ENHANCING FOOD MARKET TRANSPARENCY AND POLICY COORDINATION

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PROJECT DOCUMENT

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Project Title (Long): Multi-Donor Trust Fund of the Agricultural Market Information System (AMIS)

Project Title (short): AMIS Multi-Donor Trust Fund

Project Symbol: MTF/GLO/359/MUL

Implementing Agency: Trade and Markets Division, Food and Agriculture Organization of the United Nations, Viale delle Terme di Caracalla, 00153, Rome, Italy.

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Executive Summary

In response to high and volatility food prices in the period 2007-2010, G20 Ministers of Agriculture called for the creation of the Agricultural Market Information System (AMIS). The initiative was officially launched during an inception meeting in September 2011. AMIS seeks to lower the incidence of extreme price fluctuations by improving the timeliness and reliability of food market data. It also offers a mechanism for policy dialogue to mitigate the impact of unexpected price hikes by helping decision makers formulate more effective policy responses.

AMIS comprises G20 members and Spain as well as seven additional major producing and consuming countries of the crops monitored by AMIS: wheat, maize, rice and soybeans. The initiative is supported by a joint Secretariat located in the Food and Agriculture Organization of the United Nations (FAO), consisting of several international organisations with the capacity to collect, analyse and disseminate information on the food market situation and on policies that affect it.

In order to assess the food market situation and outlook, AMIS systematically compiles available information on crop supply and demand, in close collaboration with country focal points. To improve information coming from countries and ensure that data are comparable, AMIS provides technical assistance and methodological guidance. AMIS also monitors and reviews policy developments that affect agricultural markets. Relevant information materials on the market situation and outlook have been provided through various means, most notably meetings with country focal points; online databases and other web resources; and the monthly AMIS Market Monitor report. In the event of market turbulences, AMIS has also facilitated policy discussions and coordination.

The results framework of AMIS centers around six main outputs:

1. **Available market and policy information is collected and disseminated** through the construction, maintenance and continuous improvement of three collaborative databases for commodity balances, policy information, and market prices.
2. **Relevant methodologies and indicators are developed** through research on estimating crop production, stocks and utilization as well as on market and policy drivers to better understand global market developments.
3. **Market information systems are strengthened in participating countries** by providing guidelines, training materials and hands-on support to national focal points and other stakeholders in AMIS countries.
4. **Relevant information on the market situation and outlook is published** in order to allow more evidence-based policy making.
5. **Policy dialogue is promoted among participating countries** by ensuring regular exchanges and the sharing of knowledge between AMIS participating countries.
6. **AMIS is functioning smoothly** by effectively managing, coordinating and monitoring AMIS activities, especially as regards the work of the multi-agency Secretariat.

This document outlines the background, scope and implementation procedures for AMIS activities and explains how resource partners can support the work of the Secretariat by contributing to the multi-donor trust fund of AMIS.
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1. Background to the creation of AMIS

1.1 General context

A lack of reliable and up-to-date information on crop supply, demand, stocks and export availability contributed to volatility in international food markets in the period 2007-2010, and prompted some hasty and uncoordinated policy responses that further exacerbated the situation. The increased level of volatility in international food markets affected several basic food crops, as illustrated in the large swings of the FAO Food Price Index starting in 2007 (Figure 1). This development has raised food security concerns as extreme price fluctuations of major agricultural commodities contributed to slowing down the progress of reducing the number of undernourished people in the world.

Figure 1: FAO Food Price Index (2002/04=100)

Instances of extreme price volatility require the urgent attention of policy makers as they have added to the chronic problem of food insecurity. Better information and analysis of commodity markets are thus important elements to strengthen the global food system, and to reduce the incidence and impact of price surges that are based on false, incomplete or missing information, speculation, panic and other disruptive factors.

The international community has recognised the importance of improved agricultural market information. In their “Action Plan on Food Price Volatility and Agriculture”, G20 Ministers of Agriculture emphasised “the need to improve the quality, reliability, accuracy, timelines and comparability of data on agricultural markets”, and “to promote greater shared understanding of food price developments.” Against this background, the G20 Ministerial Declaration of June 2011 suggested the creation of the Agricultural Market Information System (AMIS) to “encourage major players on the agrifood markets to share data, to enhance existing information systems ... and further policy dialogue and cooperation.”
Responding to the request of the G20, AMIS was launched in September 2011 as a collaborative platform for enhanced food market transparency that builds on and complements existing information systems. Apart from G20 members1 plus Spain, the initiative comprises seven additional major producing and consuming countries2 of agricultural commodities (Figure 2). AMIS is supported by a multi-agency Secretariat located in the Food and Agriculture Organization of the United Nations (FAO), consisting of several international organisations and entities with the capacity to collect, analyse and disseminate information on the food market situation and on policies that affect it.3

By providing a platform through which countries, inter-governmental actors and the private sector can work together, the initiative aims to strengthen synergies and improve the reliability of market information and analysis. The initiative also seeks to build countries’ capacity in collecting and processing statistical information and promote policy dialogue, especially in times of market uncertainty.

Figure 2: AMIS Participating Countries

The initial focus of AMIS is on four commodities that are widely traded in international food markets, namely wheat, maize, rice and soybeans (“AMIS crops”). The 28 countries that are

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1 G20 members include: Argentina, Australia, Brazil, Canada, China, France, Germany, India, Indonesia, Italy, Japan, Mexico, Russian Federation, Saudi Arabia, South Africa, Korea, Turkey, United Kingdom, United States, and the European Union.

2 These countries are: Egypt (large wheat importer), Kazakhstan (main wheat exporter), Nigeria (large rice importer), Philippines (large rice importer), Thailand (main rice exporter), Ukraine (main wheat exporter), and Viet Nam (main rice exporter). See Annex for a detailed overview of the trade shares of AMIS participating countries.

3 Apart from FAO, the Secretariat currently includes the International Fund for Agricultural Development (IFAD), the International Grains Council (IGC), the Group on Earth Observations Global Agricultural Monitoring initiative (GEOGLAM), the Organisation for Economic Co-operation and Development (OECD), the United Nations Conference and Trade and Development (UNCTAD), the World Food Program (WFP), the World Bank Group, the World Trade Organization (WTO), and the International Food Policy Research Institute (IFPRI).
participating in the initiative represent a large share of global production, demand and trade volumes of these crops, usually in the range of 80-90 percent (see Annex 3). Collecting, validating and analysing market and policy information of these countries thus constitutes an important step to enhancing global market transparency. In addition, promoting dialogue among these key players in international markets and providing mechanisms to facilitate policy coordination can have a meaningful impact on reducing price volatility at global scale.

1.2 **Overall development impact**

Fluctuating prices—especially large, unexpected price upswings—constitute a major threat to food security. As illustrated in Figure 3, volatility of the AMIS crops increased from around 20-30 percent in 2007 to 30-40 percent in 2012. Abrupt price hikes and increased price volatility are particularly harmful for the most vulnerable and marginalised people, who may spend as much as 70 percent of their income on food. These households generally lack sufficient instruments and assets to effectively cope with extreme price fluctuations. Poor dietary diversification aggravates the problem, as price increases in one staple cannot easily be compensated by switching to other foods (FAO, 2010).

Figure 3: **Historical volatility of AMIS crops (in %)**

As for farmers who are highly dependent on the sale of commodities for their livelihoods, extreme volatility can result in large income fluctuations for which they have no safeguards, such as savings and insurance. The delay between production decisions and the final sale of the product creates additional risks as farmers base their planning on expected future prices. What is more, long-term investments that are crucial to improve productivity risk being postponed, such as purchasing new machinery, improving soil fertility, and installing proper storage facilities.

Enhancing market transparency and providing effective mechanisms to encourage policy coordination is an important contribution towards reducing the likelihood of unexpected price shocks. By improving the accuracy and reliability of data and policy analysis, extreme price fluctuations are expected to occur less frequently, while their impacts can be mitigated.
by providing decision makers with the necessary information to formulate more effective policy responses.

1.3 Impact at country level

AMIS is a global initiative with benefits at country level. These benefits include improved technical and institutional capacity to monitor and analyse data on agricultural production, stocks, and markets, as well as better access to the experiences and know-how of other participating countries. For all activities at country level, the Secretariat ensures that outcomes and objectives are in line with national development priorities, and that activities are implemented in close collaboration with national partners.

Apart from providing direct support to the 28 participating countries, AMIS creates a range of global public goods, including increased transparency of commodity markets, more reliable market outlooks, and a platform to promote policy coordination in response to market uncertainty. Beneficiaries thus stretch beyond AMIS participants and also include stakeholders in non-participating countries.

2. Why is AMIS needed, and why is it needed now?

Markets are vital to agriculture, and agriculture is vital to food security. In today’s globalised world, the exchange of agricultural commodities often occurs across international borders. Indeed, with improved transportation networks and diminishing public stock regimes, trade is playing an increasingly important role in stabilising food availability in almost all countries of the world (FAO, 2012).

To meet the rising demand for food, animal feed and increasingly biofuels, more crops are being grown, including in regions that are prone to unstable weather conditions and erratic yields; a factor that might lead to discrepancies between production forecasts and final harvested figures. Less accurate production forecasts make markets vulnerable to supply shocks and lower market stability. Moreover, with inventories in major exporting countries much below their levels of previous decades, and a general lack of reliable statistics on the level of stocks other than for a few traditional exporters, the importance of accurate as well as up-to-date information for globally traded food commodities has never been greater.

The large price fluctuations that could be observed in 2007-2010 also demonstrated the potential impact of the financial sectors on food markets. Searching for new investment opportunities, financial firms increasingly focused on commodity derivatives as a portfolio hedge. While this “financialisation of commodities” is generally not viewed as the source of price turbulence, evidence suggests that trading in futures markets may have amplified volatility in the short term (FAO, 2010a). Finally, food price volatility may also have been exacerbated by government action, and a general lack of coordination in policy responses.

The increase in food commodity prices in 2007-2010 complicated policy choices for decision makers who were seeking to ensure national food security. The period of high and volatility food prices has demonstrated that governments and the international community need to increase their ability to respond rapidly and effectively to food price surges and to minimise the impact of these shocks on the global food system. There is a need for well-functioning international markets, and the role of timely information and increased transparency is critical.
Apart from improving the preparedness to shocks, reliable and up-to-date information on crop supply, demand, stocks and export availability also lower the incidence of food market turbulences. Information on the current situation and the outlook for global agricultural production shapes expectations on future prices. By enhancing market transparency, AMIS thus contributes to reducing the likelihood and impact of any potential future crisis.

2.1 Which problems does AMIS address?

The food price surges in 2007-2010 exposed a number of weaknesses in market information systems, the monitoring and analysis of policy and market drivers, and the coordination of appropriate policy responses. Weaknesses included a lack of reliable and up-to-date information on crop supply, demand, stocks and export availability as well as comprehensive indicators of current market conditions. In many countries, this lack of transparency resulted in hoarding, panic buying and other suboptimal policy choices.

A scoping report on “Improving Market Transparency and Policy Response for Food Security” (FAO et al. 2011) outlines the main weaknesses of agricultural market information systems prior to the creation of AMIS. These can be summarised as follows.

**Main data weaknesses addressed by AMIS**

- Official country data on crop production and utilisation were frequently not available to international information providers. Or they lacked the necessary quality and timeliness.
- Reliable information on available food stocks, including for most of the main producing and consuming countries, was generally non-existent.
- Links between national agencies responsible for market outlooks and international information providers were frequently missing or insufficient.
- Available market outlook analysis frequently ignored developments in other relevant sectors, such as energy, as well as financial and agricultural input markets.
- Linkages between market analysts and stakeholders in the private sector were frequently weak or non-existent, failing to reflect the important role that some of these actors play in international food markets, such as commodity associations and investment funds.

In addition, AMIS provides information on the drivers of agricultural markets, including policy levers in causing and resolving crises. Better insights are particularly needed regarding following elements.

**Priority policy information collected by AMIS**

- Changes in trade regimes with an impact on international commodity markets, such as import and export measures.
- Domestic support policies that affect the supply and demand position of agricultural commodities and consequently their price level.
- Domestic stocking policies, which have a significant impact on the overall supply of commodities in agricultural markets.
- Biofuel policies, such as mandated production volumes of ethanol and biodiesel, which have an impact on available food supplies.
Finally, AMIS tries to fill the paucity of forward-looking indicators of market risk. To this end, the initiative seeks to identify and test innovative measures of market vulnerability, including implied price volatility; option market indices; stocks-to-use ratios; and indicators of market sentiment.

In order to strengthen national market information systems, AMIS supports data collection in participating countries and fosters collaboration between the various data producers. It aims at harmonising agricultural market information by assessing and validating the collected data according to a set of common standards, which comprise the following:

- **Timeliness**: Is information provided in time to contribute towards an effective assessment and outlook of the global food market situation?
- **Completeness and Coherence**: Are data sufficient and coherent to provide a meaningful picture of the national commodity balance sheet?
- **Comparability**: Are data comparable with past values and the information provided by other data producers?

### 2.2 Who are the target beneficiaries?

Given the broad spectrum of activities and the wide geographical focus of AMIS countries, a range of different beneficiaries can be identified. These include planning authorities in participating countries; international (non)governmental organisations and research institutes; as well as actors from the private sector.

Main beneficiaries of the initiative are national agencies and ministries in participating countries, especially those that are responsible for agricultural data collection and market monitoring. Benefits include a strengthened technical and institutional capacity to collect and process relevant data and analysis, as well as technical know-how from an exchange of expertise with other AMIS participants. By making information freely available on the Internet and by using other means of communication, non-participating countries benefit as well. Similarly, AMIS activities reach out to stakeholders in civil society and the private sector, who are invited to participate in selected training sessions and technical workshops.

International agencies and other stakeholders involved in global data analysis and monitoring constitute another important group of beneficiaries. By enhancing data availability and accuracy through a harmonised framework and methodology, AMIS provides the foundation for better market intelligence as well as the identification of current market trends and effective policy responses. In doing so, AMIS supports the design of better development strategies by promoting evidence-based policy decisions and facilitating policy dialogue and cooperation among participating countries.

Although not being targeted directly, food insecure people around the world arguably constitute the most important beneficiaries of AMIS. For one, enhanced market information enables policy makers to respond more effectively to a looming crisis. In addition, AMIS lowers the probability that critical market situations exist in the first place.

### 2.3 The partnership approach

AMIS provides a platform to enhance collaboration in global agricultural market analysis and monitoring. It builds on and complements existing systems with a view to improving the
generation, analysis and dissemination of agricultural market information and outlook. AMIS provides the first mechanism that establishes an effective link between national data collection and analysis, the identification of critical market conditions at global scale, and the facilitation of coordinated policy responses among main market players.

Against this background, AMIS relies on, and further strengthens, local capacities in participating countries. All AMIS activities are conducted in close partnership with the relevant national authorities, or—in the case of regional interventions—with the respective organisations at regional level. Interventions are furthermore aligned with national development strategies, and designed to support and complement existing systems. AMIS relies on a collaborative effort of the main producing, exporting and importing countries of agricultural commodities. By endorsing the AMIS Terms of Reference, all participating countries have agreed to work closely with the AMIS Secretariat and provide it with reliable information in a regular and timely manner. In addition, countries participate in AMIS meetings and liaise with the Secretariat to continuously improve agricultural data, including by enhancing national information systems as well as related databases. This partnership with countries is one of the main strengths of AMIS.

2.4 Past and related work

In its efforts to build on existing systems, AMIS derives crucial information from established early warning systems, such as the FAO “Global Information and Early Warning System”, the WFP “Vulnerability Analysis and Mapping” initiative and the USAID “Famine Early Warning System Network”. These systems forecast commodity balances, assess food security, and provide valuable information for countries facing food emergency situations.

For capacity building projects and activities, AMIS ensures an effective transfer of knowledge by drawing on experiences from FAO’s CountrySTAT programme as well as other initiatives that support the application of best practices. The (now discontinued) CountrySTAT programme proved particularly relevant as it integrated national food and agriculture statistics to ensure the harmonisation of national data and metadata collection and analysis.

Finally, AMIS has been working in close collaboration with the “Global Strategy to Improve Agricultural and Rural Statistics”, an initiative by the United Nations Statistical Commission to develop a framework for the harmonised collection of basic statistical data and information. Indeed, the G20 “Action Plan on Food Price Volatility and Agriculture” called for the creation of synergies between the Global Strategy and AMIS.

2.5 Joining forces: The AMIS Secretariat

Uniting several international organisations and entities, the AMIS Secretariat offers a wide spectrum of knowledge and capacity relevant for the analysis of agricultural markets and the promotion of effective policy dialogue. The Secretariat builds on each member’s comparative advantage and expertise in fulfilling its mandated functions. Currently (October 2019), the AMIS Secretariat consists of following members:

1. AMIS is hosted by FAO which has both the technical knowledge and the institutional capacity to effectively perform and oversee the activities of the initiative. FAO has a well-established expertise in global, country and regional supply and demand analysis
of major agricultural commodities, as well as food security assessments and capacity building.

2. The **International Food Policy Research Institute (IFPRI)** provides its modelling capacity to AMIS, for example to assess the effect of futures prices on cash prices; the extent of price transmission from international to local markets; the relationships between oil and food prices; the degree of price volatility across AMIS commodities; and the identification of excessive price volatility.

3. The **International Fund for Agricultural Development (IFAD)** contributes to the success of AMIS by providing resources, expertise, and its presence and partnerships in countries. A main focus lies on strengthening the relevance of market indicators, data and analysis to support rural areas of developing countries, for example by examining policy responses to food price shocks, particularly as concerns smallholder agriculture and rural development.

4. The **International Grains Council (IGC)** provides information on export price quotations and ocean freight markets. The IGC also provides monthly updates of supply and demand estimates and forecasts for AMIS countries covering total grains, coarse grains, wheat, maize, rice and soybeans.

5. The **Group on Earth Observations Global Agricultural Monitoring initiative (GEOGLAM)** was launched alongside AMIS at the G20 Agriculture Ministers meeting in 2011 to help reinforce the international community’s capacity to produce and disseminate relevant, timely and accurate forecasts of agricultural production by using earth observation data. For AMIS, GEOGLAM provides updates of crop growing conditions in the main producing regions of the AMIS crops.

6. The **Organisation for Economic Co-operation and Development (OECD)** assists AMIS in assessing the potential effects of policy changes on the global market situation for key staple food commodities. OECD furthermore supports AMIS in its capacity building function and contributes analysis on long-term issues that have important impacts on market outcomes.

7. The **United Nations Conference on Trade and Development (UNCTAD)** was an active member in the G20 meetings and processes leading to the establishment of AMIS. UNCTAD collaborated in the intra-agency report on “Improving food market transparency and policy responses for food security” and the G20 Food Security Agenda via the UN High-level Taskforce on Food Security.

8. The **World Bank Group** has contributed to AMIS through both analytical inputs and financial resources that help the AMIS Secretariat implement its activities.

9. The **World Food Programme (WFP)** participates in AMIS as both a user and producer of information products. It supports the work of the Secretariat through staff time and analysis, for example by monitoring and analysing local market conditions in more than 60 developing countries. Insights from this work help estimate the transmission effects of international price shocks on local communities.

10. The **World Trade Organization (WTO)** contributes its expertise to AMIS by sharing trade policy information from Members, principally in the areas of subsidies and import access. This information is of crucial importance for AMIS given that trade and
agricultural support policies have an important bearing on the state of international food markets.

3. Project framework

3.1 Impact
AMIS reduces the likelihood of unexpected price fluctuations in agricultural markets by improving data reliability and analysis, and overall market transparency. At the same time, it contributes to minimising the incidence of uncoordinated policy action in response to market uncertainty, including increased volatility, by providing a platform for exchange among policy makers and other key stakeholders in international food markets. In this way, AMIS lowers the frequency and impact of food price shocks, especially those that are caused by misguided policy decisions.

3.2 Outcome and outputs
The AMIS initiative improves transparency in international commodity markets and encourage coordination of policy action in response to market uncertainty. These two outcomes require a continuous effort to strengthen and streamline market information and outlook systems, as well as the creation of a platform in which decision-level officials and other key stakeholders of international food markets can share and exchange relevant information.

AMIS does not have a fixed duration, but evolves according to the changing demands of the market as well as the expectations of its members. In the current framework stretching until December 2022, six main outputs are central to the success of AMIS:

1. Available market and policy information is collected and disseminated through the construction, maintenance and continuous improvement of three collaborative databases for commodity balances, policy information, and market prices.
2. Relevant methodologies and indicators are developed through research on estimating crop production, stocks and utilization as well as on market and policy drivers to better understand global market developments.
3. Market information systems are strengthened in participating countries by providing guidelines, training materials and hands-on support to national focal points and other stakeholders in AMIS countries.
4. Relevant information on the market situation and outlook is published in order to allow more evidence-based policy making.
5. Policy dialogue is promoted among participating countries by ensuring regular exchanges and the sharing of knowledge between AMIS participating countries.
6. AMIS is functioning smoothly by effectively managing, coordinating and monitoring AMIS activities, especially as regards the work of the multi-agency Secretariat.

A complete list of outputs and activities, including indicators to monitor progress and underlying assumption, is provided in the logical framework (Annex 2).
3.3 Sustainability

The AMIS platform constitutes an innovative system to substantially improve the transparency of agricultural markets and provide a mechanism to promote policy dialogue in response to market uncertainty. Against this background, the promotion of sustainable change processes is an inherent objective of all AMIS interventions. Several components help ensure that AMIS will have a lasting impact.

For one, AMIS enjoys broad political support from G20 countries who called for the creation of an effective market information system. In the Ministerial Declaration of June 2011 (and in every Ministerial Declaration thereafter), G20 countries have committed to taking part in AMIS by “disclosing reliable, quality, accurate, timely and comparable data” and by improving their “national systems of collection and dissemination of such data.” Since the inception of AMIS in September 2011, the initiative has welcomed other main producing, exporting and importing countries, which further strengthened and consolidated the initiative.

In addition, AMIS benefits from the participation of several international organisations and entities that contribute to the initiative based on their respective comparative advantage, for example by providing information and resources. This broad endorsement of the goals and objectives of AMIS has provided a stable foundation for the long-term sustainability of the initiative. Maintaining this foundation will require the delivery or at least facilitation of results that will prove the usefulness of AMIS to stakeholders and secure their continued support.

AMIS builds on existing systems or currently ongoing initiatives in the area of market monitoring. This has proved vital to tailor the contribution of AMIS to fill remaining information gaps and needs. It has also helped to detect and realise synergies with other partners. For example, hosting the Secretariat of AMIS in FAO headquarters illustrates the strategic approach to integrate and anchor AMIS in already existing systems, given FAO’s role as a leading source of agricultural market information.

3.4 Risks and assumptions

The broad support by AMIS participating countries and the active participation of several international organisations forming the AMIS Secretariat provide a firm foundation to achieve the objectives of the initiative. However, some factors and events could jeopardise the success of AMIS. Overall, risks and assumption concern the difficult coordination of project activities across a large number of participating countries and organisations, the need to finance all layers of AMIS within an overall difficult economic environment (recognising that some of these activities might be less attractive for donors), and the uncertainties related to political processes, which might prevent countries from disclosing and coordinating their decisions in case of market uncertainties.
<table>
<thead>
<tr>
<th>Risk</th>
<th>Impact</th>
<th>Probability</th>
<th>Assumptions/Mitigation</th>
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<tbody>
<tr>
<td>Participating countries do not comply with their agreement to share information</td>
<td>High</td>
<td>Medium</td>
<td>AMIS was created based on the explicit request of G20 countries and others to improve market transparency in agriculture. Demonstrating to countries that it is in their own self interest to share information will thus be an effective strategy to guarantee active contributions. In addition, close collaboration with the Chair of AMIS will ensure that the initiative will remain high on the political agenda of the G20.</td>
</tr>
<tr>
<td>Collaboration is insufficient with other stakeholders in agricultural markets, especially large private entities that have significant information about and/or capacity to affect the variables studied by AMIS</td>
<td>Medium</td>
<td>Medium</td>
<td>Private entities play an important role in global agricultural markets, which should be reflected in AMIS. The initiative thus aims to demonstrate to both private corporations and AMIS participating countries that collaborating for better market transparency is in their best mutual interest.</td>
</tr>
<tr>
<td>AMIS does not generate sufficient funds to finance all pillars of the project, especially global activities at Secretariat level</td>
<td>Medium</td>
<td>Medium</td>
<td>Apart from in-kind support by participating countries and member organisations, AMIS requires financial assistance to make the initiative a success. Fundraising activities thus need to highlight the importance of all pillars of the initiative, including global activities at Secretariat level that risk being neglected by donors.</td>
</tr>
<tr>
<td>Major turbulences in global markets reduce willingness of countries to collaborate in AMIS</td>
<td>High</td>
<td>Medium</td>
<td>Market turbulences, such as unexpected price upswings in response to soaring oil prices, can occur despite the existence of AMIS. It is important to be clear in all communication activities about the specific scope of AMIS and its limitation, as well as to demonstrate the value of AMIS activities and outputs.</td>
</tr>
<tr>
<td>AMIS activities are blocked because participants do not agree on joint strategy</td>
<td>Medium</td>
<td>Medium</td>
<td>AMIS activities need to be supported by a broad spectrum of stakeholders. In order to ensure their collaboration, AMIS will clearly highlight the purpose of this initiative in all communication activities, organise frequent meetings and informal exchanges, maintain full transparency of its operations, and elaborate on institutional solutions if these prove necessary.</td>
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4. Implementation and management arrangements

4.1 Institutional framework and coordination

With the Terms of Reference and the Rules of Procedures AMIS has an established governance structure that was agreed by G20 countries in September 2011. All AMIS projects are administered according to this governance structure. Final reporting is done to the AMIS participating countries.

AMIS consists of three main bodies: (i) The Secretariat, (ii) The Global Food Market Information Group (“Information Group”), and (iii) The Rapid Response Forum (“Forum”). The main functions of these bodies are outlined in Figure 4.
**4.1.1 The Secretariat**

The Secretariat is responsible for producing market outlooks, assessments and analyses, as well as for supporting all functions of the Forum and the Information Group, and for performing other administrative functions as needed (e.g. the acquisition, implementation and coordination of donor-funded projects within the framework of AMIS). It currently consists of ten international organisations. The Secretariat is hosted in FAO headquarters in Rome and conducts its activities according to the Financial Regulations of FAO.

A Steering Committee oversees the activities of the AMIS Secretariat. It is composed of one representative from each of the international organisations forming the Secretariat, plus one representative without decision-making rights who is appointed to serve as Chair of the Steering Committee. Subject to the overall fiduciary and administrative responsibility of FAO and its Director General for the hosting of the AMIS Secretariat, the Steering Committee ensures that the activities implemented by the Secretariat are consistent with the provisions in the AMIS Terms of Reference and the decisions by AMIS participating countries.

To facilitate the work of the Secretariat, a Secretary performs such duties as the work of the Secretariat and its Steering Committee may require, and prepares AMIS meetings.

**4.1.2 The Information Group**

The Information Group provides regular reliable, accurate, timely and comparable data regarding the supply and demand position and its probable short-term development, as well as regarding prices, of the AMIS crops. Furthermore, it organises the timely collection of national policy developments that could impact the market situation and outlook.

The Information Group is composed of technical representatives from countries participating in AMIS (usually from the Ministry of Agriculture or related agency), who meet at least two times per year. The Chair may, in consultation with the Secretary, call for additional meetings.

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4 Membership can change as international organisations can withdraw from the AMIS Secretariat at any time, while new international organisations can join the AMIS Secretariat, subject to approval by current members.
meetings if deemed necessary. Meetings are normally held at FAO headquarters in Rome, Italy, or at the facilities of one of the participating organisations or countries, subject to the approval of the Chair and the Secretary. To the extent possible, meetings can also be held through electronic means. Recommendations are made on the basis of consensus among AMIS participants.

4.1.3 The Forum
The Forum promotes early discussion about international market conditions and encourages coordination of policies and the development of common strategies, especially when the market situation and outlook indicates a high food security risk. To this end, the Forum assesses information from the AMIS Secretariat, and discusses appropriate policy options when the market situation and outlook indicates a potential risk. Recommendations are made on the basis of consensus among AMIS participants. In order to promote greater policy convergence and to strengthen policy linkages at global level, the Forum may work closely with the Committee on World Food Security.

The Forum is composed of senior officials from countries participating in AMIS (usually from the Ministry of Agriculture or related agency). It meets as needed, but in principle not less than once per year. To the extent possible, the Forum is organized back-to-back with other international meetings to promote efficiency. It is normally held at FAO headquarters in Rome, Italy, or at the facilities of one of the participating organisations or countries, subject to the approval of the Chair and the Secretary.

4.2 Implementation strategy
AMIS was initiated by the G20 to increase transparency in agricultural markets and to improve policy coordination in times of market uncertainty. It is an open initiative with global outreach. In order to allow for a gradual development, it evolves in different phases, starting with a selected number of participating countries and focusing on four main crops that are important in the context of international food markets.

This focused approach ensures that key information on food markets is available quickly and can be analysed thoroughly. At the same time, and given the importance of participating countries for international commodity markets, it also allows an analysis of the impact at global level. By making information available through various means of communication, including through a dedicated website, AMIS constitutes a global public good for the benefit of everyone.

As an initial step when AMIS was launched, the global architecture for data management was put in place and aligned with relevant national systems. To this end, knowledge gaps and technical needs in AMIS participating countries were identified and addressed—subject to available funding—through backstopping and capacity strengthening activities. Beyond data collection, AMIS also reviews policy developments that might impact on agricultural markets and regularly provides information on the global food market situation and outlook.

New arrangements beyond those foreseen in the initial agreement of G20 members are assessed and implemented as needed. In order to prepare for a possible expansion of AMIS in the future, activities might also target non-participating countries as well as commodities that are not yet covered by the initiative.
5. The Multi-Donor Trust Fund

The AMIS Secretariat is responsible for planning, coordinating and implementing all AMIS activities. To perform these functions, the Secretariat receives various types of support, including in-kind contributions of Secretariat member organisations, secondments from AMIS participating countries, and financial support from external donors, including through a multi-donor trust fund:

- **In-kind contributions of Secretariat member organisations:** Currently the largest share of support to the AMIS Secretariat is provided through in-kind contributions of Secretariat member organisations. Although quantifying the monetary value of this support is difficult, estimates suggest that about half of all AMIS activities directly or indirectly benefit from in-kind contributions. These comprise staff time (for example, for data collection, analysis and dissemination; meeting organisation; liaison and outreach); travel expenses (country visits; meeting attendance); and logistical support (printing, IT maintenance, meeting venues).

- **Secondments from AMIS participating countries:** The AMIS Secretariat is also supported by occasional secondments from participating countries, which have strengthened the Secretariat's capacity for data analysis and management; outreach to AMIS countries and liaison with national focal points; and research. Secondments cover about 15 percent of all Secretariat activities.

- **Financial support from external donors:** The remaining share of Secretariat activities is supported through grants from external donors. As the host organisation of the AMIS Secretariat, FAO has engaged in several bilateral funding agreements, mostly in the areas of capacity building. While these funds have been instrumental to support specific activities at country level, they have not provided any funding for the general monitoring work of the Secretariat at global level. Against this background, the Secretariat has encouraged interested partners to channel future grants through a multi-donor trust fund that is not tied to a specific activity but supports the overall work-plan of AMIS and the Secretariat. At the time of writing this updated programme document (October 2019) four countries have contributed to the multi-donor trust fund: Canada, France, Germany and the Russian Federation.

5.1 **Oversight of activities**

The multi-donor trust fund of AMIS is directly tied to the results framework of AMIS. It pools funds from various resource partners into one basket to finance activities of the AMIS Secretariat. Activities are outlined in the AMIS Umbrella Programme Document and further specified in annual work programmes that are discussed in the Forum and Steering Committee.

All project activities are supervised by the AMIS Secretariat, taking into account the strategic guidance provided by the Steering Committee. General oversight is provided by the AMIS Project Manager who is directly financed from the multi-donor trust fund (see Annex 4 for Terms of Reference). As one important responsibility, the Project Manager ensures that expenditures are made in accordance with applicable rules and procedures, as established by FAO, and looks after the timely delivery of reports to donors. Overall budget holder responsibility is retained by the Secretary of AMIS.
A detailed narrative report explaining the activities undertaken is prepared once a year by the AMIS Secretariat. The Steering Committee reviews the annual work-plans and annual budgets for the AMIS Secretariat as well as the narrative progress reports for all activities of the AMIS Secretariat. Annual financial reports are prepared by FAO’s Finance Division. The final narrative and financial report are submitted to the respective resource partners and to members of the AMIS Secretariat.

5.2 Communication and visibility

AMIS is a global initiative, producing information products on the situation of international commodity markets that are accessible to everyone. In this respect, the initiative’s goal of increasing transparency in agricultural markets constitutes a global public good. Communicating findings and results as well as ensuring the highest levels of visibility of project outputs are thus core elements to achieve the objective of AMIS.

Outputs of project activities, especially information regarding the market situation of the AMIS commodities (e.g. supply and demand balances), are published on the project website (www.amis-outlook.org). The website also serves as a general repository for project outputs, including background documents, analytical studies, market bulletins, and experiences from capacity building exercises. Specific information relating to project delivery and progress toward achievement of targets and milestones are recorded in the corporate repository of FAO (Field Programme Management Information System). Findings and lessons learned are also communicated directly to project counterparts, for example through training workshops or seminars in participating countries.

In addition, the Secretariat promotes the creation of global guidelines and handbooks that strengthen the capacity in participating countries. These guidelines are also instrumental in ensuring the harmonisation of indicators and procedures used in market monitoring and outlook. Finally, the Secretariat reports on achievements in order to highlight the work of AMIS, its donors and other external partners.

5.3 Monitoring and evaluation

The AMIS Secretariat prepares yearly progress reports according to FAO standards and regulations. These reports describe, in a concise manner, the extent to which scheduled activities have been carried out, list all outputs that have been produced, and assess progress towards stated objectives. Each narrative report covers following sections:

- An account of actual implementation of the activities compared to those scheduled in the work plan, and the achievement of outputs and progress towards achieving the project objectives, based on verifiable indicators;
- Identification of any problems and constraints (technical, human, financial etc.) encountered during implementation;
- Recommendations for corrective measures; and
- A list of scheduled activities for the next reporting period.

At the end of the funding period, the AMIS Secretariat prepares a Terminal Report, reviewing past activities, major results obtained and conclusions drawn. The report will assess the impact and extent to which the project’s scheduled activities were carried out. It will also highlight in how far the intended output and the objectives have been achieved. A
section on recommendations and lessons learned, presenting guiding principles for future interventions, will be the key element of the report.

Each AMIS project includes a provision in the budget for evaluation. However, grants below USD four million will not be independently evaluated. Instead, the funds will be pooled for the use of a strategic, thematic and/or country evaluation, to be conducted by FAO in accordance with the decision of the FAO Council.

5.4 Project support costs

In order to counterbalance the costs of administrative and operational services of FAO to implement the project, an overhead charge is applied. As the multi-donor trust fund supports staff for project management, coordination and monitoring, a reduced rate of seven percent applies. The support cost shall cover for example:

- Implementation of recruitment procedures for consultants;
- Processing travel for AMIS staff and other project personnel;
- Procurement procedures for equipment and other capital expenses;
- Other administrative and organisational support as required.
### Annex 1: Budget of the AMIS Multi-Donor Trust Fund

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<tr>
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</thead>
<tbody>
<tr>
<td>Professional staff</td>
<td>166,517</td>
<td>168,477</td>
<td>192,431</td>
<td>198,759</td>
<td>192,344</td>
<td>200,000</td>
<td>200,000</td>
<td>200,000</td>
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<td>1,518,528</td>
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<td>Consultants</td>
<td>11,582</td>
<td>30,912</td>
<td>65,940</td>
<td>121,968</td>
<td>80,543</td>
<td>100,000</td>
<td>115,000</td>
<td>115,000</td>
<td>115,000</td>
<td>640,945</td>
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<td>Travel</td>
<td>20,736</td>
<td>26,563</td>
<td>393</td>
<td>2,048</td>
<td>13,221</td>
<td>13,112</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
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<td>Procurement</td>
<td>6,448</td>
<td>4,851</td>
<td>4,960</td>
<td>10,000</td>
<td>10,000</td>
<td>36,259</td>
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<tr>
<td>General operating expenses</td>
<td>1,211</td>
<td>333</td>
<td>337</td>
<td>824</td>
<td>1,625</td>
<td>1,500</td>
<td>1,500</td>
<td>1,500</td>
<td>1,500</td>
<td>8,830</td>
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<tr>
<td>Terminal report and evaluation</td>
<td>14,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>14,500</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>20,736</td>
<td>205,873</td>
<td>200,115</td>
<td>260,756</td>
<td>341,220</td>
<td>292,475</td>
<td>321,460</td>
<td>341,500</td>
<td>356,000</td>
<td>2,340,135</td>
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<tr>
<td>Project Support Cost (7%)</td>
<td>1,452</td>
<td>14,411</td>
<td>14,008</td>
<td>18,253</td>
<td>23,885</td>
<td>20,473</td>
<td>22,502</td>
<td>23,905</td>
<td>24,920</td>
<td>163,809</td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td>22,188</td>
<td>220,284</td>
<td>214,123</td>
<td>279,009</td>
<td>365,105</td>
<td>312,948</td>
<td>343,962</td>
<td>365,405</td>
<td>380,920</td>
<td>2,503,944</td>
</tr>
</tbody>
</table>
## Annex 2: Logical framework

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Indicators/Targets</th>
<th>Data sources</th>
<th>Assumptions</th>
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<tbody>
<tr>
<td><strong>Impact</strong>&lt;br&gt;A lower probability and impact of global food price shocks.</td>
<td>• Reduced variability of international commodity prices;&lt;br&gt;• Reduced number of extreme price shocks;</td>
<td>• Annualised historical volatility of FAO Food Price Index</td>
<td>• AMIS participating countries comply with agreements (e.g. share information, coordinate policy responses)&lt;br&gt;• No external shock hits commodity markets (e.g. oil price boom; drought/flood; armed conflict etc.)</td>
</tr>
<tr>
<td><strong>Outcome</strong>&lt;br&gt;Improved transparency of international commodity markets and effective policy dialogue to foster coordination of policy action in response to market uncertainty.</td>
<td>• Large number of AMIS countries with reliable information on production, utilisation, stocks and trade of target crops;&lt;br&gt;• Reduction of isolated policy action in response to market uncertainty (i.e. different options are discussed among AMIS participants prior to implementation)</td>
<td>• AMIS website (especially the market database)&lt;br&gt;• AMIS monitoring reports&lt;br&gt;• AMIS meeting minutes</td>
<td>• Political stability sustained&lt;br&gt;• AMIS participating countries comply with agreements (e.g. share information, coordinate policy responses)&lt;br&gt;• No external shock hits commodity markets (e.g. oil price boom; drought/flood; armed conflict etc.)</td>
</tr>
<tr>
<td><strong>Outputs</strong>&lt;br&gt;Output # 1: Available market and policy information concerning production, utilisation, stocks and trade of AMIS crops is collected, evaluated and disseminated.</td>
<td>• High quantity and quality of data points in AMIS market and policy database;&lt;br&gt;• Coverage of most prominent policy drivers</td>
<td>• AMIS market and policy database&lt;br&gt;• AMIS monitoring reports</td>
<td>• AMIS participating countries comply with their agreement to share information, especially regarding (the estimation of) stocks&lt;br&gt;• AMIS receives sufficient support financially and in-kind to perform data evaluation and publication.</td>
</tr>
<tr>
<td>Output # 2. Relevant methodologies and indicators are developed to monitor and analyse market and policy drivers, and provide improved forecasts and market outlooks.</td>
<td>• Improved monitoring system, and enhanced reliability of previous forecasts and market outlooks when tested against actual market developments</td>
<td>• AMIS market outlooks&lt;br&gt;• AMIS market bulletins</td>
<td>• AMIS participating countries comply with their agreement to share information, especially regarding (the estimation of) stocks</td>
</tr>
</tbody>
</table>
### Output # 3. Capacity of AMIS participating countries is strengthened to collect and validate data on production, utilisation, stocks and trade of AMIS crops

- Number of participants in training seminars and technical workshops
- Assessments of participants concerning usefulness, impact and relevance of these events
- AMIS monitoring reports
- Results of workshop evaluations
- Participating countries support AMIS interventions.
- Activities of AMIS to strengthen technical and institutional capacities have the buy-in of national agencies.

### Output # 4. Relevant information on the market situation and outlook is published

- Number (and quality) of information materials issued by AMIS, particularly AMIS Market Monitor
- Number of visitors of AMIS information products
- Evaluations of AMIS by participants of the initiative
- AMIS monitoring reports
- AMIS website
- Stakeholder survey among AMIS participants
- AMIS participating countries comply with agreements (e.g. share information on current market situation and relevant policy changes).

### Output # 5. Dialogue is strengthened among policy makers in AMIS participating countries, including outreach to other stakeholders in international food markets

- Large number of countries present and actively contributing to regular AMIS meetings
- Large number of other stakeholders present and actively contributing in regular AMIS meetings
- AMIS monitoring reports
- AMIS meeting minutes/summaries
- Stakeholder survey among AMIS participants
- AMIS participating countries comply with their agreement to exchange information and discuss policies, ideally with a view to identifying opportunities for coordination, and to reach out to other relevant stakeholders.

### Output # 6: AMIS functions smoothly and builds on the respective comparative advantage of the Secretariat member organisations

- Meetings of the Secretariat Steering Committee
- Regular production of the AMIS Market Monitor with inputs from various Secretariat members
- Steering Committee minutes
- Market Monitor website
- Member organisations remain committed to the objectives of AMIS

### Activities

#### Activity 1.1: Create and maintain the AMIS market database

- The AMIS market database exists, is fully functional, and is updated regularly
- Information of all AMIS participating countries is integrated into the database
- AMIS market database
- Feedback surveys
- AMIS participating countries actively utilise the Collaborative Database and upload their information into the system.

#### Activity 1.2: Maintain and improve the Food Price Data and Analysis Tool

- Number of data points for each commodity in AMIS countries
- Period since the last update of data
- Food Price Data and Analysis Tool
- Sufficient funding is available.
| Activity 1.3: Monitor market and policy drivers | • Regular information on market drivers is compiled and published  
• Regular information on policy drivers is compiled and published | • AMIS monitoring reports  
• AMIS website (especially indicator portal and policy database) | • AMIS participating countries comply with their agreement to collaborate and transmit relevant information, in addition to information collected from external sources |
| --- | --- | --- | --- |
| Activity 2.1: Improve/develop methodology for crop production forecasts, including yields (e.g. using geo-referenced technologies) | • (Improved) methodology developed for at least 2 AMIS crops  
• (Improved) methodology developed for at least 5 AMIS countries | • AMIS monitoring reports  
• AMIS website | • AMIS participating countries comply with their agreement to provide relevant information, especially regarding methodologies on yield and production forecasts. |
| Activity 2.2: Improve/develop methodology for estimation of food stocks (e.g. using geo-referenced technologies) | • (Improved) methodology developed for at least 2 AMIS crops  
• (Improved) methodology developed for at least 5 AMIS countries | • AMIS monitoring reports  
• AMIS website | • AMIS participating countries comply with their agreement to provide relevant information, especially regarding the estimation of food stocks. |
| Activity 2.3: Improve/develop methodology for estimation of the utilisation of AMIS crops | • (Improved) methodology developed for at least 2 AMIS crops  
• (Improved) methodology developed for at least 5 AMIS countries | • AMIS monitoring reports  
• AMIS website | • AMIS participating countries comply with their agreement to provide relevant information, especially regarding the estimation of utilisation of AMIS crops. |
| Activity 2.4: Improve/develop statistical methods for food and agricultural price data collection | • (Improved) methodology developed for at least 2 AMIS crops  
• (Improved) methodology developed for at least 5 AMIS countries | • AMIS monitoring reports  
• AMIS website | • Information Group supports the Secretariat as per agreed “Rules of Procedure” and shares improvements on data collection methods. |
| Activity 2.6: Develop, test and put into operation indicators to detect global food market vulnerabilities and better understand global market developments | • Concept paper for critical level of stocks-to-use ratio written and peer-reviewed  
• Critical level of stocks-to-use ratio for cereals identified  
• Set of market and policy indicators put into operation  
• Studies undertaken on specific topics identified as requiring additional research | • AMIS monitoring reports  
• AMIS website | • AMIS participating countries and other stakeholders share relevant market information, especially regarding the estimation of food stocks, in addition to information from external sources. |
| Activity 3.1: Prepare guidelines for crop forecasting, estimation of stocks and collection of market price data, both globally and nationally | • Global guidelines prepared for at least 2 AMIS crops  
• National guidelines prepared in at least 5 countries and for at least 2 AMIS crops | • AMIS monitoring reports  
• AMIS website | • Activities at AMIS headquarters have sufficient financial and in-kind support to conduct global analyses.  
• Host countries of AMIS interventions collaborate in the collection of national best practices. |
| Activity 3.2: Conduct workshops and training seminars to strengthen capacity in national agencies to apply new methods and technologies to monitor agricultural markets | • Workshops and/or training seminars conducted in at least 5 AMIS countries | • AMIS monitoring reports  
• Meeting minutes and/or course schedule  
• AMIS website | • National agencies are committed to collaborating with AMIS and provide logistical support to implement workshops and training seminars. |
| Activity 3.3: Advise on institutional set-up and required resources for producing and using crop production forecasts, as well as data on stocks, utilisation, yields and prices | • Institutional set-up revised in at least 5 AMIS countries and findings communicated to relevant stakeholders | • AMIS monitoring reports | • Host countries of intervention help to identify relevant stakeholders (e.g. different agencies involved in data collection and forecasting) and contribute to fostering collaboration. |
| Activity 4.1: Monitor policy environment in agricultural markets | • Policy environment in agricultural markets regularly reviewed | • AMIS monitoring reports  
• Documentation for meetings of Information Group and/or the Forum  
• AMIS website | • AMIS participating countries comply with their commitment to share information concerning policy changes that are likely to impact on the production and trade of commodities. |
| Activity 4.2: On a regular basis, prepare and disseminate information on market situation and outlook | • At least 2 bulletins produced and disseminated per year | • AMIS monitoring reports  
• Documentation for meetings of Information Group and the Forum  
• AMIS website | • AMIS receives reliable market information from participating countries on a continuous basis.  
• AMIS has sufficient financial resources to produce these materials. |
| Activity 5.1: Organise regular meetings and exchanges with AMIS participating countries | • At least one meeting of the Rapid Response Group organised per year (including via teleconference)  
• At least two meetings of the Information Group organised per year | • AMIS monitoring reports  
• Minutes of meetings of the Information Group and the Forum  
• AMIS website | • Participating countries continue to be interested and willing to attend AMIS events. |
| Activity 5.2: Ensure outreach to other stakeholders | • Number of users of AMIS information products not directly affiliated to AMIS | • Feedback surveys  
 • Internet user statistics | • AMIS has the political support of participating countries to continue outreach to non-participants |
|---|---|---|---|
| Activity 6.1: Manage, coordinate and evaluate AMIS activities | • Annual work plans, budgets and progress reports  
 • Evaluation reports | • FAO Field Programme Management Information Service (FPMIS)  
 • AMIS meeting minutes | • Secretariat receives sufficient funds to cover management functions |
| Activity 6.2: AMIS is supported by multi-agency Secretariat | • Number of member organisations in the Secretariat  
 • Attendance of member organisations in AMIS meetings (including Steering Committee)  
 • Contributions of member organisations to AMIS work (e.g. Market Monitor) | • “About” page on AMIS website  
 • Meeting minutes/Lists of participants of AMIS meetings  
 • AMIS Market Monitor | • Member organisations remain committed to the objectives of AMIS |
| Activity 6.3: Administrative expenses for hosting the AMIS Secretariat are covered | • AMIS financial reports | • AMIS financial reports | • Secretariat receives sufficient funds to cover administrative expenses |
Annex 3: Relative importance of AMIS countries in international food markets

**Wheat**

**Top 10 wheat producing countries (2010/12 average)**

- Top countries: China, Vietnam, India, USA, Russia, Egypt, Australia, Canada, Pakistan, Kazakhstan.
- AMIS countries: China, Vietnam, India, USA, Russia.
- Non-AMIS countries: Egypt, Australia, Canada, Pakistan, Kazakhstan.
- AMIS share: 87%.
- Non-AMIS share: 13%.

**Top 10 wheat importing countries (2010/12 average)**

- Top countries: Egypt, Brazil, Indonesia, EU, Algeria, Japan, Korea, Turkey, Nigeria, Mexico, Iraq.
- AMIS countries: Egypt, Brazil, Indonesia.
- Non-AMIS countries: EU, Algeria, Japan, Korea, Turkey, Nigeria, Mexico, Iraq.
- AMIS share: 49%.
- Non-AMIS share: 51%.

**Top 10 wheat exporting countries (2010/12 average)**

- Top countries: USA, Australia, Canada, Egypt, Russia, China, Kazakhstan, Ukraine, Turkey, India.
- AMIS countries: USA, Australia, Canada, Russia, China, Kazakhstan.
- Non-AMIS countries: Egypt, Ukraine, Turkey, India.
- AMIS share: 96%.
- Non-AMIS share: 4%.
Annex 4: Terms of Reference AMIS Project Manager

**Duties and responsibilities**
Under the guidance of the Secretary of the Agricultural Market Information System (AMIS) and the overall leadership of the Director of FAO’s Trade and Markets Division, the Project Manager coordinates and supervises projects under the AMIS Umbrella Programme and oversees all related administrative issues. Specifically, the Project Manager:

- Leads the preparation and implementation of project work plans and oversees budgets and the delivery of results;
- Plans, implements and monitors the financial management of the project and the monitoring of project expenditures, in consultation with the relevant administrative units;
- Develops management procedures for all projects under the AMIS Umbrella Programme;
- Leads fundraising activities for AMIS;
- Reviews budgets of projects to ensure their conformity with financial rules and regulations of FAO;
- Defines relevant performance indicators and regularly monitors progress of project activities, including by preparing project documents, planning documents and monitoring reports;
- Liaises with relevant departments in FAO to consult/discuss/clear problems on budget, accounting, financial and administrative matters;
- Provides and coordinates the exchange of information with the other international agencies that are members of the AMIS Secretariat;
- Contributes to the development and improvement of the AMIS website and the AMIS Market Monitor;
- Assists in organizing and preparing AMIS meetings;
- Performs other related duties as required.

**Minimum requirements**
- Advanced University Degree in Economics, Finance, or related field;
- Seven years of relevant experience in project formulation and management;
- Proven ability to monitor, lead and supervise teams;
- Strong communication and liaison skills, including expert knowledge in drafting and presenting project results;
- Excellent command of English and working knowledge of another FAO language.

**Selection criteria**
- Extent and relevance of project management skills;
- Extent and relevance of educational qualifications
- Knowledge of Results Based Management, Programme/Project Cycle s and experience in field programme development;
- Level of familiarity in working with public sector officials, preferably in developing countries;
- Demonstrated resources mobilization skills;
- Demonstrated ability to plan, coordinate and monitor tasks to achieve results;
- Quality of oral and written communication and presentation skills.
References


FAO. 2010a: Price surges in food markets—How should organized futures markets be regulated? Economic and Social Perspective No. 9, Rome: FAO.


