



Managing risks
to improve
farmers' livelihoods

ANNUAL PROGRESS REPORT // 2015





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Foreword

Rainfall was significantly reduced in the Horn of Africa for several months in 2015 as a consequence of El Niño, which is extending into 2016. Global food commodity prices and volatility have generally fallen in 2015, except for rice, but market related risks are real in the day to day livelihoods in rural areas. Pest and diseases were identified as main sources of risk in Uganda during the PARM risk assessment workshop in June 2015. These and other contingencies to agriculture cannot be eliminated, but they can be managed with preparedness and appropriate tools.

In 2015 the Platform for Agricultural Risk Management (PARM) has been working hard and delivered actions to enhance the capacity to manage agricultural risks in eight African countries. PARM aims to empower farmers, businesses and governments in developing countries to assess and manage their agricultural risks with appropriate access to practices, tools and policies. Our motto is "Managing risks to improve farmers' livelihoods", on the conviction that unmanaged risks prevent small and big investments that can make the differences in poor households.

The PARM was launched in IFAD in December 2013 in response to a G20 initiative as a Multi-donor Platform supported by the European Commission, l'Agence Française de Développement, the Italian Government and IFAD, in partnership with the NEPAD Agency of the African Union. This Annual Report 2015 presents PARM achievements against the 2015 Annual Work Plan and Budget. The Annual Report is available to all partners for transparency and public scrutiny. We are looking forward to constructive suggestions to improve our activities and interactions with partners. ■

“ *We believe that agricultural risk management can make the difference in creating a pro-active mind-set focused on empowering farmers and other stakeholders to turn risks into development opportunities and resilience.* ”

Jesús Antón

PARM Senior Programme Manager



Photo by Karima Cherif, PARM during the 8th Steering Committee meeting, hosted by KfW on February 25th, 2016.

From the left:

Jan Albert, KfW;
 Andrea Friederichs, BMZ;
 Aloys Lorkeers, EC;
 Claude Torre, AFD;
 Jesús Antón, PARM;
 Michael Hamp, IFAD;
 Mariam Soumare, NEPAD.
 Via Teleconference:
 Massimo Giovanola, PARM
 and Gaëlle Perrin, PARM.

CONTENTS

// 04.....	Executive Summary
// 07.....	1. Programme Overview
	1.1 Background
	1.2 Goal and Objectives
	1.3 Structure, Institutional Setup and Governance
	1.4 Geographical focus and country selection
	1.5 PARM Process
	1.6 Logical Framework and M&E Plan
	1.7 Knowledge Management
// 13.....	2. Summary of Annual Work Plan and Budget 2015
// 15.....	3. Annual Implementation Progress 2014-2015
	3.1 Coordination
	3.2 Knowledge Management
	3.3 PARM Country Progress
	<i>Niger</i>
	<i>Uganda</i>
	<i>Ethiopia</i>
	<i>Senegal</i>
	<i>Cabo Verde</i>
	<i>Cameroon</i>
	<i>Mozambique</i>
	<i>Liberia</i>
	<i>Other Countries with explicit interest on PARM</i>
// 28.....	4. Budget and Programme financing plan
// 32.....	5. The Way Forward
// 34.....	Abbreviations and Acronyms
// 36.....	Annexes



Executive Summary

The year 2015 has been a crucial year for the global development agenda, with conferences and agreements that highlight the global relevance of Agricultural Risk Management (ARM). A new set of Sustainable development Goals or SDGs, including a zero hunger goal for 2030, was established in New York in September 2015. The Sendai Framework for Disaster Risk Reduction (2015-2030) was adopted in March 2015. The Addis Ababa Action Agenda on Financing for Development was approved in July 2015. And the Paris Agreement on Climate Change was achieved in December 2015 pushing on both the mitigation and adaptation agendas. For different reasons, the management of risks in agriculture can be a major contributor to these global goals: for reducing rural poverty, hunger and vulnerability; for avoiding that manageable risks become disasters; for leveraging financial resources and investment in agriculture; and for making agricultural households more adaptive and resilient to climate change.

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ARM can be a major contributor to the new global development challenges defined in crucial summits in 2015.

In 2015 PARM, has deployed all its elements and tools to respond to these challenges, working in eight sub-Saharan countries. We are now proud of having a fully working platform that is guided by rigour and transparency, steered by its committees and partners, and engaged with different partnerships in many fronts. 2015 has been the year in which PARM has developed some kind of "business model", based on activities and methods that have a common denominator: a dynamic management of knowledge on ARM in developing countries. This is the main purpose and result of our concrete activities along the country processes, with risk assessment studies, capacity development seminars and stakeholder workshops. Three milestones deserve special attention in 2015: the progress made in country processes, particularly in three countries; the definition and alignment of PARM objectives and main strategies, guided by inputs from our partners; and the additional contribution from BMZ/KfW to PARM through NEPAD.

Despite the difficulties and challenges in some countries, significant progress has been achieved in the **risk assessment process in PARM countries**, in particular Uganda, Ethiopia and Niger. In Uganda, the Government has included ARM as an specific section of the Agricultural Strategic Plan that was approved in June. PARM was engaged in facilitating this process and, as a result, the first PARM Risk Assessment Study was published in October 2015 with a launching event in Kampala and a webinar hosted by the Forum on Agricultural Risk Management for Development (FARM-D) in November 2015. In Ethiopia, the support of PARM to keep the continuity of the work on ARM from the Policy Forum in November 2014 to the Workshop in December 2015 was very much appreciated by the Ministry of Agriculture and Natural Resources. PARM engagement with the Government continues and the partnership with the Agricultural Transformation Agency (ATA) and FAO is being reinforced. The Risk

Assessment Study on Ethiopia will be published in early 2016. In Niger: the WS and CD seminar confirmed the engagement of the HC3N.

The Platform has developed appropriate guiding instruments to achieve its goals in a coherent manner. This has been possible thanks to the active role played by the members of the Steering Committee (SC) that has met in three occasions during 2015: one in Paris and two by teleconference. The SC has approved **key strategic documents** that provide clear direction to PARM such as the Logical Framework, the Monitoring and Evaluation Plan, the Knowledge Management Plan and the Operational Guidelines. With the guidance of the SC, the Advisory Committee and other partners, significant progress has also been made in developing a new strategic plan and the capacity development strategy. The consistency of the PARM work has been re-enforced with these developments. Finally, the Platform has attracted a new development partner that will contribute to PARM. BMZ/KfW has been working with NEPAD to develop the details of a EUR 5 million contribution to PARM through NEPAD. This is a great opportunity for re-enforcing the capacity of implementation of PARM, developing specific investment actions and attracting other partners that share the interest on Agricultural Risk Management. It will also consolidate the already vigorous synergies between NEPAD and the PARM Secretariat and starting from 2016 BMZ-KfW will officially be a member of PARM Steering Committee.

Apart from these three milestones, there are many other specific achievements of PARM that are being discussed in the Annual Report 2015. In particular, **Knowledge Management** has naturally become the driving force that vertebrates most of PARM activities. This has been reflected in a new website and workspace, the presence in social media, the implementation of capacity development activities, and the development of a whole set of factsheets, Newsletters and publications.

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Among the publications, the studies are becoming an important instrument to create knowledge and disseminate it to country stakeholders and practitioners on ARM through different means such as webinars, summaries and mailing list. Two main studies were published and publically launched in 2015: the Warehouse Receipts study in nine African countries, in partnership with AFD, CTA and IFAD; and the Risk Assessment Study on Uganda. Other important publications in 2015 were the Workshop and capacity development reports on Uganda, and the first country risk profile. Several publications corresponding to work done in 2015, will be published in early 2016.

PARM has engaged in many national and international events and initiatives related with Agricultural Risk Management in Lusaka, Johannesburg, Rome, Kampala, Milano, Dakar, Paris, Niamey and Addis Ababa. For example, PARM was one of the few organizations invited to lead a session during the African Day of Food and Nutrition Security in October in Kampala. The Platform has also brought its holistic approach to other initiatives that are focused on specific instruments such as the Global Insurance Index Facility that organized a Conference in Paris in September.

Capacity Development (CD) is becoming a pillar of PARM approach for the country processes. The demand for CD seminar is large among the stakeholders participating in the PARM processes. These capacities are needed to improve the active participation and the empowerment to manage agricultural risks. For this purpose PARM has been working with local institutions with experience in CD such as the Makerere University in Uganda and Agrhymet in Niger. The positive results of these experiences pushes PARM to look for other local partners in different countries to ensure the sustainability of these actions with a longer term perspective. PARM has also played an active role in

supporting coordinated initiatives to create a curriculum on ARM, in particular through its participation in the FAO Workshop on ARM e-learning organized in IFAD Headquarters in June. This provided a very good occasion for collaboration between Rome Based Agencies.

This collaboration has been always present in the country activities and processes, where FAO, WFP and the World Bank are among the most active partners of PARM. 2015 has been a very busy year in terms of the **country activities**. One country (Uganda) has fully finalized the risk assessment phase and it is expected to achieve the tools assessment phase by the end of 2016. Two other countries (Ethiopia and Niger) have had their risk assessment stakeholder workshop and expect to finalize the risk assessment phase first semester 2016. Three countries (Senegal, Cape Vert and Cameroon) have already had first PARM/NEPAD missions to launch the PARM process and will enter into the risk assessment phase in 2016. Mozambique and Liberia will receive their first mission in early 2016. Three workshops were organized in Uganda, Ethiopia and Niger. Two additional countries, namely the Gambia and Zambia have expressed interest in collaborating and engaging with PARM and opportunities will be explored in 2016 to be able to respond to this increasing demand.

Indeed, PARM has now a lot of elements for a successful implementation of its long term strategy and plan. Looking ahead two main priorities have to drive PARM activities: good implementation of the planning, and enlarging the scope of partnerships. First, the implementation of the long term plan requires that the new PARM strategy is deployed with rigour, energy and flexibility to ensure that progress is done in all countries at the same time. Second, PARM needs to reinforce and find new imaginative ways for mainstreaming agricultural risk management in policies and development and investment plans. This will require enlarged and new partnerships that facilitate this process. PARM is ready to meet these challenges in 2016. ■

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Creating ARM capacities in developing is a priority for PARM that can only be sustainable in partnership with local institutions.

Programme Overview

1.1. Background

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

The discussions in the framework of the G8 and G20 have created a positive momentum around the questions of food security and agricultural risk management and the decision to establish a Platform on Agricultural Risk Management (PARM) was explicit in both G8 and G20 communiqués in 2012. In this context, PARM was set up in December 2013 to support the development of a holistic approach to agricultural risk management and to facilitate knowledge exchange in this field.

1.2. Goal and objectives

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

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

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



Demand for qualified ARM services from governments and RECs/AU satisfied.



Knowledge and capacities to manage risks increased



Agricultural risks priorities and risk management tools identified



ARM priorities and tools integrated into national policies and development programmes

1.3 Structure, Institutional Setup and Governance

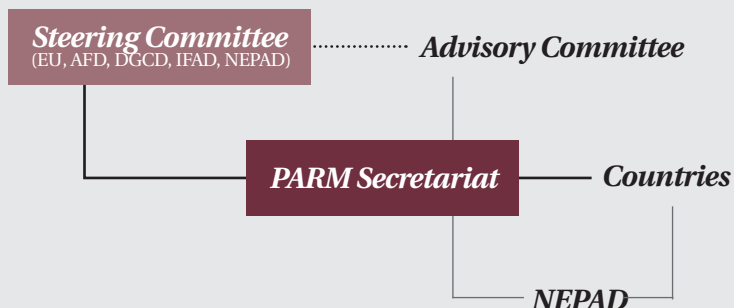
PARM is a four-year multi-donor initiative co-financed by the European Commission (EC), the French Development Agency (AFD), the Italian Government, and IFAD established in December 2013 for a total of 7,775,000 USD (or 5,980,769 EUR) which are managed by the PARM Secretariat hosted by IFAD.

PARM is governed by a Steering Committee (SC), an Advisory Committee (AC) and Secretariat. These bodies ensure that PARM activities respond to its founding objectives and deliver good quality and neutral assistance (Fig. 1):

- **The Steering Committee** is made up of the contributing donors: EC, AFD, Italian Government and IFAD. NEPAD is a major strategic partner in Africa, and as such, is also included in the SC. The SC has the authority to make budgetary decisions and meets three times per year. Starting from 2016, BMZ-KfW will become official members of the Steering Committee.
- **The Advisory Committee** consists of key partners on implementation, private sector, cooperation, knowledge and beneficiaries. It meets annually and provides technical advice to PARM. In 2014 the advisory committee was composed of: AGRHYMET, AGRINATURA, CARGILL, COMESA, EAGC, ECOWAS, FAO, MUNICH-RE, ROPPA, WFP and WORLD BANK.
- **Secretariat.** Established in September 2014 and hosted by IFAD, is responsible for managing the programme and implementing the PARM process, liaising with clients, donors and partners and linking them with service providers/practitioners who have specific expertise in ARM. For the African continent, the PARM Secretariat is working in strategic partnership with NEPAD, which has been establishing since 2011 an Agriculture and Food Insecurity Risk Management (AFIRM) initiative within the CAADP framework in collaboration with various partners.

PARM also closely coordinates and cooperates with additional partners from development organizations, private sector, universities and research institutes.

Fig. 1 – PARM Governance



OUR DONORS



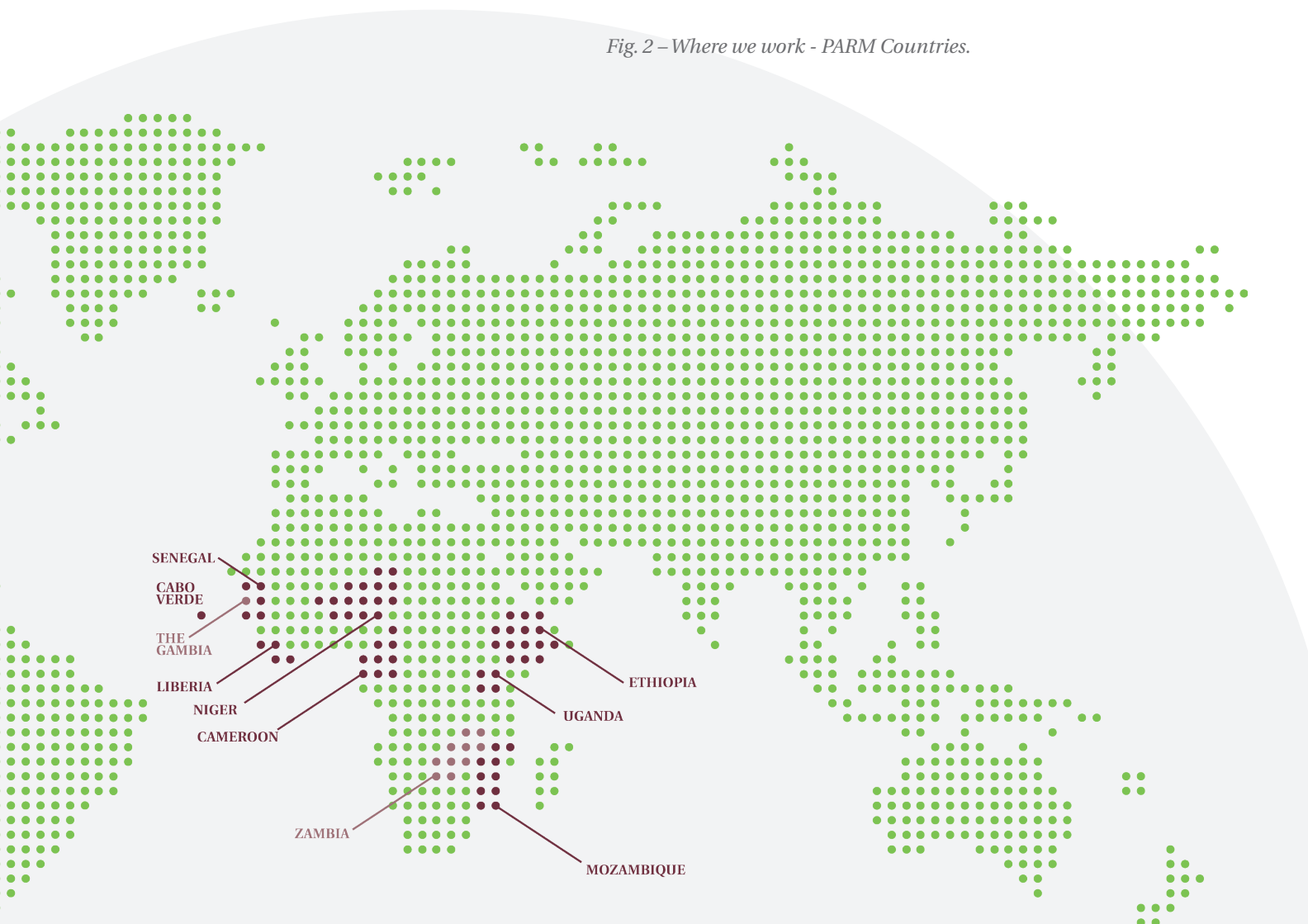
STRATEGIC PARTNER



1.4 Geographical focus and country selection

The initial focus of PARM is on eight sub-Saharan African countries, specifically Niger, Uganda, Ethiopia, Mozambique, Senegal, Cabo Verde, Cameroon and Liberia during the period 2013-2017. Two other countries have expressed formal interest in participating in the PARM process: the Gambia and Zambia (Fig. 2).

Fig. 2 – Where we work - PARM Countries.



The PARM focus

1.5 PARM Process

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

The PARM process is a participatory policy engagement process and it is comprised of five main phases (Fig. 3).

Fig. 3 – What We Do – Policy Dialogue Process.



1

Setting-up

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

2

Risk Assessment

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

3

Tools Assessment

The policy dialogue is also needed to engage stakeholders with the resulting risk management strategy to which all of them need to contribute. In this phase, the dialogue will be facilitated by rigorous feasibility studies on the tools and areas that were identified during the risk assessment phase. A second National Stakeholders Workshop will be organized with the objective of validating the priority interventions identified in the feasibility studies and encourage the dialogue, leading to an action plan on policy, institutions and investment. The final expected outcome is that selected ARM policies are integrated in the CAADP National Agriculture and Food Security Investment Plan (NAFSIP), and that they find ways to be financed and delivered by service providers/private sector, Government, partners, NGOs and farmers' associations. An action plan defining the following steps to integrate the ARM into national policy and investment plan is drafted after the second national Stakeholders Workshop.



4 Follow-up

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

5 Implementation

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

The PARM process

1.6 Logical Framework and M&E Plan

The new *PARM Logical framework* was approved by the SC during the 5th SC meeting on July 2015 and aims to summarize the program in terms of objectives, results and related indicators. The Logical Framework (Annex 2) – now better aligned with the overall PARM Objective PARM process, budget and work plan – has been employed as reference for the new Monitoring and Evaluation Plan as well as other key documents under development such as the Capacity Development Plan and the Knowledge Management (KM) strategy.

The *PARM Monitoring and Evaluation Plan* is actually conceived as a tool to systematically monitor and evaluate the objectives and results of the Logical Framework. It was developed (and used in 2015) with the purpose of becoming an operational tool for PARM Secretariat and the Steering Committee to timely implement the coordination, KM, country activities and, at the same time, evaluate the most relevant PARM achievements.

In order to provide a quick view of the activities implemented by PARM by semester, a Monitoring report template is now available for the PARM SC and focuses on the most relevant actions-indicators derived from the Logical Framework and M&E plan.

1.7 Knowledge Management

Knowledge Management (KM) is at the core of all PARM activities. One of the Platform key roles is to facilitate the access to and exchange of knowledge, as well as its generation, in the domain of agricultural risk management building on existing initiatives. PARM KM role is to strengthen agricultural risk management through knowledge sharing and capacity building activities to improve the human capital of all the stakeholders that can contribute to a better ARM system, in particular, for vulnerable rural households.

In this context, PARM KM activities are closely aligned with the programme overall objectives and strictly integrated within the PARM process, capacity development (CD) and monitoring and evaluation activities, such as:

- Policy workshops and country processes that are vehicles to channel knowledge for efficient policy and investment decisions;
- Partnerships with local and international institutions for the development of ARM networks;
- Development of ARM Capacities in the government, farmers organizations, private sector, extension and other service providers, and stakeholders;
- PARM studies and KM products contribute to the creation and diffusion of knowledge. ■



Green seedling growing out of the soil. © PARM/Stockphoto

Summary of Annual Work Plan and Budget 2015

2

An Annual Work Plan and Budget (AWPB) for the period 2014-2015 was presented by the Secretariat and approved by the Steering Committee in occasion of the Planning Review Meeting held in Pretoria in November 2014 (Table 1). Based on the activities already implemented and planned with NEPAD in 2014 in four countries, the 2015 work plan essentially aimed to significantly advance the PARM process into the tools assessment phase in at least two countries and initiate the risk assessment process in other two.

In addition to country activities, the work plan 2015, included activities to support the Country Steering Committees (CSCs) to develop and carryout ARM related studies (particularly on risk assessment and policy feasibility) and capacity building identification and implementation. These actions requested the support of experts and services providers recruited by the PARM Secretariat and NEPAD. Finally, the PARM secretariat planned to organize three Steering Committee meetings and one Advisory Committee Meeting during the year 2015. ■

PARM Categories	AWPB 2015 (USD)
Human Resources	530 400.00
Coordination	15 000.00
Knowledge Management	30 000.00
Sub-total PARM Coordination	575 400.00
Consultancy Services	98 850.00
Travel	120 000.00
Workshops	214 500.00
Studies	450 000.00
Capacity Building	360 000.00
M&E	156 000.00
Sup-total Country Activities	1 399 350.00
Total Budget (net)	1 974 750.00
Other (contingency 5%)	65 000
Total Budget (gross)	2 039 750.00

Table 1 – Annual Work Plan and Budget 2015 (by categories).

Annual Implementation Progress 2015

3

PARM implementation progress in 2015 has been measured against the 2015 AWPB expected results and based on three level of implementation: (1) Coordination, (2) Knowledge management; (3) PARM Country Process.

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



Coordination

- a. PARM-NEPAD partnership
- b. Engagement with the Steering Committee
- c. Engagement with the Advisory Committee



Knowledge Management

- a. Implementation of KM strategy and development of KM/Communication products
- b. Studies and Reports
- c. Capacity development
- d. Engage in events and improve partnerships and synergies



PARM Country Process

- a. Progress on the status of PARM process by country

3.1 Coordination

a. PARM-NEPAD partnership

The partnership between PARM and NEPAD in 2015 has been reinforced and strengthened at all levels: coordination, KM and country level. At coordination level, an important strategic paper, was jointly developed in order to provide operational guidelines on the partnership and was approved by the PARM SC in November 2015 providing more clarity on role and responsibilities of each institution.

Both NEPAD and PARM key role as knowledge broker, was confirmed in the active participation and joint organization of several events, among those: PARM participation to the NEAPD/AU CAADP PP meeting held in Johannesburg in March 2015; a workshop for the development of an e-learning curricula on ARM was hosted by PARM/ IFAD jointly with NEPAD, FAO and other international partners actives on ARM; PARM participation in the Africa Day for Food and Nutrition Security held in Kampala organized by AU and NEPAD in October 2015 with the publication of Uganda Risk Assessment Study. In terms of studies and reports, PARM and NEPAD also closely collaborated in the drafting of terms of reference for studies and reports.

At country level, day to day consultations of mission plans have been strengthened and as a result the setting-up missions in Senegal, Gambia and the risk assessment workshop in Uganda were jointly organized. In other countries where both presence could not be possible, each institution actively represented the respective partner and contributed to the PARM "process". It was also agreed to extend the Contribution Agreement until the end of 2016 in order to allow NEPAD to implement and complete some activities covered by their budget.

b. Engagement with the Steering Committee

The PARM Steering Committee has met three times in 2015: in March, July and November. The engagement of the SC members into PARM activities has gone well beyond the formal meetings, with a dynamic use of the website through the dedicated working space and regular electronic communication. The meetings of the PARM Steering Committee have become an occasion for an intense exchange and provision of strategic guidance to PARM as proved by the key documents that were discussed and

approved by the Steering Committee this year: the PARM Logical framework, the Monitoring and Evaluation plan, the Knowledge management strategy, the operational guidelines and the new PARM overall strategy for 2016-18.

On March 3, 2015 the PARM Steering Committee met in Paris for its **4th Steering committee meeting**. The Agence Française de Développement (AFD) hosted the event in its headquarters. In this occasion the Annual Report 2014 was approved and the new website was presented to the members of the SC. The new possibilities of communication and document sharing through the new site were very well received. A first discussion on two strategic PARM documents took place: the monitoring and evaluation plan and the logical framework. The knowledge management strategy was approved and it was agreed to be revised on a yearly basis.

The Steering Committee received with enthusiasm the announcement from BMZ/KfW of a EUR 5 million contribution to PARM activities through NEPAD. A presentation from BMZ / KfW served to have an in depth discussion on this German contribution to PARM and the best way to coordinate these activities.

The **5th Steering Committee** meeting took place via tele conference on the 8th July 2015. As part of the mid-year update report, the secretariat informed in detail about the workshop and capacity development seminar that took place in Kampala on the 29th July -3rd August. The revised versions of the PARM Logical Framework and Monitoring and Evaluation Plan received several comments that were subsequent provided in written. These crucial documents were finally approved by a written procedure through electronic means and are now fully guiding the PARM activities and planning.

The **6th Steering Committee** meeting was also held via teleconference on November 5th 2015. This end of the year planning review meeting was focused on the discussion of the Annual Work Plan and Budget report for 2016 and the long term plan 2016-18. The occasion served to update the PARM strategy and planning in the countries, with the decision of allocating more human resources at local level, and improving the coordination of capacity development and studies activities. It was also decided to pursue Memorandums of understanding with the partner governments and reinforce the knowledge management activities. The plan foresees that 2016 will be a crucial year to implement a big share of the activities in the countries, with events being organized in all of the eight PARM countries.

During its 6th meeting the Steering Committee had also the opportunity to comment on the capacity development strategy and to be updated on the BMZ/KfW contribution

to PARM. A key document for the implementation of PARM activities and the coordination with NEPAD as strategic partner, the operational guidelines, was also approved by the Committee and the country risk profile of Uganda was discussed and approved. Finally, a first version of the full set of document of the PARM Handbook was presented and made available through the website.

c. Engagement with the Advisory Committee

The **PARM Advisory Committee** in 2015 has confirmed its membership of key partners comprised of: Knowledge partners (Agrhymet and Agrinatura); Private Sector partners (Cargill and Munich-Re); Implementation/REC partners (COMESA, ECOWAS); Cooperation partners (World Bank, FAO, WFP) and Farmers Organizations (EAGC, ROPPA).


The *Second Advisory Committee Meeting* took place via Teleconference on November 26th. AC Members from CIRAD/ Agrinatura, Agrhymet, Food and Agriculture Organization (FAO), World Bank (WB) and World Food Programme (WFP) actively participated from their respective headquarters. The discussions, chaired by PARM Senior Programme Manager, opened with an update of ARM activities among participants. The main results of the Risk Assessment study on Uganda were presented and discussed with useful questions and suggestions from the AC partners. Finally the PARM Capacity Development Strategy was presented and discussed with very useful points being raised by AC members.

The interaction and networking with our AC partners goes well beyond the meetings of the Advisory Committee. The day to day exchange with our cooperation partners includes many activities: workshops and capacity development events organized with FAO and WFP, e-learning cooperation with FAO and FARM-D webinars, information exchange and mutual peer-reviewing with the World Bank. The exchange with our knowledge management AC partners has been increasing along the year: cooperation in specific studies and mutual participation in workshops with Agrinatura and FARMAF, and a partnership with Agrhymet on the organization of capacity development activities. There has been meetings and mutual exchange with COMESA and ECOWAS and the possibility of organizing a regional event with at least one of these partners is under consideration. PARM has had the opportunity to exchange with the rest of AC partners in the margins of international meetings and has been exploring specific activities with them.

3.2 Knowledge Management

a. Implementation of PARM KM Strategy 2015

During the year 2015, KM activities have mainly focused on creating a visual identity of PARM and raise visibility and assessing the needs of the donors, members and partners in order to develop tailored KM products for the different target audiences. A KM/Communication strategy and Plan was presented and approved during the 4th Steering Committee in March 2015. Main activities and products achieved during 2015 are:

- **PARM Branding.** A work of branding of all key PARM products and materials has been undertaken to facilitate building a clear identity of the platform.
- **PARM Handbook.** PARM Handbook continued to be updated comprising all PARM background methodology documentation: PARM at a Glance, Background Paper, PARM Committees Terms of Reference (Steering Committee and Advisory Committee); PARM Process; and TOR for Risk Assessment Studies. Latest documentation update and finalized in 2015 where: Operational Guidelines; Knowledge Management Strategy; Capacity Development note and Monitoring and Evaluation Plan.
- **KM/COM Toolkit.** During 2015, a full toolkit has been developed composed by summary infographic factsheets developed for quick information describing PARM objectives, operations and process to allow fast reading and awareness on latest PARM results. Also the first Agricultural Risk Country Profile for Uganda has been presented and approved during the SC in November 2015. The other country profile are under development and will be presented early 2016.
- **PARM Website and social media.** In June 2015 PARM Official Website www.p4arm.org  was officially launched. The website was developed as tool for facilitating knowledge management and the dissemination of results and learning from PARM operations both to the general public and stakeholders. In particular, for internal communication and knowledge, the web portal comprises a Log In area accessible to members only.
- **E-Newsletter.** As part of the KM products, regular e-newsletters have been developed to provide updates and latest news and publication to our subscribers and practitioners.

- **Webinars.** In 2015, PARM has been active with the promotion of its latest publications through webinars that strengthen partnership with its partners. In particular, PARM along with the Forum for Agricultural Risk Management in Development (FARMD) held its first joint Webinar Presentation of the "Uganda Risk Assessment Study" by PARM that brought together over 70 international participants on November 11th, 2015. In addition, always in November, FAO hosted a new webinar as part of the Rural and Agricultural Finance and Investment Technical Network (RAFI-TN) Webinar Series on IFAD/PARM study on: "Appropriate Warehousing and Collateral Management in Sub-Saharan Africa". The study was also launched through the Making Finance Work for Africa (MFW4A) platform webinar in December 2015.

b. Studies and Reports

Launch of Warehouse study. In late 2013, the Agence Française de Développement (AFD), the Technical Centre for Agricultural and Rural Cooperation (CTA), the International Fund for Agricultural Development (IFAD) and PARM initiated a study to review the scope for warehouse receipt finance in Africa. This study was officially launched in IFAD HQ in October 2015 and presented in two webinars. The study analysed the scope for warehouse receipt financing and collateral management in 9 subject countries in Sub-Saharan Africa (Burkina Faso, Cameroon, Côte d'Ivoire, Ghana, Madagascar, Mozambique, Niger, Senegal and Uganda) in a three-volume report, result of a multidisciplinary work. This publication aims to be a standard reference document on warehouse receipt finance in Africa for many years to come. (Box 1)

Box 1.



Study on appropriate warehousing and collateral management systems in sub-Saharan Africa

Warehouse receipts systems (WRS) are useful tools for financial inclusion and agricultural risk management. They allow

smoothing interpersonal price fluctuations and accessing credit. This report analyses the technical and legal details of different WRS (community, private and public) in nine African countries. The study concludes that:

- WRS are not a panacea and need to be used and articulated in combination with other tools
- Scales is a key factor of success,

Launch of Uganda Risk Assessment Study. The Uganda Risk Assessment Study (RAS) was undertaken by a pool of local (Makerere University) and international experts. It was commissioned in May 2015 and was officially launched in October 2015 in Kampala in occasion of the 6th Commemoration of the Africa Day on Food and Nutrition Security. The study is intended to help the stakeholders in Uganda develop a common understanding of the risk exposure of farmers and build a consensus on the priority areas for agricultural risk management in the future. The study develops a scoring method to quantify the severity and frequency of these risks to facilitate the prioritization in risk management decisions, method that will be used in other studies. Among the risk priorities identified in this exercise, price fluctuations, pest and diseases, and post-harvest losses were ranked highest in the scoring. Preliminary results of this report have been incorporated into the new Agricultural Sector Strategy Paper 2014/15-19/20 (ASSP). Thus, this final report is intended to allow for evidence-based implementation of the ASSP and the development of initiatives and programmes in line with this strategy. (Box 2)

Warehouse in Jinja, Uganda. © PARM/Karima Cherif



particularly due to the high fixed operation costs and the costs associated to complying with regulatory frameworks. Scale is less of an issue for community WRS, but still relevant.

- Economic incentives are also important and sometimes send contradictory signals from markets and policy.

Box 2.



Uganda Risk Assessment Study

This study analyses the agricultural risks in Uganda and quantifies these risks in terms of frequency, severity and worst case scenario. It develops a methodology for scoring these risks and prioritizing for policy making. This new methodology is aligned with the approach followed by the World Bank studies but adds an element of quantitative comparisons. It will be applied in the rest of PARM risk assessment studies. The results were validated during a Workshop in Kampala in July 2015.

- Crop pest and diseases represent the most important risk from the three perspectives of

frequency, severity and worst case scenario. It is followed by post-harvest losses and price volatility.

- Droughts become only forth in the priority of agricultural risks at national level, even if they can be more significant in specific areas, particularly in the North of the country.
- The institutional framework could be improved through the inclusion of ARM in Agricultural Sector Strategic Plan with a specific ARM component.
- Other priorities identified include the capacity to analyse and manage risk and data collection.

ARM-IS Report, Uganda. A study on ARM information system was commissioned to a local expert in early May and was officially presented in October 2015 together with the RAS Study.

The objective of this study was to investigate the availability and quality of information available for agricultural risk management purposes in Uganda.

The study relied on review of documents and websites related to relevant information systems and complemented the risk assessment report. (Box 3)

Niger Risk Assessment Study. The Institut de Recherches et d'Applications des Méthodes de développement (IRAM) has been identified and recruited to undertake the Risk Assessment study in Niger in collaboration with local experts in May 2015 and a first draft was presented in occasion of the validation workshop held in Niamey in December 2015. The study objective was to fill in the gaps of PAGRA's risk assessment study undertaken by the World Bank in 2014, focusing on the analysis of two areas: the role and access to financial services and market by farmers in Niger. The full report will be submitted and officially launched first semester 2016. (Box 4)

Box 3.



Agricultural Risk Management Information Systems Report (to be published in 2016)

This study analyses the information systems for agricultural risk management in seven African countries. It will develop a methodology for comparing the systems across countries and assessing the priorities for improvement. A specific report for each country are being produced and validated in discussions with experts in the capitals. The study started in September 2015 and is still undergoing. The first draft results show significant difference between countries with some thematic blocks like plant health, commodity stocks and inputs being weak across most of the countries.



Farmer collecting coffee berries in Bududa District, Uganda.
© PARM/Karima Cherif

Box 4.



Analysis of access of rural finance and markets as risk management tools in Niger (to be published in 2016)

This study complements the risk assessment study published by the World Bank in 2014 with an analysis of the links between the access to markets and rural finance and the management of risks in agriculture in Niger. The study identifies the weaknesses of the current initiatives on access to finance like BAGRI, ANFICT and FISAN, and the possible ways to foster their functioning. In terms of access to markets the study clearly differentiates the situation of very poor household that sell their workforce to buy food, and the middle households that sell their livestock (and vegetables depending on the region) to buy food. In all cases but for different reasons, markets play a very important role in Niger for stability of livelihoods and management of shocks.

Box 5.



Ethiopia Risk Assessment Study (to be published in 2016)

This study analyses the agricultural risks in Ethiopia and quantifies these risks in terms of frequency, severity and worst case scenario, following the same methodology developed for the Uganda report. The results were validated during a Workshop in Addis Ababa in December 2015.

- First draft results show the importance of plant and animal health risks with high frequency and severity.
- Droughts are also at the top of the list or priority risks. The current effects of El Niño were largely discussed during the workshop and highlight the large severity that can be attached to the most extreme scenarios of drought in Ethiopia.
- Small price fluctuations and episodes of erratic rainfall can happen with high frequency in the daily manage of farms.

Ethiopia Risk Assessment Study. The Natural Resources Institute (NRI) from the University of Greenwich (member of Agrinatura network) has been identified and recruited to undertake the Risk Assessment study in Ethiopia in collaboration with local experts, which has started in May 2015 and a first draft was presented in occasion of the validation workshop held in Addis in December 2015. The purpose of the study was to provide a comprehensive assessment of agricultural risks in Ethiopia. The risk assessment study had five main objectives: to inform on the main risk factors and their likelihood; to analyse their economic and agricultural impacts; to identify and assess the existing ARM tools and policy instruments; to identify the main ARM gaps and needs; provide guidance for a prioritization of agricultural risks and ARM tools to be implemented. The full report will be submitted and officially launched first semester 2016. (Box 5)

ARM-IS Study (8 countries). Information systems have been identified as main limiting factors to assess risks and develop Agricultural Risk Management (ARM) tools in several African countries where PARM has already begun its activities. After a procurement process PARM has signed in September 2015 an institutional contract with CEIGRAM to undertake an "Informational Assessment



of Agricultural Risk Management Information Systems (ARM-IS)" in 7 Africa Countries: Cabo Verde, Cameroon, Ethiopia, Mozambique, Niger, Senegal and Uganda. The purpose of the study is to investigate the availability and quality of information for agricultural risk management purposes and the timely and useful access by stakeholders at micro-meso-macro⁽¹⁾ level. The full report will be submitted and officially launched first semester 2016.

Reports from WS and CD seminars. As main outcome of the PARM country workshops and capacity development seminars, PARM regularly develops reports composed by two volumes: a volume I or main report including the key findings and outcomes of the workshop/seminar and a volume II as a collection of all presentations exposed during the workshop. In 2015, the following reports have been developed and shared both online and at government level:

- Uganda: RAS Workshop Report (Vol.1 and Vol.2) in June 2015; Capacity Development Seminar (Vol.1 and Vol.2) in July 2015; Capacity Development Training at district level in December 2015.
- Niger: RAS Workshop Report (Vol.1 and Vol.2) and Capacity Development Seminar (Vol.1 and Vol.2) in December 2015.

(1) Micro level refers to farmers, households and local communities; meso level refers to firms and supply chain actors; macro level refers to governments.

- Ethiopia: RAS Workshop Report (Vol. 1 and Vol. 2) and Capacity Development Seminar (Vol. 1 and Vol. 2) in December 2015.

For all the publications that have already been finalized, the full report is available for download from the [Library](#)  in the [PARM website](#) .

c. Capacity Development

As part of the PARM Knowledge Management strategy, Capacity Development (CD) is focused on knowledge sharing activities to improve the human capital of all the stakeholders that can contribute to a better ARM system, in particular, vulnerable rural households. PARM CD work for 2015 has mainly focused on working on responding to specific demands and needs on the spot while identifying potential partners for its CD work. A note on PARM Capacity Development strategy was presented and discussed with SC and AC to guide the development of a full PARM CD strategy for 2016-2018. Building on this experience and existing learning material and with the recruitment of an expert to develop PARM CD Strategy, the PARM Secretariat intends to implement and define a structured approach to Capacity Development in 2016. In 2015, PARM has been involved in several activities at different level:

COUNTRY LEVEL

Uganda: A Capacity Development seminar on ARM in Kampala in July 2015 together with NEPAD and FAO and in partnership with MAAIF and a Capacity Development Training on ARM at district level in Mbale in December 2015, both with the main objectives to provide trainees with critical capacity to understand the meaning of holistic approach to analyse and manage the main agriculture risks affecting smallholders.

Niger: A Capacity Development seminar on ARM in Niamey in December 2015 in collaboration with AGRHYMET and HC3N.

GLOBAL LEVEL

Joint E-learning Event. Led by FAO, in collaboration with the European Union, NEPAD, PARM/ IFAD and other partners, this work is the results of joining efforts and combining our extensive expertise to develop a set of e-learning materials on Agricultural Risk Assessment and

Management in Developing Countries, to bridge the gap in management of production, price, food insecurity and other risks at farm level, as well as across the agricultural value chain. In this context, PARM together with FAO led the organization of a workshop, hosted in IFAD, in June 2015 that brought together practitioners and stakeholders from government, knowledge and cooperation partners, farmers organizations, regional economic communities and private sector to jointly design an e-learning curriculum on Agricultural Risk Assessment and Management (ARAM) to be developed in support of capacity development for managing agricultural risks in developing countries.

CD PRODUCTS

Development of E-learning Module. As a follow up of the e-learning workshop of June 2015, PARM has taken the lead in the development of one of the modules, Module 3 on Agricultural Risk Management tools, from the E-learning curriculum of FAO with the recruitment of an expert late 2015. The module is expected to be finalized first semester 2016.

Development of CD material: A first draft workbook for a Generic Agricultural Risk Management training material based on the experience in Uganda was developed in July 2015 and is being updating with additional CD experiences, and expected to be finalized first semester 2016.

INTERNSHIP

As part of CD, PARM also started its internship programme to build capacity on young professionals in the domain of ARM. In 2015 a public announcement was shared on IFAD website and 2 interns have been selected. A first intern from the University of Valencia, of Tunisian nationality, joined the PARM secretariat for four months in 2015 and mainly supported in the development of country-specific reports and Country Risk Profiles. Starting from 2016 and a new intern, from Sciences Po Paris School of International Affairs of French nationality, will join PARM Secretariat for six months.

d. Engage in events and improve partnerships and synergies

As part of the KM strategy, PARM has a role to facilitate the knowledge sharing among the key stakeholders and strengthen partnership and synergies with partners to raise awareness on ARM related issues. In 2015 the Platform was actively engaged in the following activities:

Agrinatura/FARMAF workshop in Lusaka, March 2015. PARM was invited to participate in the Farm Risk Management for Africa (FARMAF) Policy Workshop held in Lusaka from 14th to 15th of March 2015, organized by Agrinatura and FARMAF, as panellist in the discussion on "Mitigating farm risk in Africa: What role can policy play?". The workshop represented a good opportunity for strengthened the partnership with our AC member AGRINATURA and networking and identifying new partners for PARM studies and Capacity building as part of our strategy to develop a partnership with research and education institutions on the area of agricultural risk management.

11th CAADP Partnership Platform meeting in Johannesburg, April 2015. The 11th meeting represented the first CAADP PP after the Malabo Declaration and aimed at building a shared understanding of country and regional needs and form technical partnerships on delivering measurable results and impact around 7 areas of commitment for 2015-2025. The meeting represented an opportunity for PARM to participate in the discussions, in particular on the sub-theme building resilience and reduce vulnerability to climate change and other risks through women empowerment. The mission also served for meeting and engaging with the respective CAADP focal person of PARM selected countries and our AC partners and regional organisation such as COMESA, PAFO (Pan-africa Farmers Organizations) and African Union Commission.

Speakers in the EC event on Expo Milano on "European agriculture, policy and food security: What's at stake?", 9th June 2015. PARM Senior Programme manager was invited to chaired one of the session of the conference organized by the European Commission on Food Security in the EU Pavilion of Milano Expo. The objective of the conference was discussing the links between the EU policies (in particular the Common Agricultural Policy, CAP) and Food Security, in particular PARM senior programme manager contributed to the discussion on food security in developing countries highlighting the role of appropriate risk management policies..

African Day of Food and Nutrition Security (ADFNS) by AU-NEPAD in Kampala, October 2015. In occasion of the 11th commemoration of the African Day on Food and Nutrition Security (ADFNS) PARM actively participated with the launch of its RAS Risk Assessment Study in Uganda and to raise awareness on ARM. The panel was a

good opportunity to raise PARM visibility among over 200 key African stakeholders and position ARM as part of the response to Food security challenges.

Meeting with PARM / CAADP focal points, Kampala, October 2015. In occasion of the ADFNS event in Kampala, PARM brought together the different PARM country CAADP focal points and experts recruited to share the risk assessment studies process and results in the different countries, share the lessons learned to improve PARM and Government synergies across countries. The PARM focal points of Senegal, Niger, Cameroon, Ethiopia and Uganda, together with other PARM consultants and experts actively participated to the discussions. (Box 6)

Box 6.



Meetings with Development Partners in Kampala October 2015

PARM team took the opportunity to present PARM as an IFAD hosted initiative during a meeting of the Uganda Agricultural Development Partners Working Group that took place in the Dutch embassy in Kampala on 27th October. About a dozen of donors were present including WB, FAO, DFID, USAID, DANIDA, Dutch cooperation JICA, UNDP and IFAD. The platform PARM was presented and very well received. On the 29th October a workshop was organized by PARM with selected development partners and experts. Participants comprised of USAID, FAO, EC Commission, World Bank, GIZ, DFID, aBi Trust, Infotrade and the Ministry of Agriculture. The discussion focused on three areas: information systems, price risk and pest and diseases.

- The complementary roles of public and private sector for information systems need to be enhanced learning from the experience of the private data provider Info trade and the government.
- Given the high intra-annual or inter-seasonal price variability in Uganda there is potential of simple storage facilities to improve risk management.
- FAO is already working in leading programs on animal diseases, including the use of phone devices to collect information on diseases. The situation of plant health deserves additional efforts in this area given the high priority given to this risk in the risk assessment study.

Donors and Technical Partners Meeting Kampala, October 2015. In occasion of the launch of the Risk Assessment Study of Uganda and in order to move to the tools assessment phase in the PARM process, PARM brought together local development partners to discuss about the priority areas identified during the PARM process. Several ideas came out on how to take investment actions on specific policies.

Participation in the Global Index Insurance Forum in Paris, September 2015. PARM together with IFAD (Weather Risk Management Facility - WRMF) were invited to participate in the conference and additional network meetings to share insights on IFAD related activities and explore new partnerships. As an outcome of the joint mission, PARM and WRMF met to explore synergies with several global partners.

3.3 PARM country process

The year 2015 has been very busy in terms of the country activities. One country (Uganda) has fully finalized the risk assessment phase and included Agricultural Risk Management in its newly approved Agricultural Strategic Plan. Two other countries (Ethiopia and Niger) have had their risk assessment stakeholder workshops with final reports to be published in early 2016. Three countries (Senegal, Cape Verde and Cameroon) have already had first PARM/NEPAD missions to start the process and their risk assessment studies will start in early 2016. Mozambique and Liberia will receive their first mission in early 2016. The following events directly linked to the country processes were organized in PARM countries: three workshops (in Uganda, Ethiopia and Niger), three capacity development seminars (two in Uganda and one in Niger) and three launching missions (in Senegal, Cameroon and Cape Verde).

In order to consolidate its presence at country level, in 2015 the first two PARM country liaison officers have been recruited in Niger and Ethiopia and have demonstrated their added value on the organization of the different events and activities. The liaison officers, supervised by the PARM/CAADP focal points, have in fact contributed to manage the administrative and logistic aspects of the CD Seminars and RAS workshops organized in December 2015. In Uganda the presence

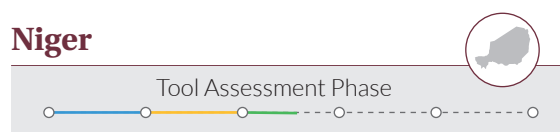


Tree nursery in Nikikarchi Village, Niger. © IFAD/ David Rose

of an international consultant working full time on PARM process in collaboration the former PARM focal point at the MAAIF did not justify the recruitment of a country liaison officer. However due to the recent reorganization at the MAAIF, PARM is exploring the possibility to hire a country liaison officer. The liaison officers will be also proposed in the remaining countries supported by PARM in 2016.

Progress on the status of PARM process by country as of December 2015.

Niger



ACTION PLAN 2015

In 2015 two relevant outcomes have been fully achieved in Niger allowing PARM to close its first Risk Assessment phase. This was achieved despite the assignment of a



new High Commissioner in charge of the 3N initiative, which is the entry point of PARM in the country, and the recent nomination of a new CAADP focal point that have delayed some activities. The Risk Assessment Study (RAS) in Niger was designed in collaboration with the Government of Niger to complement the RAS already published by the World Bank. The focus given to the study was on three main areas: the access to the information (partially covered also by the study contracted to CEIGRAM on the existent information system in 7 PARM countries), and access to market and financial services by farmers. The draft report was presented to some 100 participants representing Governmental bodies, international organizations and farmers, and the results discussed during the national stakeholder workshop in December and some inputs integrated in the following weeks into the final report.

In addition the first capacity development seminar focusing on the general issues related to ARM has been organized at AGRHYMET regional headquarter

in Niamey in close collaboration with its technical department. These two events have finally contributed to raise the interest on ARM following the new methodology proposed by PARM. The results of these events are the basis for the next activities planned for 2016: the identification of specific tools on which investing with feasibility studies; and a second capacity development seminar focused more on the management of risks. In the last quarter 2015 a national consultant in support of PARM activities has been recruited as liaison officer and hosted by the HC3N and strongly contributed to organize the RAS workshop.

ACHIEVEMENTS 2015

1. Road map developed. January 2015

PARM Road Map was developed and validated by the Haut Commissariat à l'Initiative 3N (HC3N) during the joint PARM-NEPAD setting-up mission in January 2015.

2. TORs for Risk Assessment and identification of experts. February 2015

The Terms of Reference for the Risk Assessment Study was developed and validated by HC3N in February 2015. Three main areas were identified to complete the WB risk assessment study: accessibility to the information, market and financial services with a special focus on farmers.

3. Risk Assessment Study Kick-off. May 2015

The Institut de Recherches et d'Applications des Méthodes de développement (IRAM) was identified and recruited to undertake the Risk Assessment study in Niger in collaboration with local experts which will be launched in early 2016. The study, as agreed with the HC3N, focused on three areas: information system, financial services and market access of small scale rural producers.

4. Risk Assessment Workshop and Capacity Development Seminar. December 2015

A Capacity Development seminar was held on December 9, 2015 in Niamey in collaboration with Agrhyment, and HC3N to provide trainees with capacity to understand the holistic approach to analyse and manage the main agriculture risks affecting smallholders. Some 50 participants expressed strong interest on the methodology proposed by PARM on the evaluation of risks based on the correlation between frequency and severity, followed by examples of ARM tools. Also, the National Stakeholder Workshop was

held on December 10, 2015 to present and discuss the Risk Assessment Study and identify the ARM tools on which focusing the upcoming studies carry out by PARM in 2016. In order to respond to the queries raised during the workshop the completion and validation of the RAS study was postponed. IRAM experts will collect additional information through a supplementary field mission in Niger.

Uganda



Tool Assessment Phase



ACTION PLAN 2015

Despite the sensitive phase (pre-elections) that Uganda is facing since the beginning of the year and the change of the CAADP focal point, who has played a significant role on supporting the integration of ARM in the national strategy plan (Agric. Sector Strategic Program), PARM has been able to significantly advance its activities in 2015. The first phase of the process was finalized through the validation of the RAS and the organization of several KM events (two capacity building seminars, ad hoc meeting with technical-financial and development partners and presentation of ARM at the Africa Day for Food and Nutrition Security organized by AU-NEPAD). PARM has formally entered into the next phase of its process focusing the analysis with the Government on the next feasibility studies and their inclusion and implementation through the national strategic and investment plan.

ACHIEVEMENTS 2015

1. TORs for Risk Assessment and identification of experts. February 2015

The Terms of Reference for the Risk Assessment was developed and validated in February 2015. The study aims to analyse the risk affecting agriculture sector in a comprehensive manner as no similar studies are available in the country.

2. Risk Assessment Study Kick-off. March 2015

A pool of experts both international and local (from Makerere University) was identified and recruited to undertake the Risk Assessment study in Uganda which started on March and was published in October 2015.

3. Information System Study Kick-off. May 2015

The Terms of Reference for the Agricultural Risk Management Information Study were developed in



Traditional village houses near Addis Ababa, Ethiopia surrounded by crops. © 123RF/Miroslav Liska

collaboration with the Uganda CAADP Focal point. A local expert was identified to undertake the study which started in early May and was completed in July 2015.

4. National Stakeholder Validation Workshop. June 2015

A National Stakeholder Validation Workshop was held from 29-30 June 2015 in Kampala to present and discuss the Drafted Risk Assessment Study and identify priorities on risks and tools. The PARM NSC and other relevant actors attended the workshop and the most relevant inputs integrated in the report. The main agriculture risks were prioritized and the first analysis to move to the next phase of PARM process (the feasibility studies and investment plan) are ready to be discussed with the MoA.

5. ARM Capacity Development Seminar. July 2015

A Capacity Development Seminar was conducted from 1 to 2 July 2015 by PARM, NEPAD and FAO in partnership with MAAIF with the main objectives to provide trainees with critical capacity to understand the meaning of holistic approach to analyse and manage the main agriculture risks affecting smallholders; to bring relevant experiences of the participants on ARM; and to identify training needs of smallholder farmers to design a plan on capacity development on ARM in Uganda.



6. ARM National Steering Committee Meeting

July 2015

A National Steering Committee (NSC) inclusive of the main relevant stakeholders on ARM, also met on the 3 July to be informed about the results of the discussions and to guide the process that will lead to further integrate agricultural risk management into the national policy.

7. Launch of PARM Risk Assessment Study in Uganda.

October 2015

The outcomes of the Risk Assessment Study on Uganda were presented on the 28th of October 2015 in Kampala on the occasion of the 6th Commemoration of the African Day on Food and Nutrition Security.

8. Capacity Development seminar at district level.

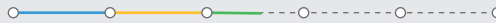
December 2015

A Capacity Development seminar took place on 8-9 December 2015 in Mbale as a follow-up of the Capacity Development Seminar that took place in July 2015. The main objectives of the training was to provide trainees with critical capacity to understand the meaning of holistic approach to analyze and manage the main agriculture risks affecting smallholders. The participants were from the district agencies and farmers groups and the seminar was adapted to these needs.

Ethiopia



Tool Assessment Phase



ACTION PLAN 2015

The appointment of the new Director in charge of supporting PARM initiatives of the Agricultural Transformation Agency (ATA) brought PARM team to review its strategy organizing additional country missions in order to realign the process with the ATA agenda. The first national stakeholder workshop was organized at the end of the year and the main agriculture risks presented, debated and additional inputs integrated into the report. This was an opportunity for developing a strategic partnership with ATA that will continue in the upcoming PARM plans in Ethiopia. As requested by ATA the capacity development seminars originally scheduled in 2015 have been postponed to 2016 in order to better coordinate with Ministerial Division in charge of extension. The State Minister of Agriculture and Natural Resources (MANR) during a meeting held with PARM and ATA at the end of the RAS workshop expressed his appreciation for the continuity of the ARM activities by PARM and ATA.

Given the interest expressed by the ATA, in the last quarter of 2015 a national consultant in support of PARM activities has been recruited as liaison officer and played a key role on the organization of the RAS workshop. The liaison officer is hosted by ATA offices.

ACHIEVEMENTS 2015

1. Setting-up Mission. February 2015

A setting-up mission was undertaken from 9 to 12 February 2015. During the mission, a PARM Road Map and was developed and discussed with the temporary ad hoc National Steering Committee.

2. Risk Assessment TORs. February 2015

The Terms of Reference (TORs) for a comprehensive Risk Assessment Study were developed and discussed in February 2015 with the temporary designated National Agricultural Risk Management (ARM) Steering Committee (NSC).

3. Risk Assessment Study Kick-off. May 2015

The Natural Resources Institute (NRI) from the University of Greenwich (member of Agrinatura network) was recruited to undertake the Risk Assessment study in Ethiopia, which was presented in December 2015.

4. Risk Assessment Workshop. December 2015

A National Stakeholder Workshop was held from 16 to 17 December 2015 in Addis Ababa in collaboration with the Government of Ethiopia (ATA) to present and discuss the first conclusions of the Risk Assessment Study. The different inputs and recommendations debated during the workshop by 90 participants from different institutions and organizations have been integrated into the report, and the next phase of PARM process will be initiated (feasibility studies of potential ARM tools). The occasion also gave the opportunity to identify the appropriate moment to integrate the capacity development seminar into the ATA agenda, and as recommended by the State Minister of Agriculture and Natural Resources (MANR), the main target will be the extension service division at the MANR. Concrete synergies with FAO and WFP agencies on the organization of some capacity development events has also been discussed in 2015.

undertaken from 13 to 19 April 2015. The mission represented the first step of PARM process in Senegal and to find complementarities with the Risk Assessment Study (RAS) undertaken by the World Bank. A main achievement of the mission was the inception workshop organized with the MAER to present the PARM-NEPAD initiative and the holistic approach, as well as the informal commitment expressed by the MAER, through the PS, to insert PARM in the national agenda. A multi-sector pool of experts coming from different Ministries and organizations has been constituted to identify the gaps of the current RAS and to be integrated (partially or totally) by PARM process.

3. Road Map and TORs Development. May 2015

A draft road map and TORs for the Risk Assessment have been developed by the Government in collaboration with the CAADP Focal Point (afterwards replaced by the GoS) and is expected to be completed early 2016.

Senegal



Risk Assessment Phase



ACTION PLAN 2015

The Ministry of Agriculture and Rural Equipment (MAER), through the PS and the CAADP focal point, has showed a strong involvement on PARM since the beginning of the process. The 2015 was mainly dedicated to the development of PARM road map and the establishment by the MAER of a technical working group in charge of providing support to PARM on the identification of the gaps of the World Bank assessment to be covered by the RAS undertaken by PARM in 2016. The capacity development needs on ARM and actions were also discussed with the technical working group and finally planned for the 1st quarter 2016.

ACHIEVEMENTS 2015

1. World Bank ARM Workshop. March 2015

PARM participated in the World Bank "Risk Assessment and Response in the agricultural sector" workshop held on 12 March 2015 to explore synergies with the on-going ARM initiatives and present PARM in view of the setting-up mission.

2. Setting-up Mission. April 2015

A joint PARM-NEPAD first country visit in Senegal was



Farmer feeding his cattle in the village of Sidiyan, Senegal ©IFAD/Olivier Asselin

Cabo Verde



Risk Assessment Phase



ACTION PLAN 2015

Cape-Verde first country visit was organised by NEPAD – AFIRM in April. Several institutions were met including Government institutions, research institutes, NGOs, farmers associations, financial institutions and private sector stakeholders

After the mission, the TORs of the Risk Assessment were adapted and adopted by the National Steering Committee.

ACHIEVEMENTS 2015

1. Setting-up Mission. April 2015

A NEPAD first country visit in Cape Verde took place in April 2015 to launch the PARM setting-up phase and engage in the first contacts with the government and national stakeholders.



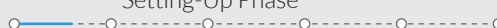
2. Road Map and TORs Development. May 2015

After the mission, a road map was jointly developed and approved by the National Steering Committee. The TORs of the RAS were finalized by the end of the year, and the recruitment process of the national consultants to conduct the RAS is under way and will be completed by early 2016.

Cameroon



Setting-Up Phase



ACTION PLAN 2015

The commitment of the Ministry of Agriculture was strong since the first country mission organized by PARM and afterwards confirmed official correspondences sent to IFAD by the Minister of Agriculture. As per PARM plan in 2015 the emphasis of the discussion was given mainly on the development of PARM road map and the definition of the objectives of the RAS. As per PARM process the identification of the most appropriate national platform to report the key activities represents also an important part of its process. At the end of 2015 it was proposed by PARM focal point to refer to the CAADP national working group and the final decision under discussion.

ACHIEVEMENTS 2015

1. Meeting with the Vice-Minister of Agriculture. February 2015

A meeting with the Cameroon delegation headed by the Ministry of Agriculture (MINADER) was held in IFAD HQ in Rome, with the objective to present PARM process and its complementarities with an on-going study funded by the AFD on ARM in value chains.

2. Setting-up Mission. April 2015

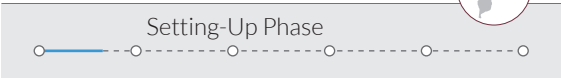
The PARM Team organized its first visit to the country from 5 to 14 March 2015 to get the official commitment of the Government of Cameroon and to develop a road map. Potential synergies to support PARM studies and capacity development plan were also identified.

3. Official Engagement and Road Map. May 2015

An official commitment letter was addressed to the President of IFAD in March 2015 and a CAADP focal

point has been nominated to support PARM process. A formal correspondence defining the PARM road map was sent to IFAD HQ by the Minister of MINADER in November. It was also agreed on the ToR of a comprehensive RAS undertaken by PARM as no similar studies seems to be available at country level.

Mozambique



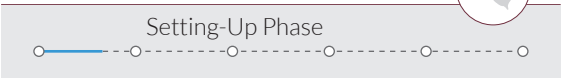
ACTION PLAN 2015

Due to the post-election process the setting-up phase and risk assessment study of PARM has been moved to 2016. However starting from the comprehensive risk assessment made by the World Bank in 2015, PARM has invested on the identification of an appropriate strategy to propose to the Government of Mozambique in order to avoid duplications and find significant synergies and complementarities.

ACHIEVEMENTS 2015

No field activities was undertaken in 2015 in Mozambique for the above mentioned reasons and were moved to 2016 as proposed and agreed by PARM SC on November 2015.

Liberia



ACTION PLAN 2015

No activity was planned in 2015 due to the Ebola crisis. However, once the crisis is under control contacts and data/information collection already started , in order to set-up PARM process in Liberia in 2016



Village in Nampevo, Mozambique. © 123RF/ Svetlana Gorodetskaya



Other countries with explicit interest on PARM

The Gambia



In spite of what was perceived as good outcomes of the joint mission undertaken by PARM/IFAD and NEPAD during the first quarter 2015, PARM activities in Gambia have been temporarily suspended due to the internal arrangements at the Ministry of Agriculture. This will be discussed again with PARM SC on the occasion of the next annual meeting.

1. First Country Contacts. April 2015

The PARM Team organized its first visit (jointly with NEPAD) to the country from 20 to 24 April 2015 to present PARM and getting the official engagement and funds commitment from the Government (the Gambia was added to the original list of countries, and no budget is available for implementation). However, an official letter of engagement from Government including the nomination of PARM focal point is still pending. Activities are pending due to the new internal arrangements at the MoA and the letter of confirmation from the Gambian Government.

Zambia



1. Meeting with Zambia Delegation. May 2015

The IFAD Country Programme Manager for Zambia organized a meeting with the Zambia delegation in IFAD HQ on the 11th May 2015 where the government showed interest in ARM and the interest in participating to PARM initiative and its process.

2. Letter of Engagement. September 2015

Following the meeting in May, an official letter of engagement from the Government formalizing the interest to extend PARM initiative to Zambia, including the nomination of PARM focal point was received in September 2015. PARM is in the process to explore the possibility of including Zambia into PARM under the guidance of its Steering Committee Members. ■



Budget & Programme financing

4

The PARM net budget for 2015 added up to USD 1.97 million (Table 5). The total expenditure during the year has added to EUR 1.10 million. The implementation of the budget has therefore experienced a significant deviation with a rate of expenditure compared to budget of 56%. Despite these numbers, PARM has been able to achieve a significant set of results as described in this Annual Report. In response to this deviation that was already identified in late 2015, a renewed PARM strategy was approved by the Steering Committee and is currently being put in place to accelerate the country activities which have suffered the highest deviations.

1 974 750

Total Budget for 2015 (USD).

56%

Expenditure^(*)/net budget for 2015 (USD).

64%

Expenditure^(*)/available funds in 2015 (USD).

(*)Inclusive of commitments.

Table 2. 2015 Budget Expenditure (by category).

PARM Categories	AWPB 2015 Target (USD)	Total Encumbered + Expenditure (USD)	%
Human Resources	530 400.00	532 550.00	100%
Coordination	15 000.00	2 786.26	19%
Knowledge Management	30 000.00	26 727.50	89%
Sub-total PARM Coordination	575 400.00	562 063.76	98%
Consultancy Services	98 850.00	25 492.35	26%
Travel	120 000.00	46 095.82	38%
Workshops	214 500.00	54 060.82	25%
Studies	450 000.00	248 032.01	55%
Capacity Building	360 000.00	166 449.20	46%
M&E	156 000.00	0	0%
Sup-total Country Activities	1 399 350.00	540 130.17	39%
Total Budget (net)	1 974 750.00	1 102 193.93	56%
Other (contingency 5%)	65 000	-	-
Total Budget (gross)	2 039 750.00	1 102 193.93	54%

Chart 1 – Total Contributions by Donor (USD).

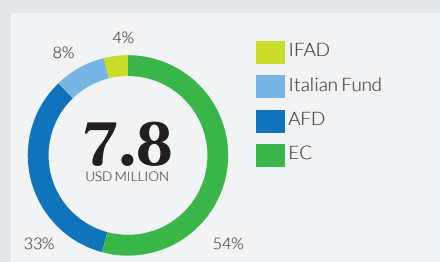


Chart 2 – Total Available Funds in 2015 by Donor (USD).

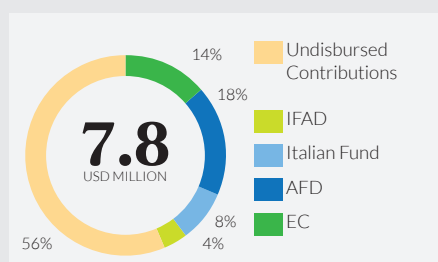
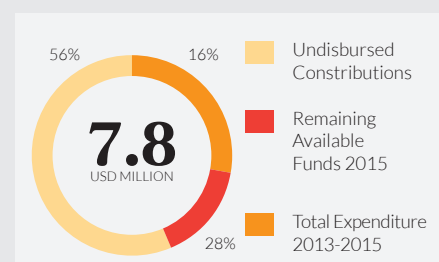


Chart 3 – Total Contributions, Expenditure and Available Funds (USD).



The expenditure on Human resources and Knowledge Management was almost fully realized with a rate of expenditure of 98%. The main areas with significant deviations are studies, workshops and capacity development. Two reasons explain this result. First, there have been some delays in the implementation of the process in some countries. Second, the costs of some activities, in particular the workshops and some studies, were overestimated. Finally, under the new Monitoring and Evaluation plan, these activities will only start in 2016.

The new budget plan for 2016-18 presented in Annex I (including the budget for 2016) has already been adjusted to incorporate all remaining expenditures and activities. With the new strategic approach, PARM is convinced of being able to implement its activities with minor budget deviations in the future. A good use of these resources will help to speed up ARM mainstreaming activities in 2016-18. ■

Table 3. Financing Plan by tranche by donors 2013-2018 (USD).

Donors	Total 4 years (EUR)	Total 4 years (USD)	1st Tranche (USD)	2nd Tranche (USD)	3rd Tranche (USD)	Available Funds (USD)
EC	3 250 000.00	* 4 225 000.00	995 311.31	-	-	9 95 311.31
AFD	2 000 000.00	* 2 600 000.00	1 281 493.50	-	-	1 281 493.50
Italian Funds	-	650 000.00	650 000.00	-	-	650 000.00
IFAD	-	300 000.00	300 000.00	-	-	300 000.00
Total Contributions (gross)	5 250 000.00	7 775 000.00	3 226 804.81	-	-	3 226 804.81

Table 4. Overall Programme Contributions against expenditure 2013-2015 (USD).

Description	Total Contributions (USD)	Available Funds (USD)	Overall Expenditure **	Balance (as of 31/12/2015)	% expenditure/ available funds
Total Available Budget	6 950 769.90	3 065 464.58	2 007 031.73	1 058 432.85	65%
Contingency Reserve (5%)	365 829.00	161 340.24	-	161 340.24	
Total Eligible Costs	7 316 598.13	3 226 804.82	2 007 031.73	1 219 773.09	62%
IFAD Management Fees (7%)	458 401.87	166 128.29	166 128.29	-	
Total Contributions	7 775 000.00	3 392 933.11	2 173 160.02	1 219 773.09	64%

* The contribution amounts for EC and AFD for the total 4 years are committed in euros for the total amount of 2 million (AFD) and 3.25 million (EU). The USD amounts are calculated based on a EUR/USD exchange rate of 1.3 and are subject to fluctuations in the exchange rate. The Tranches USD amount will refer to the actual USD rate at the moment of disbursement of funds (1st tranche EUR/USD exchange rate: 1.38).

** Inclusive of commitments.

The Way Forward

5

PARM has now all the elements for a successful implementation of its long term strategy and plan, including a consistent set of: Logical framework, Monitoring and evaluation plan, Operational guidelines, Knowledge management strategy, Capacity development guidelines and a new Long term strategy. The Platform has been developing a set of methodologies and a business model that has allowed the PARM process to be underway at good speed in four countries, and starting in the other four. The Platform has been building a network of exchanges and partnerships with many development actors, government agencies, knowledge institutions and private sector. The Platform has now experience on policy processes and partnerships and has learned the difficulties of planning them in advance.



A lot of work is ahead of us and the Platform is ready to make Agricultural Risk Management a main driver of development. In order to do so, PARM action needs to be driven by two main guidelines: a good and strategic implementation of the planning, and an effort to enlarge the scope of partnerships.

First, the implementation of the long term plan requires that the new PARM strategy is deployed with rigour, energy and flexibility to ensure that progress is done in all countries at the same time. The main elements of this new strategy are already under implementation: beginning to work in all countries at the same time, launching the studies and capacity development actions as early as possible in each country; developing a network of focal points in the countries to facilitate the logistics and the progress in the processes; promoting formal partnerships or memorandum of understanding with government agencies and regional institutions; implementing an overarching PARM Capacity Development Strategy; expanding the human capacities in the areas of studies and capacity development; and expanding the resources dedicated to Knowledge management.

Second, PARM needs to re-enforce its set of partnerships in various manners. These partnerships will help to find new imaginative ways for mainstreaming agricultural risk management in policies, and development and investment plans. This will require enlarged and new partnerships that facilitate this process: partnerships on knowledge and capacity development; partnerships of policy and processes; and partnerships on financing and mainstreaming.

**PARM is ready
to meet these challenges
in 2016 and beyond ■**



Abbreviations and Acronyms

3N	Nigériens Nourrissent les Nigériens	CTA	The Technical Centre for Agricultural and Rural Cooperation
AC	Advisory Committee	DGCS	Direzione Generale Cooperazione allo Sviluppo (Italian Development Cooperation)
AEMFI	The Association of Ethiopian Microfinance Institutions	DRMFSS	Disaster Risk Management and Food Security Sector
AFD	Agence Française de Development	DSIP-II	Development Strategy and Investment Plan
AFIRM	Agriculture and Food Insecurity Risk Management	EAGC	Eastern Africa Grain Council
AFRACA	African Rural and Agricultural Credit Association	EC	European Commission
ARM	Agricultural Risk Management	ECOWAS	Economic Community Of West African States
ARMT	Agricultural Risk Management Team	ECX	Ethiopia Commodity Exchange
ASSP	Agricultural Sector Strategic Plan	EU	European Union
ATA	The Ethiopian Agricultural Transformation Agency	EWS	Early Warning System
AU	African Union	FAO	Food and Agriculture Organization
AWPB	Annual Work Plan and Budget	FARM-D	Forum for Agricultural Risk Management in Development
BMZ	The Federal Ministry for Economic Cooperation and Development	HC3N	Haut Commissariat à l'Initiative 3N
CA	Contribution Agreement	IFAD	International Fund for Agricultural Development
CAADP	Comprehensive Africa Agriculture Development Programme	IRAM	Institut de Recherches et d'Applications des Méthodes de développement
CD	Capacity Development	KfW	Kreditanstalt für Wiederaufbau (KfW Development Bank)
CILSS	Comité permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel	KM	Knowledge Management
COMESA	Common Market for Eastern and Southern Africa	LDCs	Least Developed Countries

LMICs	Low and Middle Income Countries	UN	United Nations
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries	WFP	World Food Programme
MFIs	Monetary Financial Institutions	WRS	Warehouse receipt study
MoA	Ministry of Agriculture		
NAFSIP	National Agriculture and Food Security Investment Plan		
NDIP	National Development Investment Plan		
NEPAD	The New Partnership for Africa's Development		
NGOs	Non-governmental Organizations		
NSC	National Steering Committee		
PAGRA	Plan d'action pour la gestion des risques agricoles		
PARM	Platform for Agricultural Risk Management		
PPP	Private-public partnership		
PTA	Policy and Technical Advisory Division		
RAS	Risk Assessment Study		
RECA	Réseau National des Chambres d'Agriculture		
RECs	Regional Economic Communities		
ROPPA	Réseau des organisations paysannes et de producteurs de l'Afrique de l'Ouest		
SC	Steering Committee		
TORs	Terms of Reference		
UCA	Uganda Cooperative Alliance		

Annexes

Annex I

Long-term plan 2014-2018

Annex II

Logical Framework and Monitoring & Evaluation Plan

Annex III

2014 Conciliated Budget (update of 2014 Annual report)

Annex IV

NEPAD Progress and Financial Report 2015

Annex V

List of PARM reports and publications

ANNUAL PROGRESS REPORT
// 2015

Annex I, Long-term plan 2014-2018

Long Term Budget Plan (USD).

Parm Description	Total No of Units (2015-2018)	Unit Value	Value per Country	Total 4 years	2014 (Tot. Exp.)	Units
Human Resources				2 087 242	142 442	
Coordination (SC/AC meetings)				68 443	8 443	
Knowledge Management				392 632	77 632	
Sub Total Coordination				2 548 317	228 517	
Consultancy Services			29 498	589 960	259 847	
Travel	65	3 500	24 500	331 490	103 990	20
Workshops	16	30 000	60 000	660 483	180 483	3
Studies						
Risk assessment	8	60 000	60 000	552 000	72 000	3
Feasibility	24	45 000	135 000	1 035 000		4
Training, Capacity Building	25	35 000	105 000	915 000	60 000	4
M&E	4	85 000	42 500	340 000		
Sub Total Country activites			456 498	4 423 933	676 320	
Overall Budget				6 972 250	904 937	
Contingency reserve 4.5%				325 000	0	
Total Eligible Costs				7 297 250	904 837	
IFAD management fee 7%				477 750		
Total contributions				7 775 000		

Long Term Budget Plan (EUR).

Parm Description	Total No of Units (2015-2018)	Unit Value	Value per Country	Total 4 years	2014 (Tot. Exp.)	Units
Human Resources				1 605 571	109 571	
Coordination (SC/AC meetings)				52 648	6 495	
Knowledge Management				205 871	59 717	
Sub Total Coordination				1 864 090	175 782	
Consultancy Services			17 430	453 168	199 882	
Travel	65	2 692	18 846	278 990	103 990	20
Workshops	16	23 077	46 154	549 713	180 483	3
Studies						
Risk assessment	8	46 154	46 154	424 615	55 385	3
Feasibility	24	34 615	103 846	827 308		4
Training, Capacity Building	25	26 923	80 769	703 864	46 154	4
M&E	4	65 385	32 692	261 538		
Sub Total Country activites			345 891	3 499 179	585 894	
Overall Budget				5 363 269	761 676	
Contingency reserve 4.5%				250 000	0	
Total Eligible Costs				5 613 269	761 676	
IFAD management fee 7%				367 500		
Total contributions				5 980 769		

2015 (Updated Estimation)	Units	2016	Units	2017	Units	2018	Total Updated	Total Current	Difference
530 400		530 400		530 400		353 600	2 087 242	2 121 600	-34 358
15 000		15 000		15 000		15 000	68 443	75 000	-6 557
30 000		90 000		95 000		100 000	392 632	200 000	192 632
575 400		635 400		640 400		468 600	2 548 317	2 396 600	151 717
98 850		98 850		98 850		33 563	589 960	576 550	13 410
70 000	21	73 500	21	73 500	3	10 500	331 490	400 000	-68 510
90 000	6	180 000	7	210 000		0	660 483	815 100	-154 617
180 000	5	300 000		0		0	552 000	480 000	72 000
135 000	10	450 000	10	450 000		0	1 035 000	720 000	315 000
120 000	11	385 000	10	350 000		0	915 000	960 000	-45 000
	2	170 000	1	85 000	1	85 000	340 000	624 000	-284 000
693 850		1 657 350		1 267 350		129 063	4 423 933	4 575 650	-151 717
1 269 250		2 292 750		1 907 750		597 663	6 972 250	4 575 650	0
65 000		65 000		65 000		65 000	325 000	3250 000	0
1 334 250		2 357 750		1 972 750		662 663	7 297 250	7 297 250	0
							477 750	477 750	0
							7 775 000	7 775 000	0

2015 (Updated Estimation)	Units	2016	Units	2017	Units	2018	Total Updated	Total Current	Difference
408 000		408 000		408 000		272 000	1 605 571	1 632 000	-26 429
11 538		11 538		11 538		11 538	52 648	57 692	-5 044
23 077		23 077		23 077		76 923	205 871	153 846	52 025
442 615		442 615		442 615		360 462	1 864 090	1 843 538	20 552
76 038		76 038		76 038		25 170	453 168	443 500	9 668
53 846	21	56 538	21	56 538	3	8 077	278 990	307 692	-28 702
69 231	6	138 462	7	161 538		0	549 713	627 000	-77 287
138 462	5	230 769		0		0	424 615	369 231	55 384
135 000	10	346 154	10	346 154		0	827 308	553 846	273 462
92 308	11	296 154	10	269 231		0	703 846	738 462	-34 616
	2	130 769	1	65 385	1	65 385	261 538	480 000	-218 462
564 885		1 274 885		974 885		98 632	3 499 179	3 519 731	-20 552
1 007 500		1 717 500		1 417 500		459 093	5 363 269	5 363 269	0
50 000		50 000		50 000		50 000	250 000	250 000	0
1 057 500		1 767 500		1467 500		509 093	5 613 269	5 613 269	0
							367 500	367 500	0
							5 950 769	5 980 769	0

Annex II, Logical Framework and Monitoring & Evaluation Plan

*Logical Framework and Monitoring and Evaluation Plan.**Approved by the Steering Committee after its 5th Meeting, 8th July 2015.*

A. LOGICAL FRAMEWORK

	Intervention Logic	Objectively verifiable Indicators achievement
Goal	<i>Sustainable beneficiary agricultural growth in LDCs, LMICs improving resilience to climate and market shocks, in particular for small farmers</i>	Increase % of food security indicators and status through the investments in agriculture sector in the LDCs, LMICs and RECs/AU(1). % of targeted farmers have access to the prioritized ARM tools and techniques that improve their resilience
Development Objectives	<i>Agricultural risk management (ARM) is an institutionalized component of agricultural policy in beneficiary LDCs, LMICs to move away from a culture of coping with disasters towards a smart management of risks</i>	Integration of at least two ARM tools into the national policy and/or private sector activities initiated in at least 6 of the targeted LDCs and LMICs
	<i>R1 - Demand for qualified ARM support from Governments and smallholders satisfied</i> Activities <ul style="list-style-type: none"> Organizing country visit/s to develop PARM Road map with local Governments Implementing risk assessment studies by international and national experts Implementing feasibility studies for specific tools Organizing workshops with national stakeholders to present the study results and AR prioritization Develop the ToRs and select the experts to carry out the evaluations and surveys of PARM process 	1.1 National strategies to integrate ARM identified by local Governments during PARM inception phase in at least six country 1.2 Major agricultural risks (AR) identified and prioritized through risk assessment studies in at least six country by 2016 1.3 Two potential ARM tools assessed through feasibility studies (including Information data systems) in each targeted country by the end of PARM process 1.4 The mid-term and final evaluation of PARM process undertaken in at least two countries
Results and Activities	<i>R2 - Enhanced national stakeholders' awareness and capacities to manage Agricultural Risks (AR)</i> Activities <ul style="list-style-type: none"> Drafting a capacity development plan (modules/training/ dissemination) Developing two training modules: general risk assessment-management and for specific ARM Tools Organizing the training sessions and select the experts on ARM (holistic concept and management tools) Assessing the ARM related initiatives and existing platforms/ coord. mechanisms 	2.1 ARM National Stakeholder committees to support and coordinate P-ARM initiatives are established and headed by Governments at the beginning of the process in at least six countries 2.2 Capacity development plan developed during the PARM inception phase in at least six countries and supervised by local Governments 2.3 Roles and responsibilities to manage AR are known by national stakeholders at the end of PARM process in the selected countries
	<i>R3 - Improved generation, access and sharing of knowledge and learning on holistic ARM in LDCs, LMICs and interested RECs/AU</i> Activities <ul style="list-style-type: none"> Identifying the national strategies and plans to integrate ARM Developing a PARM KM plan and strategy Organizing and attending events to mainstream the holistic P-ARM approach and sharing experiences 	3.1 Number of national and regional events to which PARM make an active contribution on mainstreaming ARM holistic approach (at least two per year) 3.2 Official initiatives taken by Governments to sensitize and mainstream ARM concepts at national and regional level in at least six countries 3.3 Number of ARM knowledge tools developed and available at national, regional and global level (at least 16 publications of studies and/or related ARM analysis..., PARM website regularly updated...)

(1) Least Developed Countries (LDCs), Low and Middle Income Countries (LMICs), Regional Economic Communities (RECs) and African Union (AU).

Logical Framework and Monitoring & Evaluation Plan, **Annex II**

Sources and means of verification	Assumptions
Investments and initiatives on ARM with special focus on long-term results: policy and private sector ARM initiatives underway National statistics	
Mid-term and Final evaluation of PARM process by an external evaluator in the selected countries. Information to be provided by the Government, private sector and farmers organizations	Political decision and readiness in LDCs and LMICs to integrate and prioritize ARM in national policies and investment plans. Strong commitment on the contribution of ARM to sustainable agricultural sector by Governments of participating LDCs and LMICs and strategic partners
Country road maps	Beneficiary LDCs and LMICs Commitment
PARM annual report and monitoring reports	Social and political stability during PARM process implementation
Reports (studies) published on PARM website and/or available at regional/country level	Information and data available at regional, national and community level
M&E/Survey reports by external evaluators	
Government and stakeholders websites and responses to surveys	
Country Capacity Development plan	Availability of satisfactory services providers and experts
Training reports	National stakeholders interest and participation
Contact list per country	
Government and stakeholders websites and responses to surveys	
Reports from event in national communication and information systems	Coordination among actors active on ARM at national, regional and global level
Official documents and/or communications provided by local Governments.	Alignment of ARM tools with national policy and plans prioritized by Governments
KM strategy, plan tools and publications	
Government and stakeholders websites and responses to surveys	

Annex II, Logical Framework and Monitoring & Evaluation Plan

B. PARM MONITORING AND EVALUATION PLAN

PARM OBJECTIVE AND RESULTS	INDICATOR From Logical Framework	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?
Development Objectives	Integration of at least two ARM tools into the national policy and/or private sector activities initiated in at least 6 of the targeted LDCs and LMICs	Number of tools integrated into the national policies in targeted countries	To be assessed country by country (PARM Risk Assessment Studies)	At least 6 countries
	1.1 National strategies to integrate ARM identified by local Gov. during PARM inception phase in at least six country	List of AR prioritized at end of the WS organized by PARM in the targeted countries	Partial AR analysis in Niger, Mozambique and Senegal (WB Study),	2-3 AR priorities in at least 6 countries
	1.2 Major AR identified and prioritized through risk assessment studies in at least six country by 2016	Number of risks identified by the studies	To be assessed country by country	One study in at least 6 countries
	1.3 Two potential ARM tools assessed through feasibility studies (including Information data systems) in each targeted country by the end of PARM process	Number of studies undertaken of new identified tools	To be assessed country by country	Two studies in at least 6 countries
	1.4 The mid-term and final evaluation of PARM process undertaken in at least two countries	Evaluation of PARM process in two selected countries	None	Satisfactory in each selected country
Results	2.1 ARM National Stakeholder committees to support and coordinate P-ARM initiatives are established and headed by Gov. at the beginning of the process in at least six countries	Number of National steering committees/ platforms formed / supported	To be assessed based on the roadmap	One steering committee/ platform per country
	2.2 Capacity development plan developed during the PARM inception phase in at least six countries and supervised by local Gov.	Number of CD plans	None	One CD plan in at least 6 countries
	2.3 Roles and responsibilities to manage AR are known by national stakeholders at the end of PARM process in the selected countries	List of stakeholders active on ARM identified along PARM process	To be assessed country by country	Indicative mapping of ARM players
	3.1 Number of national and regional events to which PARM make an active contribution on mainstreaming ARM holistic approach (at least two per year)	Participation by PARM staff to events related to ARM	None	At least 2 per year
	3.2 Official initiatives taken by Governments to sensitize and mainstream ARM concepts at national and regional level in at least six countries	Number of Meetings, workshops, communication, trainings... related to ARM	To be assessed	At least two per country during PARM process
	3.3 Number of ARM knowledge tools developed and available at national, regional and global level	Number of KM tools produced and available	None	At least 16 publications of studies and/or related ARM analysis, PARM website regularly updated

Logical Framework and Monitoring & Evaluation Plan, **Annex II**

DATA SOURCE	FREQUENCY	RESPONSIBLE	REPORTING
How will it be measured?	How often will it be measured?	Who will measure it?	Where will it be reported?
Formal communication provided by Gov.	Evaluation Every two years	PARM-NEPAD And external evaluation	PARM mid-term and final Evaluation reports
Decision taken by ARM national steering committee and/or local Gov.	Monitoring Every year	PARM-NEPAD	PARM Monitoring and Annual reports
Study reports	Monitoring Every year	PARM-NEPAD	PARM Monitoring and Annual reports Government, national and regional reports
Study reports	Monitoring Every year	PARM-NEPAD	PARM Monitoring and Annual reports
External evaluation based on information from PARM, governments and stakeholders	Evaluation Every two years	External Experts and aligned with PARM SC procedures	Independent report from external reviewers of PARM
Formal establishment of the steering committees/platforms and minutes of meetings	Monitoring Every year	PARM-NEPAD	PARM Monitoring and Annual reports . National reports on decisions/ actions initiated by NSC in favour of ARM policies and tools
Training sessions organized in each country	Monitoring Every year	External CD Experts and PARM-NEPAD	PARM Monitoring and Annual reports
Study reports (RAS and feasibility analysis)	End of PARM process in each selected country	PARM-NEPAD	Final PARM Country report
Back To Office Report Events published on PARM website Reports from event in national communication and information systems	Monitoring Every year	PARM-PARM	PARM Monitoring and Annual reports
Information provided by Gov. Information from other stakeholders/partners	Monitoring Every year	PARM-NEPAD	PARM Monitoring and Annual reports
Quality and access of information included in the KM tools	Monitoring Every year	PARM	PARM Monitoring and Annual reports

Annex III, Conciliated Budget (update of 2014 Annual report)

Total Expenditure 2014, conciliated (USD).

PARM Categories	Budget 2014	Non-Conciliated Expenditure 2014	Conciliated Expenditure 2014	Difference nonconciliated/ conciliated
Human Resources	176 800.00	184 842.00	142 442,75	42 399.25
Coordination (SC/AC meetings)	15 000.00	9 633.00	8 442,79	1 190.22
Knowledge Management	80 000.00	78 753.00	77 632,29	1 120.71
Sub Total Coordination	271 800.00	273 228.00	228 517,83	44 710.18
Consultancy Services	280 000.00	260 448.00	259 846.78	601,22
Travel	110 000.00	109 578.00	103 990.47	5 587,54
Workshops	128 700.00	180 483.00	180 482.73	0,27
Studies	60 000.00	72 000.00	72 000.00	-
Training, Capacity Building	60 000.00	60 000.00	60 000.00	-
M&E	-	-	-	-
Sub Total Country activites	638 700.00	682 509.00	676 319.98	6 189.03
Totale Expenditure (net)	910 500.00	955 737.00	904 837.80	50 899.20
Other (contingency5%)	65 000.00	-	-	-
Total Expenditure (gross)	975 000.00	955 737.00	904 837.80	50 899.20

Key Facts

After re-conciliation it appears that the total effective expenditure for 2014 is 904.837,80 USD vs. 955.737 USD of the non-conciliated expenditure 2014 presented to the SC Committee in February 2014, with a total carry-over of 5,662.20 USD.

The main difference from the expenditure is due to the Committed Standard Salaries with a difference of 142.442,75 (effective) vs. 182.822 (standard costs), with a difference of 40.399,25 USD.

The reamaining 8.499,95 USD is mainly due to the difference in travel costs (5.587,54) due to the change of effective tickets costs and minor changes in effective costs of services (catering, km services).

Conciliated Budget (update of 2014 Annual report), [Annex III](#)

% AWPB / Conciliated expenditure 2014	Balance	Carry-over/Contingency Summary	
		2014	2015
81%	34 357.25	Contingency	65 000.00 65 000.00
56%	6 557.22	Carry-over	5 662.20
97%	2 367.71	Total	70 662.20
84%	43 282.18		
93%	20 153.22		
95%	6 009.54		
140%	(51 782.73)		
120%	(12 000.00)		
100%	-		
0%	-		
106%	(37 619.98)		
99%	5 662.20		
	65 000.00		
	70 662.20		

IFAD/NEPAD contribution agreement under PARM

Technical report from April to October 2015

I. INTRODUCTION

A Contribution Agreement for 229,340 US dollars was made by IFAD/PARM to NEPAD in August 2014, and intended originally to co-fund several activities in 4 out of 9 countries and 4 Regional Economic Communities covered by the IFAD/NEPAD Implementation Agreement. However the funds were received only at the end of October 2014, and could not be spent as planned. This led to a reallocation of the funds to more countries and activities in March 2015.

The Contribution Agreement intends to fund inception and validation workshops, risk assessment studies through the recruitment of national consultants, and travels to countries for technical support during inception, backstopping and validation workshops.

This technical and financial report documents the activities conducted from April to October 2015. They include:

1. The launching of activities in Senegal, the Gambia and Cape Verde in April-May
2. The validation workshop and Capacity Development Seminar in Uganda in June
3. The status of the ARM initiative in Ethiopia
4. The collaboration initiated with Global Alliance for Resilience (AGIR), ECOWAS and more recently with Africa Risk Capacity (ARC).

II. SUMMARY OF ACTIVITIES AND OUTCOMES (from March 2015 to October 2015)

2.1 Launching of activities in Senegal, the Gambia and Cape Verde (April – May)

CAPE VERDE

A proposed roadmap including: adaptation and validation of the TORs of the assessment study, a capacity development component and the identification of a national team of consultants were the main outcome

of the launch of the initiative in Cape Verde. The process was however slightly delayed as the TORs had to be translated in Portuguese and subsequently, the national team went on leave.

Suggestions for the way forward

The national technical committee should be validating the roadmap and share the adapted TORs of the study by the end of October, while identifying the consultants to be proposed to conduct the assessment. The PARM-NEPAD initiative will be interacting with the national team before end of 2015 to prepare the next steps, including capacity development and if needed, an international expert to support the risk assessment study. Also, NEPAD intends to involve its fisheries unit in this assessment as the geographic situation of the country might require including related risks.

THE GAMBIA

The setting-up activity in the Gambia encountered a few challenges:

1. The mission was led by IFAD, and not by PARM-NEPAD as was usually the case in other countries; it was also mixed with another IFAD mission on Climate Change resulting in some confusion in the presentations and messages sent to national stakeholders;
2. As the country is an 8+1 country, the PARM team emphasized the need for the Government to identify financial resources to complete the second part of the process as PARM budget could cover the cost of the setting-up and risk assessment phases only.
3. At the time of the mission, the Africa Risk Capacity was also initiated in the Gambia which was to disburse its first premium payment of 500,000 USD. According to ARC, this payment was made recently.

In such a context, the response of the Gambian Government to PARM/IFAD request for formal engagement was received on June 9. It mentioned “some internal issues to settle about the PARM”. No further communication was since received from the Gambian Government.

Suggestions for the way forward

It is highly unlikely that the Gambian Government will make a financial contribution to the PARM process, provided the approach taken in the setting-up phase and the confusion between the various initiatives, in particular with ARC. A lesson has to be learned from this experience, and NEPAD is preparing a brief in collaboration with ARC, in order to explain how countries may benefit from joining both initiatives which are complementary but not competing or substitutive to each other.

SENEGAL

Several ARM initiatives are already on-going in Senegal and one of the main objectives of the current one will be to strengthen local capacities to undertake risk management options, and build synergies and coordination among all on-going initiatives. The World Bank initiative which started with a risk assessment study, will require a complementary assessment to comply with the holistic approach. Gaps are being identified by the national technical committee and will be included in the TORs of the complementary study expected to be conducted in early 2016.

In terms of capacity development, much progress has been made during the second semester of 2015 in identifying specific focus areas. The country leadership in this exercise has to be underscored as no less than 5 focus areas and corresponding draft of terms of reference have been identified by the national technical committee led by the Ministry of Agriculture.

Suggestions for the way forward

In terms of coordination, there is a lot of work to be done for mainstreaming the various projects and programs run by technical partners into Government national policies and strategies; it will be useful to bring all relevant partners (World Bank, ILO, IFC, Planet Guarantee, ILO, WFP, FAO...) around the table with Government (Agriculture, Finance and Planning mainly) in order to identify a coherent ARM strategy to be mainstreamed into major Government policies and programs.

2.2 Uganda : Integration of ARM into National Agriculture Investment Plan (2015-2020); Risk Assessment Validation workshop and capacity development seminar

As the most advanced country in the process, Uganda has during the first semester of 2015 redrafted its National Agriculture Investment Plan. Agriculture and Food Insecurity Risk Management was successfully integrated into this programmatic document nationally known and renamed "Agriculture Sector Strategic Plan" (ASSP 2015-2020).

During the same period, the risk assessment study was led by an international consultant, in association with a team of national consultants headed by the University of Makerere. The validation workshop was held in June 2015 back to back with the first Capacity Development Seminar. The assessment led to an identification and prioritization of risk factors, based on frequency and severity mainly weighed through an assessment of losses in terms of financial costs. A draft roadmap was identified including a set of tools that will have to be refined through pre-feasibility studies.

Suggestions for the way forward

While feasibility studies will be conducted on a few instruments including financial tools, price volatility and agriculture information systems, a number of capacity development seminars are planned at the local and sub-regional levels. Also, several local Governments have requested to be supported in accessing a risk management strategy at the local level. These two last activities can be combined. A high expectation from this initiative comes also from the microinsurance industry in Uganda, as there is still no clear and formal buy-in of the Ministry of Agriculture, Animal Industries and Fisheries on agriculture microinsurance products, although some attractive ones have been developed recently.

2.3 The status of implementation in Ethiopia

The process in Ethiopia encountered a few challenges as a lack of coordination appeared between the various stakeholders. A follow-up of the process in February 2015 by the PARM Secretariat, after it had

Annex IV, NEPAD Progress and Financial Report 2015

been launched in November 2014 during an inception workshop organised in collaboration with FAO and AFRACA. This led to a lack of communication among the members of the interim steering committee which was set up under the authority of the State Minister of Agriculture with delegation to the Agriculture Transformation Agency as the Secretariat. This resulted in having an international team of consultants sent in the country without national counterparts to work with.

Suggestions for the way forward

Provided there are already several scattered initiatives in Ethiopia, the need for coordination and synergies is critical in particular in a situation where there is a looming emergency food insecurity situation. Government's attention in the coming months will be more focused on humanitarian and short term interventions that will definitely have to be prioritized. However, the main message to be conveyed during the validation workshop and the way forward is that the long term objective of eradicating such humanitarian crises should also not be overlooked and the resilience building initiatives should start as of now through creating more synergies and coordination among the various risk management interventions.

2.4 The status of implementation in Niger

To conduct a complementary assessment to the World Bank Risk Assessment Study and mapping of risk factors in Niger, an international consultant was identified by the PARM Secretariat. However, it took several months to the HC3N to identify a national counterpart to the international consultant and the contract is still to be finalised pending to administrative procedures. Nevertheless, it is planned to hold a validation workshop for the complementary study in December 2015.

Suggestions for the way forward

The case of Niger and Ethiopia show that there is need for better coordination and synchronization between the recruitment of the international consultant and the national team of consultants. If the former arrives in the country while there is no national counterpart, she/he will lead the process without any

internalisation and capacity strengthening on the national side. The recruited national consultants will then be no more than data collectors and informants aimed at facilitating the work of the international consultants. It is therefore important to provide incentives for Government to identify in priority the national expertise available or susceptible to benefit from the international expertise before sending the latter. Such an approach will provide more guarantee to get value for money out of the PARM-NEPAD initiative.

2.5. At the regional level, collaboration is starting with several initiatives and Regional Economic Communities

2.5.1. GLOBAL ALLIANCE FOR RESILIENCE – SAHEL AND WEST AFRICA (AGIR)

Preliminary contacts have been made with exchange of experiences and views on how to strengthen collaboration and create synergies in countries where PARM-NEPAD and AGIR are both involved. More interaction is expected in collaboration with ECOWAS and CILSS which are both founding members of the initiative.

2.5.2. ECOWAS

Based on the risk assessment studies that will be conducted in related countries, the regional dimension of risk factors will be identified and shared with this institution and appropriate support will be provided in order to integrate adequate measures in the regional investment plan. A regional CD strategy will also be developed in close collaboration with ECOWAS and CILSS/Agryhmet.

2.5.3. ARC

A working session between NEPAD and ARC provided the basis for further collaboration in countries where both institutions are working (Senegal, Niger and the Gambia) and it was agreed to draft a joint publication to explain the work of each institution in order to identify clear complementarities and interest for countries to engage in both initiatives, rather than in one or the other.

2.5.4. EAST AFRICA COMMUNITY (EAC)

The NEPAD Agency plans to work at the regional level in collaboration with the East African Community (EAC)

towards a capacity development module on agriculture risk management from 2016. In the meantime, a specific request was received for an appropriate design, formulation and implementation of micro insurance schemes bundled into other agriculture and financial interventions, hence promoting

a greater level of financial inclusion of smallholder farmers. A multidisciplinary NEPAD delegation will attend a meeting with EAC in Arusha in early November 2015.

Table 1. Summary of Activities and Outcomes (from April to October 2015)

Activities	Outcome	Related Documentation
<i>Launching in Cape Verde April 2015</i>	A roadmap and RAS TORs has been proposed for validation	Draft roadmap and generic TORs
<i>Launching in the Gambia April 2015</i>	No confirmation as yet from national authorities to host the initiative	Mission report and e-mail exchanges
<i>Launching in Senegal April-May 2015</i>	A roadmap and TORs for capacity development currently under discussion	Aide Memoire of the mission and draft TORs for capacity development
<i>Risk Assessment Validation workshop in Uganda and Capacity Development Seminar June 2015</i>	Main risk factors identified and prioritized; Report on UARAS (to be delivered in June 2015)	Final Uganda Risk Assessment Report and Capacity Development Seminar Report
<i>Country visit in Ethiopia July 2015</i>	Discussion with the interim steering committee members and update on the next steps to be undertaken	

THE WAY FORWARD

The way forward will consist during the last 2 months of 2015, in finalising activities undertaken in Ethiopia and Niger; initiating the capacity development component in Senegal and adopting the TORs and roadmap as well as identifying the consultants for the risk assessment study in Cape Verde. At the regional level, a visit to the East African community is planned for early November with the Knowledge Management Team at NEPAD, while an interaction will take place in Milan the last week of October with AGIR and ECOWAS on the

joint activity to be conducted on resilience and Strategic Grain Reserves, regional trade and risk management through cross-border trade policies.

During the first quarter of 2016, the remaining countries: Cameroon, Liberia and Mozambique will be launched and assessment will start in the previously mentioned countries: Senegal and Cape Verde. Feasibility studies will also be planned in at least one of the 3 most advanced countries: Uganda, Ethiopia, and Niger.

Table 2. Work Plan for November – December 2015 and first quarter of 2016

Activities	Outcome	Related Documentation
Ethiopia risk analysis validation and CD workshop <i>November 2015</i>	Identification of key risk management tools and policies subject to feasibility studies	Draft report to be shared by PARM
Niger risk initiatives mapping and CD Validation workshop for complementary study to the PAGRA <i>December 2015</i>	Identification of key risk management tools subject to feasibility studies	Draft report to be shared by PARM
CD workshop in Senegal <i>December 2015</i> Complementary Risk assessment study <i>First quarter 2016</i>	National capacities strengthened to manage agriculture risks Gaps in risk factors are identified	CD draft terms of reference under review
nception mission to Mozambique, Liberia and Cameroon (follow-up of PARM mission held in March 2015) <i>First quarter 2016</i>	The process will be kicked-off in the 3 remaining countries	
Pursuing activities at the regional level with ECOWAS, AGIR, ARC and EAC <i>First quarter 2016</i>	Joint workshops for CD and publications on: role of Strategic Food Reserves, Agriculture Insurance Schemes and relationship/complementarity between micro-insurance and macro-country insurance schemes	TORs are being finalised

Annex V, List of PARM reports and publications – 2015

List of PARM reports and publications - 2015.

Title	Author	Description
Ethiopia Risk Assessment Study	NRI	Undertaken by the Natural Resources Institute (NRI) from the University of Greenwich (member of Agrinatura network) in collaboration with local experts, the purpose of the study is to provide a comprehensive assessment of agricultural risks in Ethiopia. The risk assessment study has five main objectives: to inform on the main risk factors and their likelihood; to analyse their economic and agricultural impacts; to identify and assess the existing ARM tools and policy instruments; to identify the main ARM gaps and needs; provide guidance for a prioritization of agricultural risks and ARM tools to be implemented.
Informational Assessment of Agricultural Risk Management Information Systems (ARM-IS)	CEIGRAM	ARM-IS study in 7 Africa Countries: Cabo Verde, Cameroon, Ethiopia, Mozambique, Niger, Senegal and Uganda
Niger Risk Assessment Study	IRAM	Undertaken by the Institut de Recherches et d'Applications des Méthodes de développement (IRAM), the study objective is to fill in the gaps of PAGRA's risk assessment study undertaken by the World Bank in 2014, focusing on the analysis of two areas: the role and access to financial services and market by farmers in Niger.
PARM Annual Report 2015	PARM Secretariat	Annual Progress Report of the programme
Ethiopia RAS Validation Workshop Report Vol 1	PARM Secretariat	Main Report on workshop outcomes
Ethiopia RAS Validation Workshop Report Vol 2	PARM Secretariat	Collection of presentation held during the workshop
Niger RAS Validation Workshop Report Vol 1	PARM Secretariat	Main Report on workshop outcomes
Niger RAS Validation Workshop Report Vol 2	PARM Secretariat	Collection of presentation held during the workshop
PARM Results Factsheet (December 2015) EN FR	PARM Secretariat	Quarterly updates on PARM activities and achievements.
Uganda Agricultural Risks Profile	PARM Secretariat	A brief profile of the country main agricultural risks
6th Steering Committee Outcomes - Nov 2015	PARM Secretariat	Collection of approved documentation by the SC members.
3rd Steering Committee Outcomes - Oct 2015	PARM Secretariat	Collection of approved documentation by the SC members.
Appropriate Warehousing and collateral management systems in Sub-saharan Africa. Volume 1: Key Findings	Jonathan Coulter, Geoffrey Wynne (funded by PARM, CTA, IFAD, AFD)	3 volume book launch on appropriate warehousing and collateral management systems in nine (9) subject countries in SSA – Burkina Faso, Cameroon, Côte d'Ivoire, Ghana, Madagascar, Mozambique, Niger, Senegal and Uganda.
Appropriate Warehousing and collateral management systems in Sub-saharan Africa. Volume 2: Technical Country Reports	Jonathan Coulter, Geoffrey Wynne (funded by PARM, CTA, IFAD, AFD)	4 volume book launch on appropriate warehousing and collateral management systems in nine (9) subject countries in SSA – Burkina Faso, Cameroon, Côte d'Ivoire, Ghana, Madagascar, Mozambique, Niger, Senegal and Uganda.
Appropriate Warehousing and collateral management systems in Sub-saharan Africa. Volume 3: Review of Applicable Laws	Jonathan Coulter, Geoffrey Wynne (funded by PARM, CTA, IFAD, AFD)	5 volume book launch on appropriate warehousing and collateral management systems in nine (9) subject countries in SSA – Burkina Faso, Cameroon, Côte d'Ivoire, Ghana, Madagascar, Mozambique, Niger, Senegal and Uganda.
ARM-IS Study - Full Report	Agnes Atyang	Undertaken by a local consultant, the objective of this study is to investigate the availability and quality of information available for agricultural risk management purposes in Uganda.
PARM Budget Bulletin Q3 (1 Jul - 30 Sept 2015)	PARM Secretariat	Quarterly Internal bulletin that captures the programme expenditure against the year budget. Includes a note on key facts to flag for better management and detailed transaction report of expenses.

List of PARM reports and publications – 2015, [Annex V](#)

Category	Thematic	Country	Language	Disclosure	Date
Study	Risk Assessment	Ethiopia	EN	Public	on-going
Study	Information Systems	Multi-country	EN	Public	on-going
Study	Risk Assessment	Niger	EN	Public	on-going
Annual Report	Programme	PARM		Public	on-going
Reports	Risk Assessment	Ethiopia	EN	Public	Feb-16
Reports	Risk Assessment	Ethiopia	EN	Public	Feb-16
Reports	Risk Assessment	Niger	EN	Public	Feb-16
Reports	Risk Assessment	Niger	EN	Public	Feb-16
Factsheet	Programme	PARM	EN,FR	Public	Dec-15
Factsheet	Risk Assessment	Uganda	EN	Public	Dec-15
Reports	Steering Committee	PARM	EN	Internal	Nov-15
Reports	Steering Committee	PARM	EN	Internal	Oct-15
Study	Warehousing	Multi-country	EN	Public	Oct-15
Study	Warehousing	Multi-country	EN	Public	Oct-15
Study	Warehousing	Multi-country	EN	Public	Oct-15
Study	Information Systems	Uganda	EN	Public	Oct-15
Financial Report	Programme	PARM	EN	Internal	Oct-15

Annex V, List of PARM reports and publications – 2015

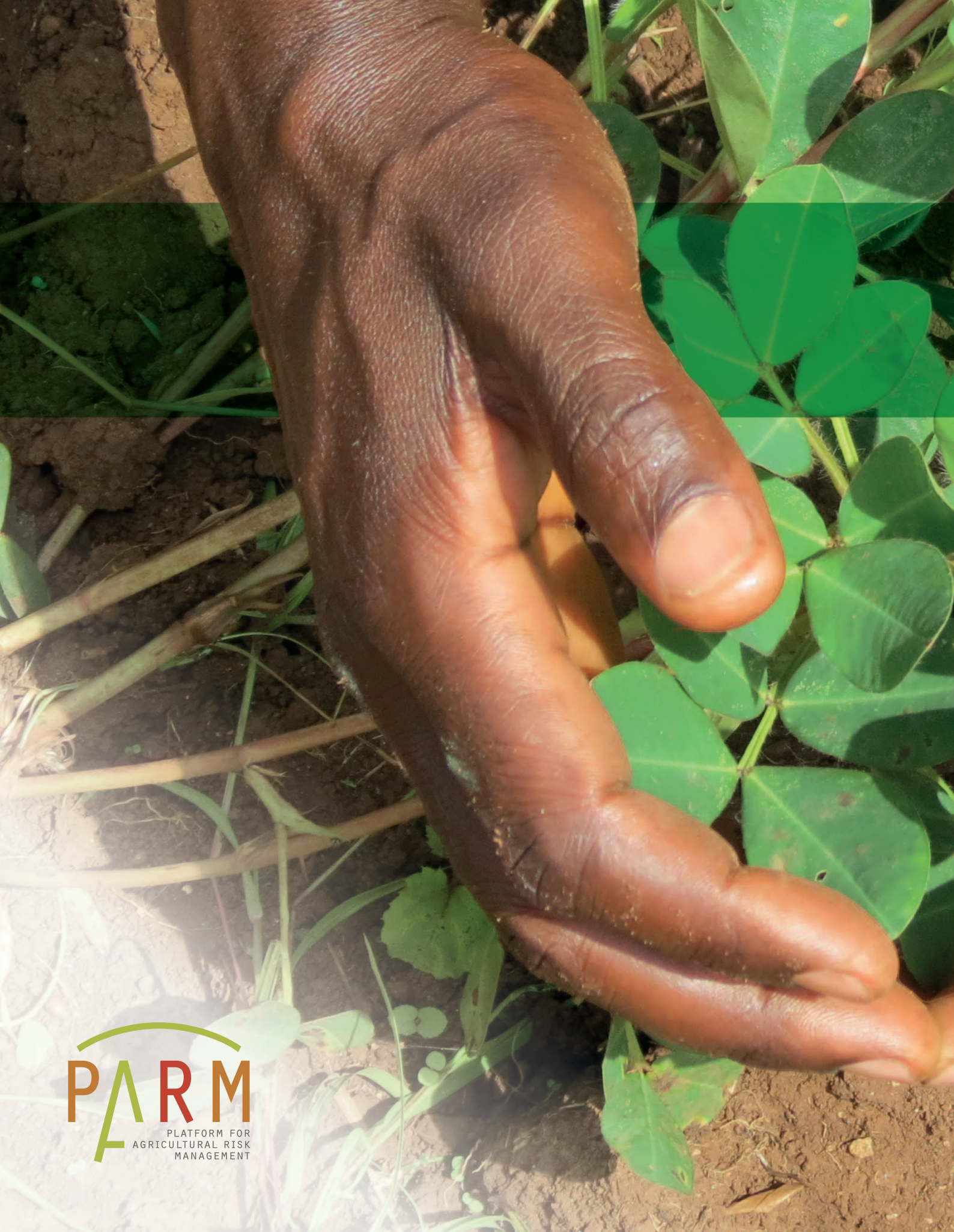
Title	Author	Description
PARM Budget Bulletin Year 2015 Conciliated	PARM Secretariat	Year 2015 PARM budget expenditure
PARM Results Factsheet (October 2015) EN FR	PARM Secretariat	A two-pager quarterly factsheet that gives a summary of PARM achievements and key results at coordination, KM and country level. It also gives a snapshot of upcoming events.
Uganda Risk Assessment Study - Executive Summary	Jan Kerer, PARM Secretariat	Executive summary extracted from the Uganda Risk Assessment Study
Uganda Risk Assessment Study - Full Report	Jan Kerer, Makerere University	Undertaken by a pool of international and local experts (Makerere University), the study is intended to help the stakeholders in Uganda develop a common understanding of the risk exposure of farmers and build a consensus on the priority areas for agricultural risk management in the future. The study develops a scoring method to quantify the severity and frequency of these risks to facilitate the prioritization in risk management decisions, method that will be used in other studies.
5th Steering Committee Outcomes - Jul 2015	PARM Secretariat	Collection of approved documentation by the SC members.
PARM Budget Bulletin Q2 (2 May - 30 Jun 2015)	PARM Secretariat	Quarterly Internal bulletin that captures the programme expenditure against the year budget. Includes a note on key facts to flag for better management and detailed transaction report of expenses.
Uganda Capacity Development Seminar Report Vol 1	PARM Secretariat	Main Report on seminar outcomes
Uganda Capacity Development Seminar Report Vol 2	PARM Secretariat	Collection of presentation held during the workshop
Uganda RAS Validation Workshop Report Vol 1	PARM Secretariat	Main Report on workshop outcomes

List of PARM reports and publications – 2015, [Annex V](#)

Category	Thematic	Country	Language	Disclosure	Date
Financial Report	Programme	PARM	EN	Internal	Oct-15
Factsheet	Programme	PARM	EN, FR	Public	Oct-15
Study	Risk Assessment	Uganda	EN	Public	Oct-15
Study	Risk Assessment	Uganda	EN	Public	Oct-15
Reports	Steering Committee	PARM	EN	Internal	Jul-15
Financial Report	Programme	PARM	EN	Internal	Jul-15
Reports	Capacity Development	Uganda	EN	Public	Jul-15
Reports	Capacity Development	Uganda	EN	Public	Jul-15
Reports	Risk Assessment	Uganda	EN	Public	Jul-15

NOTE

Handwriting practice lines consisting of 20 horizontal dotted lines.




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