

Platform
for Agricultural
Risk Management

Managing risks
to improve farmers'
livelihoods

Capacity Development



Uganda

Capacity Development Training
(CD2)

Report
March 2017





PARM
PLATFORM FOR
AGRICULTURAL RISK
MANAGEMENT

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for Agricultural
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Managing risks
to improve farmers'
livelihoods

Uganda



Capacity Development Training (CD2) on Agricultural Risk Management

Part I

MAIN REPORT

Kampala | 27th – 31st March 2017

Training led by:

Makerere University



In collaboration with:

The Ministry of Agriculture
Animal Industry and Fisheries (MAAIF)



Foreword

The Platform for Agricultural Risk Management (PARM), would like to sincerely thank Makerere University's College of Agricultural & Environmental Sciences (CAES) and the MAAIF, all the trainers and participants for their active participation and contribution during the ARM pilot course. In particular, PARM would like to thank Prof. Herbert Talwana, for having coordinated the whole organisation and implementation of the course. Prof. Bernard Bashaasha and Charles Mukama from MAAIF for opening the seminar and acknowledging the importance of PARM process in Uganda. Our gratitude also goes to Tom Mugisa, PARM Liaison officer for his enduring support related to PARM activities and to the entire CAES team who provided excellent support for this event. The PARM team was composed by Ilaria Tedesco, Capacity Development Specialist.

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1. Introduction

A training of trainers (ToT) course on Agricultural Risk Management (ARM) was conducted for Agricultural Officers in Uganda. This is in view of the growing realization of tackling agricultural value chain challenges using the risk management lens. A holistic approach is needed, one that bears in mind, the biophysical, technological, financial, policy, social and political environment in which agriculture takes place. Agricultural production and value chain management requires that a risk management perspective is practiced by those involved. However, farmers, agricultural service providers and value chain actors lack knowledge and skills in agricultural risk management.

Another interesting situation to note is that while agricultural risk related courses are taught at Universities, the practical implementation at the advisory and farm level had yet been designed. With support from the Platform for Agricultural Risk Management (PARM), a G8-G20 initiative hosted by the International Fund for Agricultural Development (IFAD), the Ministry of Agriculture Animal Industry and Fisheries (MAAIF) requested for an ARM course to be conducted for its district based agricultural officers and extension workers. The capacity building for these officers will be important as they guide farmers and other value chain actors to follow ARM strategies if they are to operate successfully in their agricultural businesses. The training as a pilot was organized and conducted by Makerere University's College of Agricultural & Environmental Sciences (CAES) as part of PARM's support for Institutionalizing Agricultural Risk Management Competencies Development at the college level.

2. Objectives

The main purpose of the training is to equip agricultural extension workers operating within the pluralistic extension framework and for all key aspects of the agricultural value chain to be able to address the risk management challenges faced by farmers and other value chain actors.

The specific objectives of the advanced ARM training course will be:

- To enhance understanding of agricultural risk and risk management practices among key stakeholders in business-oriented agriculture;
- To provide knowledge, skills and tools for agricultural risk assessment and management;
- To enable participants to turn what they have learnt into action plans that can be monitored to get feedback for improving risk assessment and management;
- To enable participants to identify and understand different risk management tools and strategies.

The learning outcomes of the advanced ARM training:

- Better appreciation of the importance of risk and commitment to risk management in business-orientated agriculture at local governments, non-state agencies, and farm level planning;
- Participants are able to understand the meaning and importance of a holistic approach to ARM and to assess and prioritize risk in agricultural planning based on the methodology and documentation developed by PARM;
- Participants are able to identify, understand and design/customize appropriate ARM tools such as on-farm and community level practices, diversification strategies, financing products, interaction with markets, etc. that are sensitive to unique and special needs of agriculture;
- Participants are able to implement their action plans under supervision and follow up by their institutional leadership and course trainers, respectively.

The course aims to be Training of Trainers (ToT) and from the initial cohort of trainees, a group of Trainers will be selected and specifically equipped with facilitation and training skills by CAES.

3. Modules of the training course

The course scheduling followed the above process, with at least 5 major topics or sessions conducted per day over four days of the course.

Module 1: Understanding the concept of risk in agriculture

This module was presented by Assoc. Prof. Talwana. The presentation was meant to be an overview of risks in agriculture with less emphasis on the management of risks as the other sections are focusing on risk management. The learning objective of the module was to understand the concept of risks, their main causes and their management options. It was explained that agriculture is a risky business as farmers are not certain about the rainfall onset and termination. The weather forecast gives only a projection/probability, so farmers have to face uncertainty, by not knowing what will happen is actually a Risk. In the case of seeds, farmers think that they buy certain varieties but end up getting different yields, contrary to their prior expectation. This could refer to a risk as a chance of loss or unfavourable outcome of a decision.

Risk does not affect everything, for instance someone doesn't get 100% loss, the component lost is a risk, and therefore it is possible to identify the risk. The probability was defined as the likelihood of something to happen. A risk is likely to happen. If something is unlikely to happen, it is a disaster. The elements of a risk, causal effect relationships as well as risk and probability were discussed during the module. It was mentioned that a threat has a low probability and may not be as a risk so we can assess the probabilities and consequences. For example, we know the consequences of buying poor seeds, not using pesticides so we can make assessment since we have the necessary information. It was also mentioned that whenever there are risks, there are also opportunities for innovation.

Risk versus threat was explained. The probability of a risk is real. It was given as an example the continuous rain in other countries unlike Uganda explaining that there was no excuse of one not going for work because of rain implying that farmers cannot continue having poor yields because of risks.

Who is at risk? Almost 80% of the farmers are at risk. Land acreage is about 2, very little is under irrigation mainly in the sugar industry. The farmers in Uganda are reliable to fake seeds and pesticides among others, so they choose low risk enterprises but if they learn away from risk this scares banks away due to production of low value commodities so this attitude has to be changed.

Sources of risks in agriculture were also as shown below;

- Production
- Market- related
- Policy and political risks
- Infrastructural risks
- Management and operational risk
- Human and personal risks, e.g. getting a loan and marry another wife, paying dowry instead of focusing on agriculture

It was emphasized that the systemic risks in agriculture are the ones that eventually create a poverty cycle. Farmers fail to invest in agriculture because of risks; they do not have access to financial institutions and remain poor as a long time result of risks.

The participants of the workshop were encouraged to always remain positive about the occurrence of risks and find out better ways of averting risks.

There are four levels of risk and uncertainty including the stage at which the farmers are aware about risks and a level of total uncertainty. Different risks have different management options which should be explored for better results.

It was also explained that the farmers' risks can be counteracted depending on many factors including:

- Type of risk
- Farmers' demographic characteristics
- Resource availability
- Goal for business development
- Services and infrastructures available in the area.

During the presentation there was also reference about risk mitigation, transfer, coping and avoidance. It was emphasized that the best way is to mitigate, transfer and not coping or avoidance.

Module 2: Introduction to risk identification and management planning group exercise

In the Module 2 Dr. Miiró introduced a group exercise to the participants. It was mentioned that the fourth days' session will be about developing a plan for small holder farmers' action and a personal plan for the different participants of the workshop. It was explained that the ARM tools should be about good assessment of the risks and how to control them and among the elements of a good tool there is resource mobilization.

The task given to the participants was to distribute themselves among groups of four and choose different sectors to work on. The participants were given a sheet containing the sector that the different groups would be working on. They were required to:

- i. identify the risks associated with that sector,
- ii. the effects of the risks and the gender differences in that sector and
- iii. identify the different tools needed to avert those risks:
 - At farm level, financial.
 - Market level,
 - Gender tools, extension approach and ICT.

Dr. Miiró explained that the gender issue needed to be handled with much consideration. An example about the gender differences was clearly explaining what would be lost if the mother was unable to perform some roles in the home. It was also explained that in most cases men being the bread winners normally give priority to them and think they need to be considered first in most of the aspects at home.

The different sectors that were to be addressed include:

- Perennial crops e.g. coffee
- Field annual crops e.g. beans
- Horticultural crops e.g. tomatoes and cabbage
- Poultry
- Ruminant animals
- Fish

Module 3: Risk assessment/measurement and prioritization in agriculture

The session was about the risk assessment process and was taught by Mr. Steve Hodges the Chief Operating Officer of Uganda Agribusiness Alliance. The module was about survey of farmers, extension, cooperative organizations, banks and financial supervisors. The importance to prioritize the risks was also emphasized.

The steps of risk assessment are the following:

- Step one: Define the target population and define what will enable the risk assessment process to go on well.
- Step two: Community Level assessment should be done in terms of a survey including all the key stakeholders. This may also involve a value chain to understand some particular details about the farmers. Some of the key stake holders include: farmers, officers, extension staff, bankers, suppliers/traders, purchasing companies and staff of CBO, NGO CSO etc.
- Step three: Analyze the survey results for accuracy, truthfulness, gaps, perspectives and unidentified risks that could not have been mentioned.

Step four: Supplementary research needs to involve the different industrial trends to enable acquire more information and make informed decisions. This would also inform changes in policy for extension. Also need to find out key issues about the capacity of organizations to convey the right information to the farmers. The supplementary research involves:

PESTLE which is described as the:

- a) Political Risks/Opportunities,
- b) Economic Risks/Opportunities,
- c) Socio-Cultural Risks/Opportunities,
- d) Technological Risks/Opportunities,
- e) Legal Risks/Opportunities, and
- f) Environmental Risks/Opportunities.

The value chain also needs to be analysed from the supplier to the final consumer to get all the required information to make viable decisions. It was mentioned that if there is a problem at any linkage at the chain, the chain is as strong as at its weak point. The risk prioritization matrix was explained followed by a practical exercise.

Module 4: Effects and Impacts of Agricultural Risk

Dr. Ekere started by explaining few concepts and the impact of risks to crops and livestock. The sector is exposed to a number of risks such as climate as well as pests and diseases. Risks damage the farmer's capacity to generate income. The risks need to be quantified in order to solve them and it involves accumulating all the costs incurred in production.

There are different types of farmers:

- a) Risk loving famers: always willing to take risks
- b) Risk averse farmers: prefer lower returns with known risks
- c) Risk neutral farmers: their decisions are not affected by the available uncertainties.

The "risk quantification knowing the magnitude," was explained as follows; It involves quantifying the hazard, vulnerability, and exposure:

- Hazard: focus on how often, severity and the extent (wide spread or the effect on the farmers)
- Vulnerability: lack of capacity to manage risk and recover after shock
- Exposure: need to identify where farms are, what crops are planted and where, that may be directly impacted by the hazard.

The reasons for quantifying risks are the key in risk assessment, and it helps in the following ways:

- a) To establish the magnitude of the losses that will be suffered by various groups of farmers.
- b) Estimate the combined effects of many risks with adverse effects
- c) Rank and order them to prioritize the most important
- d) It is also done to justify investments.

It was mentioned that quantifying the risks before to compute the impact, data is needed to fit the yield loss model and then the steps to follow during quantification, were explained, as shown below.

Supply chain risks; mean that the risks don't occur in isolation they occur in value chain. There are number in the supply chain including:

- Input suppliers
- Post-harvest handling
- Storage
- Processing
- Distribution & Marketing

Climate risks and impacts include:

- Increased incidence of some disease.
- Landslides also led to loss of homes and displacement of people.
- Floods destroyed many homes
- Prolonged droughts have led to reduce food supply

Climate related risks prevalence in Rakai and Hoima showed that drought was the biggest risk as compared to the other risks. This shows that climate risks are very hazardous.

Risks from pests and disease, have led to great losses in banana, cotton, cassava, horticultural crops and coffee. Lower yields, loss in income, livestock losses and human life losses were also discovered as great impacts in a research conducted by PARM.

The impacts of input risks are:

- Dangerous to human life
- Destroy crops and animals
- Make disease and pests more resistant
- Lead to significant losses in produce and revenue
- Affect entire supply chain and all the suppliers along the chain.
- Impact of risks on livestock
- Trans boundary animal diseases (TADS) that kill affected animals.
- Affect the meat products industry and make farmers shift from animal rearing to crop farming. They also reduce the demand for meat and its products.

There are both direct and indirect losses:

- The direct losses (are visible) and include: loss of milk production, draught power and lower weight gains.
- The indirect impact other value chains, can be additional or revenue forgone. The additional vaccines, vaccine delivery and Movement control. The indirect losses include: denied access to markets both local and international, movement control and culled animals.

Animal disease impacts on the marketing channel: when there is a disease outbreak, it affects the breeders, but those in processing, in the food industry and consumers at times pay higher prices or switch to substitutes, other actors such as transportation company, are also affected.

The impacts unique to each farmer's situation, some are quite extensive covering regions, several countries and normally depend on: the location of the outbreak, size of affected area, animal density and frequency of mobility and the timing of occurrence of the hazard.

Actors that are affected along the value chain include:

- Meat processors
- Small holder farmers
- Input suppliers
- Transporters, quarantines limit animal movements hence loss in their incomes.
- Veterinary service and drugs

TADS normally affect wide areas of land causing losses across countries.

A study was conducted on the impact of disease on the livestock sector, showed that many disease including trypanosomiasis, Ana plasmodia, heart water, helminths were found to greatly affect farmers' incomes also through making the animals unable to be used for ploughing. Impacts go across a market channel, when there is a disease outbreak, it affects the breeders, but those in processing, in the food industry and consumers at times pay higher prices or switch to substitutes. Pests and diseases were found to have great impact on milk yield in Soroti, Kayunga and Kiruhura.

The gender impacts from losses were also mentioned. Due to gender difference in risk behaviour, men and boys go for riskier ventures than women and girls. So risk behaviour tends to be different. This mainly stems from gender stereotypes even in the same household, when there is drought women are more affected, this is because water sources become far and far from home. For Pest and disease outbreak, the impact differs depending on the crop. Floods also lead to lower yield, income and assets losses and livestock losses.

Module 5: Introduction to agricultural risk management tools at farm level / household level

This module was about understanding the risk environment in Agriculture; the welfare of farm families depends on how well the risks are managed but if they are not given attention they may be very dangerous to the people.

It is not good to see farmers being risk averse, so they should be helped because there are risks in every field. Farmers have no information about the technologies but once they learn the merits and demerits of the associated risks they will adopt the technologies. Advisors like input suppliers to farmers and researchers can speed up adoption. Households normally use ex-ante and ex-post risk mitigation coping mechanisms including intercropping, grain storage, share cropping, engaging in social relationships and asset accumulation.

It was mentioned that ARM is the process of dealing with risks and requires anticipating potential problems and planning solutions to them in advance in order to manage the negative consequences. NB: risk management should be planned on ex-ante basis. The costs of the ARM tool should not be more expensive than the consequences of the risk. It was emphasised that there is need to account for risks in agriculture, risks should always be foregone because in business it is said that profit is the reward of bearing risk.

Strategies and Agricultural risk management tools

Every decision should be considered in choosing an ARM strategy, risk retention should be considered as it is very important and a risk taker should not struggle to avoid risks but to manage them. Two strategies including risk avoidance and risk abatement should always be employed. Precautionary measure is also important. Strategies should be used to improve the expected value of returns. Risks retention is good for bankers; it is very important that when farmers take risks they are liable to make profits. A good Risk Management Strategy transfers, mitigates, and copes with risks.

There are both off farm and on farm tools used in risk management. The ARM tools include:

- Climate smart agriculture tools including conservation farming
- On farm diversification
- Asset and income strategies include: human capital, livestock, social capital and land
- Broader agricultural management tools
- Risk transfer tools include insurance
- Weather index based insurance
- Agricultural finance and micro finance
- Government based agricultural management tools include:
 - public food reserves
 - Disaster assistance programs
 - Social production and productive safety nets

Risk management is challenging and it involves judgment in dealing with many options.

Module 6: Farm level interventions to reduce risk exposure (Farm level postharvest handling, storage, warehouse receipt systems and commodity exchanges)

This module was presented by Mr. Benjamin Aijuka, different risk areas were presented including:

- Quality and collateral management issues at the warehouse
- The gap between market and production
- Need for alternative credit schemes by small holder farmers
- Marketing challenges facing small holder farmers
- Poor storage management systems
- Low production and agronomic issues including the fact that farmers do not have good seed for planting
- Need for increased regional trade, if items like maize are produces, there is a need to get foreign incomes for instance from Tanzania but this only comes about when good quality and quantity are produced.

The Structured Trading System (STS), which entails the development of markets for grains and ensuring that they are well traded/ marketed, was also mentioned. It involves the trading platform, banks, millers, farmers and traders in which trade can occur minus looking at the grain in the store. It also includes standards and grades and a policy enabling environment/ legal regulatory for STS. It also involves the RATIN, the Regional Agricultural Trading Network.

The benefits of STS include:

- Increased intra region trade
- Increased availability and safety of food
- Increased liquidity to small scale farmers
- Availability of market information for policy intervention
- Choice of alternative procurement systems for example that if farmers work with some organizations, farmers would even receive their pay without any hurdles.
- Grain sector price stability that helps farmers. He said that STS will help farmers sell their produce at higher prices and not be cheated by middle men.
- Attracts grain sector investment for example when there is more grain, the traders move in comfortably to transact and make business.
- Small holder income generation benefits which leads to improved livelihoods for farmers.

The elements/requirements of STS are as follows:

- Strong farmers' organizations and RPOs
- Enabling political environment
- Increased transparency in markets
- Increased use of safe and secure storage facilities
- Introduction and use of warehouse receipt systems, which have integrity and provide security to depositors and the markets
- Improved transport and road infrastructure
- Participating financial institutions e.g. banks

The STS components include:

- PHH management
- Regional grades and standards
- Warehousing and storage which enables good recording and storage of each farmers' produce
- Trade contracts and arbitration helps farmers avoid risks
- Warehouse receipt system and commodity exchange protects farmers against issues of loss of their money through poor methods of transaction and enables farmers reach their customers even when they do not see them physically.

The importance of PHH and the steps involved:

- Timely harvesting
- Proper drying to reduce moisture for safe storage
- Threshing well to ensure clean and whole grain in which maize shelling machines are now used
- Cleaning and winnowing in which farmers were given winners to enable clean grains, this is mostly done at the warehouse
- Good storage in pest free conditions
- Marketing and transportation to ensure safety of produce.

The WRS-Warehouse Receipt System was explained, in which the farmers are allowed to deposit their produce at the warehouse and given receipts to be able to access their funds. The warehouse certification, means that the warehouse must have a good environment and insurance to avoid risks like fire incidences.

Module 7: Integrating gender in agricultural risk management

This module was conducted by Assoc. Prof. Gorretti Nabanoga, the following points were discussed:

- Gender equality
- Gender equity
- Women empowerment

It was explained how agricultural risks affect the men and women and how they are managed by the men and women. In most cases, the women' assets are always sold off first in seeking for solutions to the agricultural risks. The importance of gender mainstreaming in ARM was emphasized and the reasons were as follows:

- Women and men play different roles in farming and will be affected differently by the agricultural risks
- Women provide much agricultural labor force in farming

- Women have less access to productive resources and opportunities compared to men

The five steps of integrating gender in the ARM cycle are the following:

1. Identify the risk
2. Assess the exposure to the risk according to men and women
3. Identify the ARM in consideration of both men and women
4. Implement the ARM making sure that both men and women are given priority even in considering the timing of implementation being favorable for both groups
5. Monitor and evaluate the outcomes and how they have changed the lives of both men and women.

Module 8: Accelerating use of improved technologies to manage agricultural risk

This module was presented by Dr. Bernard Obaa, the presentation was about ARM in accelerating use of improved inputs.

Each of the trainers was encouraged to have practical exercises in their sessions. This was part of ensuring that the course is as hands on as possible as well as to facilitate training transfer once the trainees return to their work places. Each of the participants were required on a daily basis to record the learnings they have obtained and what they plan to apply on returning to their work place. This was called a participant action plan, and at the end of the four-day training, the participants consolidated the day to day action plans into a work plan showing what they will do by a specific date once they return to their places of work (Ref. Annex). In the training the participants were also required to develop as a group, a risk management plan to be presented either to a bank or to insurance. After developing these, they made presentations which were commented for improvement by both the trainers and fellow trainees.

The improved technologies to manage agricultural risks include:

- Drought tolerant varieties
- Disease resistant varieties
- Early warning systems
- Small irrigation
- Valley dams
- Micro basins
- Improved storage conditions
- Group marketing

The approaches of promoting improved technologies are:

- Participatory approaches
- Farmer institution building
- Market linkages

Group demos and learning plots are very important in disseminating technologies. Different ways can be used to promote the improved technologies:

- Word of mouth
- Drama
- Poems
- Radios and
- Televisions

To promote technologies by using promotional materials such as:

- Leaflets
- Posters
- Fields guides
- Brochures
- Pull up banners

It is very important to prepare these materials because they enhance farmers' knowledge on the technologies. The concept of setting up village or knowledge information centers was mentioned. The example of Apace was given; Apace is an NGO that conducts many advocacy programs and ICT centers for farmers to be able to send information concerning the farming needs and the strategy is working out perfectly.

There is a need to involve farmers by conducting participatory monitoring and evaluation with the farmers because in so doing, the farmers are able to understand the process better. The good use of the participatory monitoring and evaluation tools (PM&E) was emphasised.

Module 9: Agricultural market/price risks management tools/market dynamics

The presentation was about risks in agro markets and value chains. The price instability, price movements and price fluctuations was defined. The three tools for price risk management are: On-farm, Off-farm – sharing risk with others– policy and safety nets were also mentioned. The On-farm risk management tools are:

- Risk abatement – measures to deal with bad outcomes when they occur and to manage the subsequent recovery, e.g. off-farm employment or part timing.
- Collecting market information – in a risky world, better decisions can be made if more and better relevant information is obtained. For example, information on marketing opportunities and market trends.
- Selecting less risky business enterprises – some production/marketing activities give higher and more stable returns over time than others and thus, should be selected. For example, selecting price stable commodities.
- Diversification of enterprise – reduces the dispersion of the overall return by selecting a mixture of activities that have net returns with low or negative correlations. For example, mixed cropping and investment portfolio with multiple instruments.
- Flexibility – refers to the ease and economy with which the agribusiness can adjust to changed circumstances e.g. product flexibility, market flexibility

The off-farm tools include:

- Financial leverage – involves the use of credit and other fixed obligation financing relative to the use of equity capital. However, it should be noted that increases in financial leverage magnify the impact of variability of firm returns.
- Insurance – includes taking crop and livestock insurance. The problem with this strategy is that not all risks are insurable, e.g. covariate risks.
- Price pooling – involves farmers cooperatively buying inputs and selling output as a farmers' group/association, cooperative, or through marketing board.

The effect of climate change on agro value chains was mentioned and an exercise was given to the participants to identify risks along the maize value chain and describe the various tools used by the main actors of the maize value chain to manage risks that are due to climate change. It was asked to the participants to first identify the actors of the value chain and the risks associated with those actors' activities.

Mr. Robert Kintu from FIT Uganda presented the integration of information, communication and technology in Agricultural Risk management. The learning objectives were the following:

- Understand how to use information to manage risks
- How to access the information from the available platforms in the country.

The target audience to get information were; extension workers and district officers among others.

The definition of market information was explained, it is a business resource that contributes to the know-how and helps to manage the prevailing situations and identify chances for different value chain actors.

Sources of information includes:

- Websites
- Smart phones
- Markets

The different choice of channels for information:

- Notice boards
- TV
- Vernacular FM stations
- Extension staff
- Faith based
- Police stations
- Print media
- Billboards video halls etc.

Annexes

Annex 1: Agenda

Annex 2: List of participants and trainees

Annex 3: Evaluation

Annex 4: Follow-up of participants on the training on ARM

Annex 1: Agenda

Workshop Opening Day: 27 March 2017

TIME	PRESENTATION	PRESENTERS
08:30-09:45	Opening remarks Participants' introduction Workshop key objectives	Makerere University – Prof. Benard Bashaasha MAAIF – Dr. Charles Mukama PARM/IFAD – Dr. Ilaria Tedesco Prof. Paul Kibwika
09:45-10:45	Overview of Risks in Smallholder Agricultural systems	Tom Mugisa
10:45-11:00	<i>Coffee/Tea Break</i>	
11:00-11:30	Agricultural Policy and Rationale for Agricultural Risk Management	Dr. Patience Rwamigisa (Department of Extension, MAAIF)
11:30-12:00	Building a case for investing in Agricultural Risk Management with evidence from Agricultural Risks in Uganda: I – Pests and Diseases	Dr. Joseph Mulema (CABI/Plantwise)
12:00 - 12:30	II - EMAS-I tool	FAO
12:30 – 13:00	III – FIRM – Finance, Information and Risk Management	Robert Kintu (FIT Uganda)
	IV – Agricultural Insurance	Munya Daka
13:00-14:00	<i>Lunch</i>	
14:00 - 15:30	What Local governments can/ should do to develop support and resource structure for Agricultural Risk Management arrangements?	Prof. Paul Kibwika
15.30 – 16.30	Way Forward Closure	Tom Mugisa/ Dr. Ilaria Tedesco

CD Training Day 1, Tuesday, March 28 2017: General Concept of ARM

TIME	LESSON NUMBER AND TITLE	PRESENTERS/INSTRUCTORS
08:00-08:45	Opening remarks Training goals and Objectives Design and Road Map of the course Expectations and Ground rules Participants Introductions	Mr. Tom Mugisa
08:45-10:45	1. Understanding Risk concept as applied to agriculture	Prof. Herbert Talwana
10:45-11:00	<i>Coffee/Tea Break/Group Photo</i>	
11.00 – 12.00	Introduce risk management planning group exercise Participant Action Plan and Follow-up strategy	Dr. Richard Miiro Prof. Herbert Talwana
12.00 – 13.30	2. Risk assessment/measurement and Prioritization in Agriculture	Mr. Steve Hodges (Uganda Agribusiness Alliance Ltd)
13:30-14:15	<i>Lunch</i>	
14:15-16:00	3. Effects and Impacts of Risk on Farm Production and Investment Choices	Dr. Peter Walekwa/Dr. William Ekere
16:00-16:15	<i>Coffee/Tea Break</i>	
16:00-18:00	4. Introduction to Agricultural Risk Management tools at Farm/household level/ community level, Market level and by Government	Dr. Alex Tatwangire/Prof. Johnny Mugisha

CD Training Day 2, Wednesday, March 29, 2017: Tools and Strategies for ARM

TIME	SESSION NUMBER AND TITLE	PRESENTERS/INSTRUCTORS
08:00-08:15	Recap of day 1	
08:15-10:45	5. Farm level interventions to reduce risk exposure (Farm level postharvest handling, storage, warehouse receipt systems and Commodity exchanges)	Mr. Benjamin Ajjuka (East African Grain Council)
10:45-11:00	<i>Coffee/Tea Break</i>	
11:00-13:00	6. Agricultural Market/Price Risks management tools/Market dynamics	Dr. Gabriel Elepu//Dr. William Ekere
13:00-14:00	<i>Lunch</i>	
14:00-16:00	7. Accelerating use of improved technologies to manage Agricultural Risk	Dr. Bernard Obaa
16:00-16:15	<i>Coffee/Tea Break</i>	
16:15-18:00	Group work	Richard /Tom /Herbert

CD Training Day 3, Thursday March 30 2017: ARM tools and strategies (continued)

TIME	LESSON NUMBER AND TITLE	PRESENTERS/INSTRUCTORS
08:00-08:45	Recap of day two	Richard/Tom
08:45-10:45	8. Integration of Information, Communication and Technology in Agricultural Risk Management Practice	Mr. Robert Kintu (FIT)
10:45-11:00	<i>Coffee/Tea Break</i>	
11:00-12:45	9. Farm agricultural risks Analysis	Mr. Jaime ter Linden <i>agririskanalyzer.com</i>
12:45-13:45	<i>Lunch</i>	
13:45-15:45	10. Financial risk management tools in agriculture	Mr. Munya Daka (Agricultural Insurance Consortium)
15:45-16:00	<i>Coffee/Tea Break</i>	
16:00-17:45	11. Integrating Gender in Agricultural Risk Management	Prof. Gorettie Nabanoga

CD Training Day 4, Friday March 31, 2017

TIME	LESSON NUMBER AND TITLE	PRESENTERS/INSTRUCTORS
08:00-08:45	Recap of day three	
08:45-10:45	Developing a risk management plan for smallholder farmers (<i>Group exercise – Finishing</i>)	Richard /Tom /Herbert
10:45-11:00	<i>Coffee/Tea Break</i>	
11:00-12:45	Developing a risk management plan for smallholder farmers (<i>Group Exercise: Plenary presentation</i>)	Richard /Tom /Herbert
12:45-13:45	<i>Lunch</i>	
14.00 – 15.00	Participant Action Plan and Follow-up strategy (<i>Consolidation and handing in</i>)	Richard /Tom /Herbert
15.00 –	WAY FORWARD COURSE EVALUATION CLOSING CEREMONY	Ilaria Tedesco/Tom Mugisa Richard /Herbert

Annex 2: List of participants and trainees

Thirty-one participants attended the course. They were drawn from several districts in Uganda including Buvuma, Gulu, Kampala, Kiboga, Kayunga, Kalangala, Mukono, Mpigi, Nakasongola, and Wakiso. Among the participants were three participants from Rwanda Development Bank.

	Name	Organisation	Position
1	Kizimula Hosea	MAAIF	ABO
2	Lwanga Rashid	Wakiso	Agricultural Officer
3	Nayiga Frances	Mukono	Agricultural Officer
4	Cresensia Asekenye	Ministry of Local Government (MOLG)	MES
5	Rugadya Richard	MAAIF	SFO
6	Jonathan Kimenyi	MAAIF	Data Officer
7	Kazibwe Stuart	Buvuma	A.O.
8	Dr. Mukama Charles	MAAIF	SVI
9	Mr. Tom Mugisa	PARM/IFAD	Liaison Officer
10	Kyeerya Benjamin	Buvuma	Fisheries Officer
11	Tumwesige David	Masaka	Fisheries Officer (FO)
12	Gloria Asingwire	MAAIF	EDO
13	Sseruwo Badru	Kayunga	Asst. Vet Officer
14	Kasoma Paul	Kalungu	Asst. Vet Officer
15	Isebaiddu Willaim	Mukono	SFO
16	Kagolo David	Mpigi	A.O.
17	Dr. Mayiga Samuel	Nakasongola	Veterinary officer
18	Ruthie Mutyaba	CAES	Administrator
19	Katongole Emmanuel	Nakasongola	Agricultural Officer
20	Nabanoga Gorettie	CAES	Deputy Principal
21	Bismark P Olanya	MOLG	ECCS
22	Matovu John B	Masaka	Agric officer
23	Aijuka Benjamin	EAGC	CPM
24	Dr. Kasule T	Luwero	Veterinary Officer
25	Kirunda Moses	Kiboga	Animal production Officer
26	Kemigisha Agnes	Kiboga	Agric officer
27	Nabayonga Stella	Wakiso	Fisheries officer
28	Beatrice Nginah	Kampala	Program Admin
29	Kisitu Dan	Luwero	Agric officer
30	Nansera John Bosco	Kalungu	Assistant Vet Off
31	Kalyesubula J. Vincent	Mpigi	Asst. vet Officer
32	Uwamwiza Claudine	BRD/Rwanda	Credit Risk manager
33	Karuhanga Geofrey	BRD/Rwanda	Senior risk analyst
34	Rurangwa Steven	BRD/Rwanda	Investment Analyst
35	Herbert Talwana	Makerere University	Assoc. Prof. & Course Coordinator
36	Richard Miro	Makerere University	Senior Lecturer & Asst. Course coordinator
37	Kabanas Grace	Makerere	Administrator
38	Robert Kinta	FIT (Uganda)	Managing Director
39	Munya Daka	AIC	Consultant
40	Mukiibi Lawrence	Kampala	UYMAP
41	Nsubuga Zacchaeus	Kayunga	Agricultural Officer

Annex 3: Evaluation

The participants evaluated the training, the results of the evaluation are provided below. The core aspects evaluated included:

- Pre-meeting logistical communications and arrangement, training logistical support and hospitality
- Conference hall- at the Food Science and Technology Building, Makerere University including meals and hygiene
- Hotel venue- Grand Global hotel including meals, hygiene, Wi-Fi and internet, Personal rooms, transport to and from hotel venue
- Coordination-Response by the coordinators to your needs, support to trainees or participants, overall coordination and time management

Trainees indicated whether they were dissatisfied, neutral or satisfied by the aspect (Table 1.0).

Table 1.0 Meeting organization, venue and conference room and coordination

Aspect	Dissatisfied	Neutral	Satisfied
Pre-meeting logistical communications and arrangement	8	2	14
Logistical and hospitality	2	7	16
Conference hall-food science and technology Makerere	1		23
Meals	2	4	20
Hygiene	4	4	14
Hotel venue- Grand Global hotel			
Meals		5	15
Hygiene		1	17
Wi-Fi and internet	4	2	13
Personal rooms	1	2	16
Transport to and from hotel venue		1	16
Coordination-Response by the coordinators to your needs	4	3	19
Support to trainees or participants	3	2	19
Overall coordination	3	6	14
Time management	4	5	15

The trainees indicated that they found the practical exercises useful, informative, hands on, and as participants they were equipped with appropriate knowledge. Some of them noted that they had experienced a mind-set change particularly in the aspect of commercialized farming with a risk management perspective (Table 2.0).

Table 2.0 Trainee feedback on the practical exercises

Likes about the practical exercises	Tallies
Informative and equipped them with knowledge to enhance their extension services	9
They were practical and required critical thinking to address them	7
Mind-set change and now appreciate Agriculture as a commercial enterprise	4
Learnt from other peoples' experience	4
They were participatory and feedback was immediate	2
The ARM plan	1

Other comments related to the ARM course:

- It has been very good and educative. Thank you. (10)
- The training took a very long time, needs to be shortened and avoid repetition in the presentations. (2)
- More people in Agriculture should be involved in this (2)
- More of such trainings should be organized (1)
- ARM should be incorporated in curriculum at Makerere University (1)

- The training needed more time (at least two weeks) (1)
- Farm visits are needed in this training (1)
- Participants' welfare should be well handled including upkeep and transport back. (1)

Participants were requested to propose additional topics that could be addressed in a future ARM course. The proposed topics included:

- Cost benefit analysis of some enterprises
- Relationship between Agriculture risks and nutrition /health risks
- Value addition as a tool in ARM
- Business planning
- Financial risk management (insurance and loans-banks)
- Indicators of agricultural risks
- Disaster preparedness training & Natural Resource Management
- Mindset Change
- Crop damage assessment in relation to risk assessment
- Risk communication & Proposal writing

What needs improvement in the ARM course

- Practical sessions are needed (8)
- Do not involve many facilitators who are purely academic (8)
- Give more time for the training to allow participants understand better (2)
- Avoid repetition of topics and content (1)
- Simply the presentation with more local examples and pictures (1)
- The merits and demerits of the different ARM tools should be highlighted (1)
- Coordination needs to be improved (1)

Table 3.0 Future suggestions on points of emphasis in the next ARM training workshop

Suggestions for future emphasis	Tallies
Include ARM in the budgets and work plans of local government	8
Good to involve political and top most leaders and other people at the district all over the country	6
Practical exercises should be introduced and maintained	3
Timely communication, openness and regular communication concerning the daily activities	2
Agricultural risk management, analysis and data collection	1
Skills in mobilization of farmers for ARM	1
Only invite focal persons and not politicians	1
Policy awareness and knowledge enhancement of extension workers	1

Preparations for farmer training i.e. training transfer:

Participants were also requested to suggest the best ways to use in training farmers about ARM. The following training approaches and methods were fronted:

- Small Group and mass trainings (12)
- On farm training in the extension programs (6)
- Participatory approach (4)
- Tailored farmer trainings that are enterprise specific (2)
- Use of practical demonstrations (2)
- Needs considerable time to be done (2 days training) (1)
- Have more TOTs with extension workers (1)

In order for the farmer training on ARM to be successfully conducted, the participants also suggested the presence of the following support:

- Financial support (fuel, food and logistics for farmers etc.) (22)
- Training materials be provided (flip charts and markers) (9)
- Continuous consultation from experts for knowledge (5)

After the four days training (27-31/ March 2017), participants were requested to develop action plans for their different organizations/centers, so below is the participants' PAPA.

Annex 4: follow-up of participants on the training on ARM

Introduction

The Platform for Agricultural Risk Management (PARM) hosted by the International Fund for Agricultural Development (IFAD) contracted Makerere University Kampala (MAK) to train staff members of the Ministry of Agriculture Animal Industry and Fisheries (MAAIF) on the 27th to 31st of March 2017 conducting an Agricultural Risk Management (ARM) training course. This targeted district extension officers and managers from districts were mainly from central Uganda. In addition, 3 bank officials from the Rwanda Development Bank attended the training. The training took place at Makerere University in Uganda. The key objectives of the workshop were: To increase awareness and provide basic knowledge and skills in risk management in agriculture and mainstream risk management in the district strategic plans scaling up this effort country wide. This workshop adopted a participatory training and facilitation approach with interactive sessions with the participants. Participants practiced out on the applicability of some tools such as risk prioritization grid. As part of the training requirements, the participants made plans for implementing what they had learnt once they reported back to their places of work. The plan was called a Participants Plans of Action (PAPA). A follow up of the participants was done two to three months after the training to assess how many had effected their plans, and what ARM training aspects they had been able to integrate in their routine duties and general plans of their respective organizations. The key factors that enabled or hindered the participants to practice or not practice some of the ARM skills were also captured.

Methodology

All 27 ARM participants were targeted for the follow up exercise. A brief instrument/ interview guide was developed to capture what aspects of the commitments made by the participants were implemented. The follow up was done using phone calls as these were the most cost effective way of reaching the participants. Out of the 27 participants, **23 responded to the phone interviews**, 19 in the month of July 2017, and an additional 4 in the early part of the month of September 2017. Two of the participants were unable to complete the interviews due to poor telephone networks, and rescheduling of the appointments did not work out. The interviews lasted for between six to fifteen minutes.

Results

Extent to which participants had been able to fulfill their commitments

Table 1.0 gives a list of all various types commitments made by the participants in their PAPAs. The number of participants who made the certain types of commitments is provided and the number of participants who managed to fulfill the particular commitments.

Thirteen (13) out of 13 participants were able to implement their commitment of 'writing an ARM training attendance report to their employers'. Twelve (12) out of 13 implemented their commitment of 'sensitizing fellow staff about ARM', nine out of 16 participants fulfilled their commitment to 'train farmers in ARM, developing plans for those trainings and following up with the farmers'. Lastly three out of 3 participants fulfilled their commitment to 'integrate gender in their work plan'. The least implemented are shown in Table 1.0.

Table 1.0 Participants' commitments made and the extent to which they were fulfilled (n=23)

Commitments made by participants	Total commitments (Frequency)	Number of fulfilled commitments (Frequency)
Train all categories of farmers about ARM, develop ARM plan risk mitigation measures and make a follow-up	16	9
Write a back to work post ARM training report	13	13
Sensitize staff about risk management	13	12
Integrate gender in work plan	3	3

Commitments made by participants	Total commitments (Frequency)	Number of fulfilled commitments (Frequency)
Encourage farmers to engage in structure trading and insurance	3	2
Conduct TOTs with extension workers	3	1
Conduct Monitoring and Evaluation to assess adoption levels of ARM	3	0
ARM assessment in the agricultural projects by service providers	2	2
Incorporate ARM activities in F/Y 2017/2018 plan of the agricultural budget of the district.	2	1
Develop data base for priority commodities & conduct their ARM	2	1
Review of agricultural files whether ARM was applied & their related costs induced in financial planning	1	1
Conduct Sub county and District farmer profiling	1	1
Access market information	1	0

Three (3) participants; one from Masaka District Local Government and the two from Kiboga District Local Government indicated that they had submitted budgets to the district leadership requesting for resources to implement their action plans. By the time of the assessment (July 2017), they requisitioned for funds and were expecting response in the financial year July 2017 – June 2018. Participants who hailed from municipalities indicated that there were not sure of securing resources as the division leadership prioritized projects or departments that generated taxes. One participant from Nakasongola District Local Government indicated that his mainstream ARM budget was not going to be considered due to outbreak of another risk – the Foot and Mouth disease in the district which compelled the authorities in the livestock department focus most resources towards addressing the scourge

Reasons for implementing the PAPAs

Individual participant reasons

Participants who succeeded to implement some of their commitments attributed this to the acquired knowledge in the training. Three consulted the handout given after the training. Those who fulfilled their commitment to writing reports explained that this was achieved due to the demand by their organizations and because writing reports did not require any resource mobilization. Four participants initiated training of farmers on ARM during the regular meetings they hold with farmers in person or in meetings/trainings organized by their colleagues at work or with other partners. One of the participants succeeded in training fishermen through a meeting organized by Uganda People's Defense Forces (UPDF) during their illegal fishing operations, at Lake Nabugabo, in Masaka district. He showed the fishermen how use of illegal gears and abuse of law were major risks to the fishing industry. Such support from colleagues at work or partners contributed to the implementation of the plans.

A participant from Buvuma Islands used meetings of farmer groups sharing about ARM after a SWOT analysis, where he explained the danger of overfishing using illegal gears. Two participants initiated the ARM trainings with farmers in response to the prolonged droughts experienced in 2016 with poor yields that farmers were facing as a result. One participant from Mpigi district passed on information on ARM via a radio program he holds every week. Another participant indicated that his motivation to work with farmers and his skills in blending with them played a role in his implementing of the commitment made.

Organization related reasons

All interviewed participants indicated that their organizations verbally welcomed the idea of training farmers in ARM. Only one participant from a project working in Northern Uganda indicated that support from the organization was great. He said that the organization did well in mobilizing other partners including: 1. The

Meteorology department, 2. The National Agricultural Research Organization (NARO) and 3. The Ministry of Finance, Planning and Economic Development (MFPED) also supported the trainings through funding. The meteorology unit sensitized farmers about climate change and offered weather information especially forecast, average rains and what they mean using the extension agents. NARO informed farmers about the recommended varieties in regard to the ever changing climate, while (MFPED) in Uganda, financed the local trainings.

Reasons for not succeeding in conducting training in ARM

The reasons that were given for not implementing some of the commitments included:

- Lack of time due to pressing organizational priorities/duties.
- Operating in a large area (such as Buvuma Islands) where farmers are scattered and are difficult to reach.
- The non-availability of the farmers to attend ARM training meetings due scarcity of water, and the movements of the animals and households.
- Lack of time, information and materials like brochures, fliers among others, he can only address a few.
- Poor resource facilitation

The 3 participants who were bankers from Development Bank of Rwanda (BRD) indicated to have implemented their commitments including 'advising clients on risk mitigation measures for projects seeking funding', 'review the agricultural files to see how ARM was applied and the related costs'; and 'use ARM techniques to analyze agricultural projects for financing'.

Table 2.0 Reasons for Not Interviewing Some Respondents

Name of participant	Place of work	Reason for accessing him/her
Matovu John Baptist	Masaka District	Half interview held (gave an appointment but no call was answered on the appointment date)
Asekenye Cresensia	Ministry of Local Government Uganda	Supervisor helped to get the right contact but was not accessible perhaps due to network
Gloria Asingwire	Ministry of Agriculture Animal Industry and Fisheries (MAAIF)	Wrong contact and supervisor did not after trying for three days
Dr. Mayiga Samuel	Nakasongola District	Half interview due to poor network

Conclusions and recommendations

Twenty-seven (27) participants who attend the ARM training at Makerere University, Kampala, Uganda were followed up to determine whether implemented their PAPA and the factors that enabled or hindered them to do so. Twenty-three (23) were accessed via phone calls. Generally, most of the action plans were implemented. The key most implemented action plans included: 'writing an ARM training attendance report', followed by 'sensitizing staff about ARM', and 'training farmers in ARM, developing plans and following up'. The key supportive factors to implementing the action plans included the training that was hands-on, having no need for extra resources to implement plans like report writing, training within operational schedules, demand for accountability by the sending organizations, supportive peers and partner organizations, and personal motivation and love for working with farmers. Resources were promised in the next financial year to support the implementation of some of the action plans.

The limiting factors to implementing plans included lack of resources, large jurisdictions, and the challenge of many work place responsibilities. While specific competence areas can be evaluated for their being implemented after the training, the follow up of the PAPA has revealed a modest success in implementing what participants trained in. This is an assurance of return to investment in this type of training. Further follow up will needed to ascertain the level of transfer of the ARM knowledge and skills after one year of the training. This can be done using phone calls, and using social media 'Whatsapp' communication in which the participants can share even pictures of their activities with farmers, and post videos of feedback from the farmers, and or those who they tried to reach with ARM training.

There will also be the need to proactively engage the sending district/local government organizations, Makerere University (training organizer) and the trainees in negotiations on how the trainees will be supported to implement widely and deeply what they learn from ARM training.

Instruction:

Each participant was asked based on the commitment they made, whether they have been able to implement what they learned or not and the reasons.

Participants' action plan and time table

Name of Participant	Organization	Action item/plan to	Implementation Date			Did it? Yes/No	As opportunity arises	Did it? Yes/No
			Within 2 months	Did it? Yes/No	After 2 months			
Tumwesige David Amooti	Masaka DLG	1. Write ARM training report to supervisors	1					
		2.Sensitize production department about risk management	1					
		3.Train fish farmers & fishermen about ARM	1		1			
		4. Conduct M & E to assess adoption levels				1		
Sseruwo Badru	Kayunga DLG	1. Sensitize veterinary department about ARM and how to rule it out	1					
		2.Demonstrate improved technologies for ARM management			1			
		3.Develop ARM plan for some farmer groups				1		
Kyeerya Ben	Buvuma DLG	1. Conduct ARM for fish, prioritize & management basing on priorities	1					
Nabayonga Stella	Wakiso DLG	1.Write training report	1					
		2. Share acquired knowledge with the staff	1				1	
		3.Integrate gender in work plan			1			
		4.Conduct ARM					1	
Matovu John Baptist	Masaka DLG	1.Write training report	1					
		2.Sensitize production dept staff	1					
		3.Train farmers ARM concept	1					
		4.Conduct M& E, to assess adoption					1	
Lwanga Rashid	Wakiso DLG	1. Conduct ARM			1			
		2.Write ARM training Report	1					
		3.Liase with farmers to Encourage the structure trading system			1			
Kalyesubula John	Mpigi DLG	1.Writing ARM training report	1					
		2.Disseminate knowledge acquired in the ARM workshop in the community	1					
Kasule Timothy	Luwero DLG	1.Train farmers ARM	1					
		2.Prepare risk management matrices for various enterprises			1			
		3.Collectively develop the risk management tools for farmers					1	

Name of Participant	Organization	Action item/plan to	Implementation Date			Did it? Yes/No	As opportunity arises	Did it? Yes/No
			Within 2 months	Did it? Yes/No	After 2 months			
Jonathan Kimenyi	MAAIF	1.Develop data base for priority commodities as in ASSP 2015/16-2019 & conduct their ARM	1					
		2. Developing ARM procedure to stakeholders			1			
		3. ARM conducted for other crops					1	
Kirunda Moses	Kiboga DLG	1.Write ARM training Report	1					
		2.Enroll the ARM idea to extension staff & other stakeholders	1		1			
		3.Train farmers						
		4.Conduct farmer profiling					1	
Kisutu Dan	Luwero DLG	1.Write ARM training report	1					
		2.Develop a community tailored ARM guide	1					
		3.Sensitize staff about ARM			1			
		4.Train community about ARM			1			
		5.Follow-up on trained community					1	
Kemigisha Agnes	Kiboga DLG	1.Write ARM training report	1					
		2. Share acquired knowledge about ARM with farmers			1			
		3.Conduct Sub county and District farmer profiling					1	
Asekenye Cresensia	PRELNOR	1.Write ARM training report	1					
		2.Sensitize staff and other stakeholders	1				1	
Peter Bismarck Olanya	MOLG	1.Introduce ARM concept to the PRELNOR project management unit	1					
		2.Conduct TOTs with extension workers					1	
Nayiga Frances	Mukono DLG	1.Write ARM training report	1					
		2.Identify agric. risks for priority crops	1					
		3.Train ARM to colleagues	1					
		4.Apply gender aspects in all activities	1					
		5.Access market information			1		1	
		6.Sensitize farmers on Ware house & Insurance			1		1	
		7.Recommend allocation of funds for ARM trainings in next budget			1			
Gloria Asingwire	MAAIF	1.Risk analysis in Albertine basin in regards to agriculture development	1					
		2.Risk prioritization in Albertine basin	1					
		3.Design risk mitigation tools	1					
Karuhanga Geoffrey	BRD	1.Use ARM tools & techniques to analyze agricultural projects for financing					1	
Katongole Emmanuel	Nakasongola DLG	1.Introduce ARM concept to Sub county stakeholders	1					
		2.Inform community about agricultural insurance opportunities					1	
		3.Train at least five groups on gender issues in agriculture			1			
Kagolo David	Mpigi DLG	1.Write ARM Training Report	1					
		2.Sensitize staff & politicians about ARM	1					

Name of Participant	Organization	Action item/plan to	Implementation Date			Did it? Yes/No	As opportunity arises	Did it? Yes/No
			Within 2 months	Did it? Yes/No	After 2 months			
		3.Develop a plan for training farmers	1					
		4.Train farmers in ARM			1			
Nanseera John Bosco	Kalungu DLG	1.Visit livestock farmers & identify risks	1					
		2.Give mitigation measures to identified risks	1					
		3.Train youth groups under YLP program on risk management	1					
		4. Conduct M&E for farmers' enterprises			1			
		5. Mobilize & train farmers about ARM					1	
Isebaiddu W.	Mukono DLG	1. Write the ARM training report	1					
		2.Intergrate ARM skills in Project planning & appraisal			1			
		3.Disseminate & recommend ARM to LG staff & farming communities					1	
Nsubuga Z.	Kayunga DLG	1.Write ARM report	1					
		2.Incorporate ARM activities in F/Y 2017/2018 plan			1			
		3.Develop ARM plan for selected groups					1	
Dr. Mayiga Samuel	Nakasongola DLG	1.Introduce ARM concept to political, technical & Livestock farmers & farmer group	1					
		2.Develop ARM with farmers including Tools to overcome ranking for appropriate intervention			1			
		3.Incorporate ARM while advising farmers on disease management & selling livestock					1	
Claudine Uwamwiza	BRD	1.Review of agricultural files & check whether ARM are applied & their related costs induced in financial planning					1	
Rurangwa Stephen	Development Bank Rwanda	1.Advise clients on risk mitigation measures for projects entering the tank for funding	1					
		2.Share information related to ARM with colleagues in the agricultural department	1					
Rugadya Richard	MAAIF	1.Prepare an information paper for aquaculture farmers on risk management & present to Head of department	1					
		2.Disseminate critical issues to farmers on risk management to all stakeholders					1	
Paul Kasoma	Kalungu DLG	1.Write ARM report to supervisor	1					
		2.Sensitize extension workers & other stakeholders	1		1			
Kazibwe Stuart	Buvuma DLG	1.Develop & explain ARM to stakeholders	1					
		2.Train farmers how to identify major risks	1					
		3.Sensitize farmers about gender related risks in agriculture			1			
Kyeera Benjamin 0772683455	Buvuma DLG	1.Sensitize about the importance of ware house for collective marketing	1					
		2. Encourage farmers to insure their businesses and guide on how to acquire loans			1			



PARM
PLATFORM FOR
AGRICULTURAL RISK
MANAGEMENT

Uganda



Capacity Development Training (CD2) on Agricultural Risk Management

Part II

PRESENTATIONS

Kampala | 27th – 31st March 2017

Training led by:

Makerere University



In collaboration with:

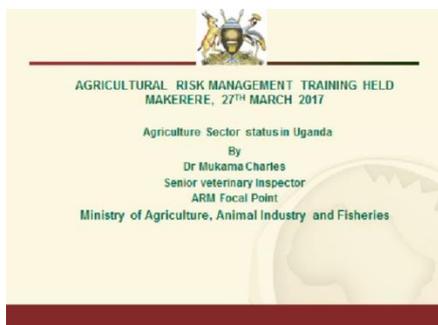
The Ministry of Agriculture
Animal Industry and Fisheries (MAAIF)



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Workshop Opening Day



Presentation 1:

Agriculture sector risk status in Uganda

Dr Mukama Charles



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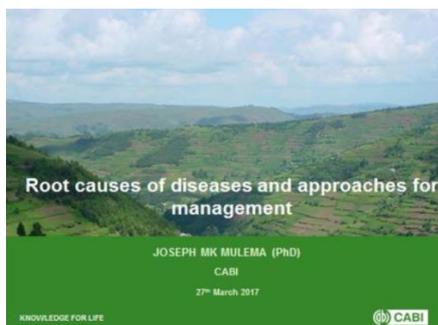
Presentation 2:

Overview of risks in smallholder agricultural systems

Mr Tom K. Mugisa



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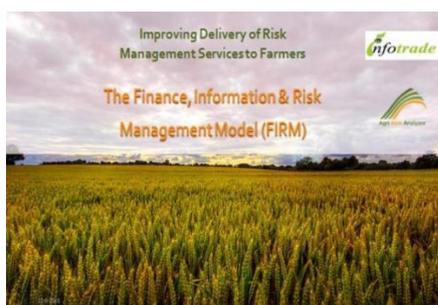
Presentation 3:

Building a case for investing in ARM: Evidence from Pests and Diseases in Uganda:

Dr Joseph MK Mulema



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Presentation 4:

FIRM: Finance information and risk management

Mr Robert Kintu



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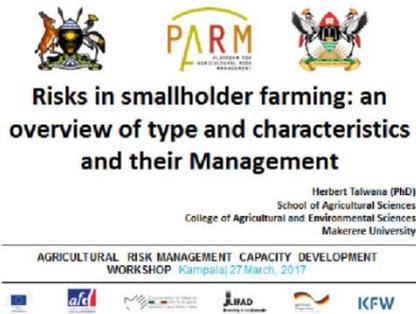
Presentation 5:

Agricultural insurance
Mr. Munya Daka

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General Concept of ARM



Presentation 6:

Understanding risk concept as applied to agriculture
Professor Herbert Talwana

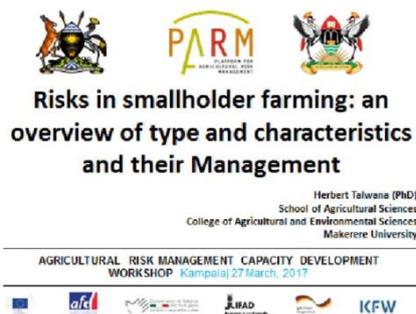
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Presentation 7:

Introduction to ARM planning: group exercise
Dr Herbert Talwana

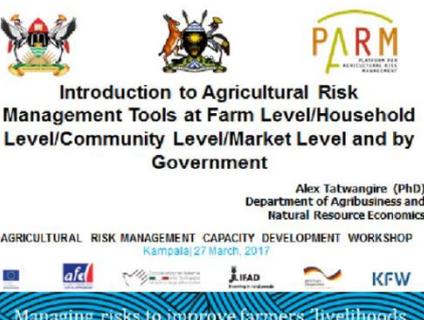
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Presentation 8:

Risk assessment /measurement and prioritization in agriculture
Mr Steve Hodges

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Presentation 9:

Introduction to agricultural risk management tools
Dr Alex Tatwangire

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Tools and Strategies for ARM

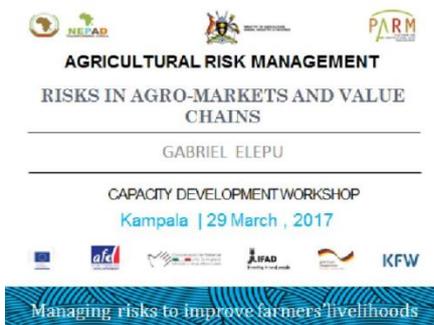


Presentation 10:

Farm level intervention to reduce risk exposure
Mr Aijuka Benjamin



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Presentation 11:

Agricultural market/ price risks management tools/ market dynamics
Dr Gabriel Elepu



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Presentation 12:

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Planning ARM Strategies



**Participant Action Plan Approach
(PAPA)**

Herbert Talwana (PhD)
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**AGRICULTURAL RISK MANAGEMENT CAPACITY
DEVELOPMENT WORKSHOP**

Kampala | 27 March, 2017



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