utility of the tools
  - Capacity to influence design and delivery of ARM tools provided to them
- 2. Development Agents:**
  - Currently ARM not included in curriculum for training by Colleges
  - Limited experience in delivery of extension reflecting ARM – current focus on “push” approach, especially in technology-based extension
- 3. Other trainers to be trained:**
  - Staff of ATVETs – not included in existing curriculum
  - Agricultural Experts at Regional, Zonal and Wereda levels – limited knowledge beyond perceptions
  - ARM providers – limited appreciation of holistic approach

ISO (2009) *Risk Management – Vocabulary*. ISO Guide 73. International Organization for Standardization, Geneva

# Delivery of CD in ARM:

## Principles underpinning proposed CD in ARM

Basic principle	Elements
Multi-faceted training methods	<ul style="list-style-type: none"> <li>▪ <b>Trainer-directed delivery of a planned curriculum</b> – based on revised curriculum at ATVETs; using customised training materials produced by PARM and piloted by the Hawassa University (in May 2018)</li> <li>▪ <b>Training-discovery-based approach to learning</b> – encouraging trainees to form own views; assisted with video documentaries, field visits and experience sharing</li> </ul>
Local ownership of CD	<ul style="list-style-type: none"> <li>▪ Involving wereda-level officials in programme design/delivery at kebele (FTC) level; farmer feedback system to improve programme delivery and ARMs</li> </ul>
Programme sustainability to be achieved through:	<ol style="list-style-type: none"> <li>a. Embedding ARM training programmes into existing programmes at various levels;</li> <li>b. Aligning the CD in ARM with other programmes e.g. National Disaster Risk Management and donor/NGO initiatives</li> <li>c. Use of local resource persons wherever possible (e.g. DAs at FTCs)</li> </ol>
Pursue cascading effect through:	<ol style="list-style-type: none"> <li>i. From onset, train selected staff of all 19 TVETs in the country to mainstream ARM in courses for regular students – who are prospective DAs</li> <li>ii. Foster sharing of knowledge and skills among DAs (as peers) and from farmer-to-farmer</li> </ol>

## CD in ARM for smallholder farmers

### Target group:

- Smallholder farmers: 1 day x 3 sessions per farmer per year

### Knowledge/skills transfer required:

- **Structured trainer-directed sessions**
  - Method: presentations based on generic materials **plus** illustrative materials (e.g. posters, flyers, brochures and video documentaries) complemented by field visits where possible
  - Training by trained DAs; **assisted by trained model farmers**
- **Discovery-based approach to learning**
  - Method: Experience-sharing by peers (other farmers) assisted by illustrative materials (e.g. flyers and brochures)
  - Training by model farmers and other smallholder farmers

## Training of trainers in CD in ARM (1)

### **Target group:**

- Development Agents and Model farmers

### **Knowledge/skills transfer required:**

- Structured trainer-directed sessions
  - Method: presentations based on generic materials **plus** illustrative materials (e.g. posters, flyers, brochures and video documentaries) complemented by field visits where possible
  - Training by selected ATVETs – onsite
  - Length of training:
    - DAs – two weeks
    - Model farmers – 1 week

## Training of trainers in CD in ARM (2)

### **Target group:**

- Regional/Zonal/Wereda-level experts

### **Knowledge/skills transfer required:**

- Structured trainer-directed sessions
  - Method: presentations based on generic materials **plus** illustrative materials (e.g. posters, flyers, brochures and video documentaries) complemented by field visits where possible
  - Training by selected ATVETs – onsite
  - Length of training: one week

## Training of trainers in CD in ARM (3)

### **Target group:**

- Staff of ATVETs

### **Knowledge/skills transfer required:**

- Structured trainer-directed sessions
  - Method: presentations based on generic materials **plus** illustrative materials (e.g. posters, flyers, brochures and video documentaries) complemented by field visits where possible
  - Training by selected universities (starting with Hawassa University)
  - Length of training: two weeks

## Sensitisation of other stakeholders in CD in ARM

### **Target group:**

- Policymakers, project managers (NGOs/donor missions); and
- Providers of ARM tools

### **Requirement:**

#### **a. 1/2-day sensitisation workshops**

- Method: structured presentations based on generic materials **plus** illustrative materials (e.g. posters, flyers, brochures and video documentaries)
- Training by resource persons from universities, industry (ARM providers) and external resource persons (where needed)

### **Requirement:**

#### **b. In-depth training workshops for 1 week**

- Method: structured presentations based on generic materials **plus** illustrative materials (e.g. posters, flyers, brochures and video documentaries)
- Training by universities (e.g. Hawassa University) – condensed version of training for ATVET staff

# Materials/information for CD in ARM:

## Source of information for CD materials

Type of information needed	Potential sources and issues to address
Generic information on ARM	<ul style="list-style-type: none"> <li>▪ PARM training materials customised by Hawassa University</li> <li>▪ Presentations during pilot training at Hawassa University and relevant materials from other PARM countries</li> <li>▪ <b>Main issue:</b> need to customise and translate into local language</li> </ul>
Information on agricultural risks	<ul style="list-style-type: none"> <li>▪ <b>NMA</b> (weather); <b>LINKS</b> (plant/livestock diseases and pests); <b>ECX, EGTE and FCA</b> (market information)</li> <li>▪ <b>Main issue:</b> multiplicity of Early Warning Information – hampers collation and timeliness; centralisation useful (which organisation)</li> </ul>
Information on agricultural risk management (ARM) tools	<ul style="list-style-type: none"> <li><input type="checkbox"/> ARM providers</li> <li><input type="checkbox"/> <b>Main issue:</b> lower cost if packaged by providers but need for holistic perspective and focus on objective basis for assessing value to farmers as well as access conditions – may require external inputs</li> </ul>
What else??	

## Implementation/management of CD in ARM

### Staggered implementation:

- Start from low output in first two years focusing on:
  - Selected weredas in 3 focal regions (Oromia, SNNPR and Somali)
- Scale-up from Year 3 targeting all weredas in 3 focal regions
  - After evaluation at end of Year 2
  - Further evaluation at end of Year 5 – to inform scaling out to all regions
- Coordinator seconded to MOALR to manage on daily basis
  - Supported by Implementation Committee with representation from(?)
- Funding:
  - Estimated cost
  - Projected contributions
  - Funding requirements and potential contributors

Thank you for your attention!!!





## Contacts

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