



Platform  
for Agricultural  
Risk Management

# Annual Report 2021





PARM  
PLATFORM FOR  
AGRICULTURAL RISK  
MANAGEMENT

Platform  
for Agricultural  
Risk Management

# Managing risks to improve farmers' livelihoods



# Foreword

Building resilience in the agricultural sector has increasingly become urgent as the COVID-19 pandemic of the past two years adds an entirely new layer of risks to farmers and governments across the world. Although the pandemic affects everyone, evidence shows that experiences vary. In most cases, the poorest suffer the greatest as poverty and inequality amplify their exposure and undermine capacities to manage risks. Particularly, poor smallholder farmers in Africa face the greatest risks on all fronts: production and yield risks, price and market risks, financial risks, political risks, and human or personal risks.

In this context, the PARM Secretariat continued to deliver its demand-driven services to assist governments in managing agricultural sector risks. Currently, the Secretariat operates in Burkina Faso, Ethiopia, Niger, Senegal, and Madagascar, with ongoing dialogues to work with other potential countries, including Uganda and Tunisia. Although the pandemic has led to mobility restrictions in the last two years, the Secretariat managed to adapt its operations, ensuring the smooth implementation of its activities at the country level. With this, the Secretariat had the chance to turn the most significant risk of our time into an opportunity to reshape the way risks are managed. Particularly for the year 2021, the Secretariat strengthened its country engagements on ARM, providing technical assistance, capacity development and knowledge management support while bringing forward the ARM agenda at the global level. The main achievements of 2021 include the following;

- A Strengthened policy engagement on ARM at country level**, resulting in the approval of an Action Plan in Senegal, the official finalization of the Risk Assessment phase and the launch of the “Tools identification and Design” phase in Burkina Faso and consolidation of a design (for investment) on ARM in Ethiopia, and the presentation/approval of Madagascar as a potential PARM Horizon 2 country during the steering committee meeting held on 8 December 2021.
- B Raised awareness and developed capacities to manage risks at the country level** through implementing 3 pieces of training in Ethiopia and 2 learning events in Burkina Faso and Senegal, reaching over 180 stakeholders expanding local capacities and contributing to the scale-up of ARM capacity development activities and investment. and capacity development on ARM strategies).

- C Started promoting new investments** on ARM, providing technical assistance in designing 1 project integrating ARM tools in Ethiopia and launching the process in Senegal and Burkina Faso.

- D Stimulated knowledge sharing and exchange on ARM** through the Forum for Agricultural Risk Management (FARM-D) Community of Practice with 397 members, 274 registered organizations, 200 webinars promoted and approximately 30000 knowledge resources disseminated to over 9,000 practitioners. PARM practical toolkit on assessing risks at the value chain level has been developed and published to guide practitioners and partners on ARM.

- E Leverage and stimulate new global partnerships on ARM:** IFAD has gained further visibility and influence in the global agenda dialogue through PARM and INSURED's global network of public and private partners. These include the InsuResilience Global Partnership, with a particular focus on Gender and Climate Risk Financing and Insurance and the G20 Agricultural Forum Ministries. Enhanced synergies with IFAD programmes and initiatives have also been achieved, such as a joint study and design with the Financing Facility for Remittances (FFR) and a joint webinar series with the Smallholder and Agri-SME Finance and Investment Network (SAFIN).

- F Gender mainstreamed into PARM and INSURED operations** thanks to the finalization of a dedicated strategy and integration of gender into studies, KM products, CD actions and event organizations.

This report provides the main results obtained by PARM throughout the year 2021, highlighting the activities carried out to foster the ARM agenda. These findings indicate significant advancements and positive expectations for 2021 vis-à-vis the concerns raised by COVID-19 in the previous year. The PARM team will continue working with various partners to support governments in integrating ARM into their national policies, building, and reinforcing the capacities of local people, sensitizing stakeholders and disseminating best practices that can help them better manage agricultural risks.

**Massimo Giovanola**  
Lead Technical Specialist, PARM





Disseminating  
best practices  
can help farmers  
better manage  
agricultural risks.





# Annual Report 2021



# Contents

<b>List of acronyms and abbreviations</b> .....	10
<b>1. Programme overview</b> .....	12
<b>1.1. About PARM</b> .....	14
1.1.1. PARM Genesis.....	15
1.1.2. PARM Horizons .....	16
1.1.3. Goal and objectives .....	18
<b>1.2. PARM services</b> .....	20
<b>1.3. PARM Geographical scope</b> .....	21
1.3.1. Selection criteria .....	21
<b>1.4. PARM Governance</b> .....	22
1.4.1. Our partners.....	22
1.4.2. Hosted programmes and initiatives.....	22
<b>1.5. Country Process</b> .....	24
<b>2. Our results</b> .....	26
<b>2.1. PARM at a glance</b> .....	28
<b>2.2. Governance and management</b> .....	30
a. PARM Secretariat .....	30
b. Engagement with the Steering Committee.....	32
c. Engagement with the Advisory Committee.....	32
<b>2.3. Knowledge management, capacity development and partnership</b> .....	33
a. KM, communication and visibility actions.....	33
b. Capacity development.....	46
c. Partnerships and global engagements.....	47
<b>2.4. Country activities</b> .....	52
a. Current PARM countries .....	53
Burkina Faso .....	53
Ethiopia.....	56
Niger.....	58
Senegal.....	60
Magagascar .....	63
b. New PARM countries.....	64
<b>3. Programme financing</b> .....	66
<b>3.1. Annual Work Plan and Budget Expenditure 2021</b> .....	67
<b>3.2. Budget Implementation and Donors' Contributions</b> .....	69
<b>4. Way forward and lessons learned</b> .....	70
<b>Library</b> .....	72

# List of acronyms and abbreviations

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

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MFIs	Monetary Financial Institutions
MoA	Ministry of Agriculture
NAFSIP	National Agriculture and Food Security Investment Plan
NDCs	Nationally Determined Contributions
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
UN	United Nations
WFP	World Food Programme
WRS	Warehouse receipt systems



# 1. Programme overview



# 1.1. About PARM

**PARM is the global partnership on agricultural risk management (ARM) for development.** Established in 2013 as an outcome of G20 discussions on agricultural growth and food security, it provides technical support to governments of development countries for the integration of gender responsive ARM into policies, institutional capacities and investment to move away from a culture of coping with disasters towards a smart management of risk.

## PARM quick info

### PROGRAMME NAME

**Platform for Agricultural Risk Management (PARM)**

### WEBSITE

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

### TIMELINE AND BUDGET

#### PARM Horizon 1

- 2013-2019
- EUR 5,9 million

#### PARM Horizon 2

- 2019-2024
- EUR 10,6 million

### STEERING COMMITTEE

#### Donors

- Agence française de développement (AFD);
- European Commission (EC);
- Italian Agency for Development Cooperation (AICS);
- International Fund for Agricultural Development (IFAD).

#### Strategic Partners

- African Union Development Agency (AUDA-NEPAD);
- KfW German Development Bank;
- The Federal Ministry of Economic Cooperation and Development (BMZ).

### ADVISORY COMMITTEE

- **Development partners:** African Risk Capacity (ARC), Food and Agriculture Organization of the United Nations (FAO), Heifer International, World Food Programme (WFP), World Bank Group.
- **Academia and research:** AGRHYMET, Agrinatura, Centre for Agriculture and Bioscience International (CABI), Technical Centre for Agriculture and Rural Cooperation (CTA), International Food Policy Research Institute (IFPRI).
- **Farmers' organizations:** Eastern African Grain Council (EAGC), Eastern Africa Farmers Federation (EAFF), Network of Peasant Organizations and Agricultural Producers in West Africa (ROPPA).
- **Regional Economic Communities:** Common Market for Eastern and Southern Africa (COMESA), Economic Community of West African States (ECOWAS).
- **Private Sector:** Cargill, Munich Re.

### TARGET BENEFICIARIES

- **Macro Level:** governments, RECs, global actors, and decision makers (G7, G20, SDGs supporting initiatives)
- **Meso Level:** extension services, financial intermediaries, women and youth's groups, NGOs, cooperatives, SMEs, farmers' enterprises and organizations, etc.
- **Micro Level:** smallholder farmers

### GEOGRAPHICAL SCOPE

PARM has a global mandate. Currently focuses its activities in Africa with possible expansion to other continents.

### TARGET COUNTRIES:

- **PARM Horizon 1:** Cabo Verde, Cameroon, Ethiopia, Liberia, Niger, Senegal, Uganda and Zambia.
- **PARM Horizon 2:** Ethiopia, Niger, Senegal and Burkina Faso. A second group of countries will be selected during the course of the program.

## 1.1.1. PARM Genesis

BOX 2

### PARM Genesis and the G20 commitment on building resilience to agricultural risks<sup>1</sup>



In 2011, the **Development Working Group (DWG) report** presented to G20 leaders highlighted the diverse sources of global food price volatilities of 2006-2011 and advocated “**mainstreaming risk management in agricultural policies**” as one of the many paths to building resilience for food security. This compelled the 2011 G20 Agricultural Ministers under the French Presidency to adopt an **Action Plan on Food Price Volatility and Agriculture** outlining a list of actions and arrangements to tackle food risks. The PARM initiative was one of the eleven (11) proposed actions in the plan. Others included GEOGLAM and AMIS hosted in FAO.

During the **2012 G20 discussions** under the Mexican Presidency, the agricultural ministers called on development agencies to lead the efforts for the creation of the PARM initiative.

In this context, **PARM was set up in December 2013** with the mandate to enable the integration of a holistic agricultural risk management into policy planning and investment in the agricultural sector of Least Developed Countries (LDCs) and Lower Middle-Income Countries (LMICs) to move away from a culture of coping with disasters towards a smart management of risk.

Up to today, PARM's role as the global initiative contributing to food security and global stability through risk management tools has been continuously recognized in the context of the annual meetings and declarations of the G20 as well as G7 Ministers<sup>2</sup>.

<sup>1</sup> Read more on: <https://www.ifad.org/en/web/latest/blog/asset/41308539>

<sup>2</sup> G20 Los Cabos Summit Declaration, 2012; G20 Agriculture Ministers Final Communiqué, Istanbul, May 2015; G20 Agriculture Ministers Meeting Final Communiqué, Xi'an, June 2016; G20 Action plan on the 2030 Agenda for Sustainable Development, Sept 2016; G7 Agriculture Ministerial Meeting Communiqué, Bergamo, October 2017; G20 Agriculture Ministers Final Declaration, Buenos Aires, July 2018; G20 Agriculture Ministers Final Declaration, Niigata, May 2019 (<http://www.g20.utoronto.ca/agriculture/>).

### 1.1.2. PARM Horizons

PARM's vision consists of creating an enabling environment that not only facilitates the management of agricultural risks for farmers in developing countries, but also one where agricultural investments become more sustainable with the resulting positive impact on incomes, food security, and ultimately on resilience levels. This requires a long-term process that needs to be implemented in phases.

The first phase, called **PARM Horizon 1**, covered the period 2013-2019 with the objective to create an enabling environment to mainstream ARM at global level and offer a package of services to enable the integration of a holistic agricultural risk management into the policy planning and investment plans in 8 African countries from Sub-Saharan Africa.

Building on the lessons from the first phase, PARM has launched in June 2019 its second phase, called **PARM Horizon 2** (2019-2024). Horizon 2, plans to take the lead in the regional/global agenda related to ARM to start a multiplier effect and stimulate investments in ARM, capacity development, and shared experiences. During this phase PARM will continue to bring evidence and build capacities on ARM at global and country level, but investing more resources in the design of ARM programs/projects for investments, with a more structured involvement of public-private-partnerships.

In the longer term, **PARM Horizon 3** aims to contribute to the overall Sustainable Development Goals 1, 2, 5, and 13, particularly by contributing to sustainable food production systems, boosting rural investment, improving gender equality, and implementing resilient agricultural practices.

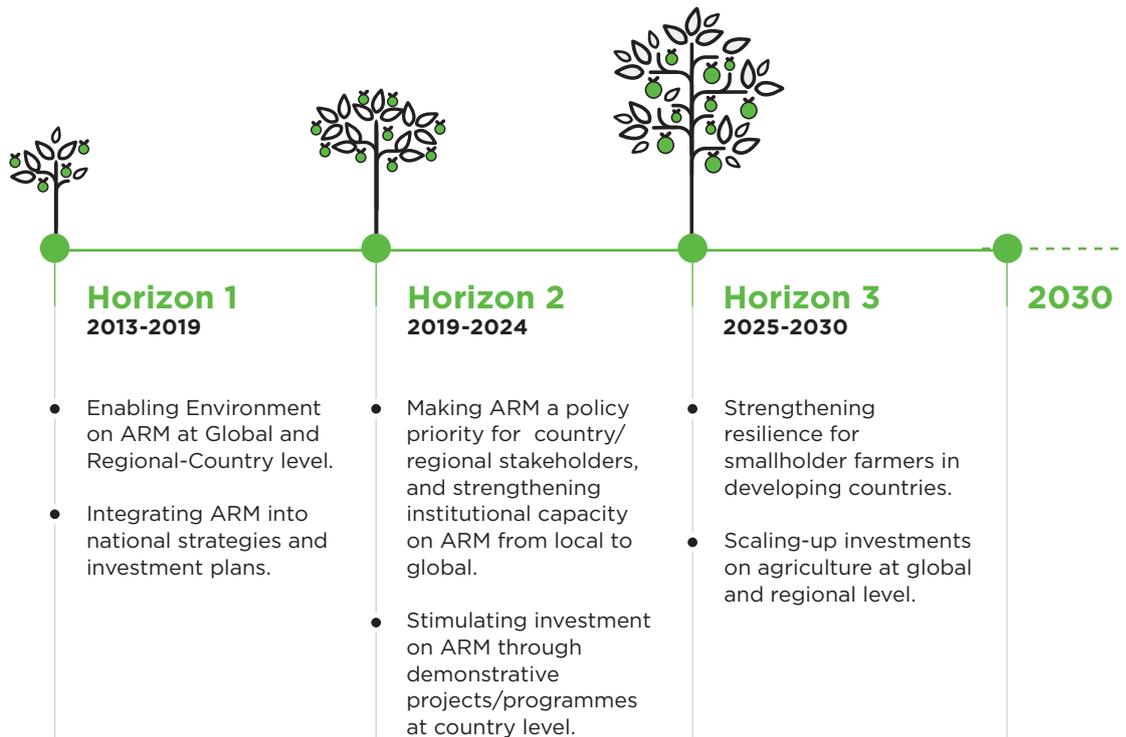


FIGURE 1  
PARM horizons

BOX 3

### PARM's achievements during Horizon 1 (2013-2019)



Evidence has been gathered to improve perception of risk, and **100 per cent of assessment studies have been carried out** and officially presented to governments.



**Awareness and capacity on ARM** has been increased with 1120 national stakeholders taking part in 15 national workshops, 662 of them trained on ARM, while 270 international practitioners have been reached through webinars.



**Major agricultural risks have been identified and officially validated by Governments in 8 out of 8 selected countries**, including: plant and animal pests and diseases, climate and weather related risks, post-harvest losses and price volatility, and uncertain access to market.

**ARM tools have been identified in 8 out of 8 selected countries** related to information systems, crop pests and disease management, warehouse receipt systems, contract farming, remittances, capacity development and strengthening farmers' cooperatives access to market.



**Expertise on ARM** has been also increased with the creation of a network of 64 local and international experts on ARM. Consultations and pilot trainings for the integration of an ARM curricula have been carried out with local universities and regional knowledge partners such as Makere University in Uganda, Université Cheikh Anta Diop de Dakar in Senegal, University of Hawassa in Ethiopia and AGHRYMET Regional Center in Niger.



**Partnerships and innovations on ARM** has been promoted with over 500 international partners engaged in three Knowledge sharing events organized by PARM where over 50 global initiatives on ARM have been showcased;



**ARM knowledge** has been created with 27 risk and tools assessment studies published and 41 policy briefs, working papers, 6 learning modules on ARM, 4 e-learning courses in co-publishing with FAO have been produced and FARM-D CoP of over 6,000 practitioners was launched.



**ARM global agenda** moved forward with 32 consultations between strategic and donor partners carried out and PARM recognized as leading initiative on ARM in the G7 and G20 declarations.

### 1.1.3. Goal and objectives

PARM has the global mandate to contribute to sustainable agricultural growth, boost rural investment, reduce food insecurity, and improve resilience to climate and market shocks of poor rural households through a better management of risks. The Platform plays the role of a technical provider and knowledge broker with the objectives to:

- **develop methodologies for risk analysis** and adoption of holistic risk management strategies.

- **strengthening local expertise** and enhancing national stakeholders' awareness and capacities to manage agricultural risks.

- improve the generation, access, **exchange of knowledge and partnerships on ARM** related issues.

- **facilitate the integration of ARM** into policy planning, projects/programmes design and **investment** in the agricultural sector.

#### BOX 4

### Why managing risks in agriculture?

**Developing countries are highly exposed to agricultural risk.** Seventy-five percent of the world's poor are rural and most are involved in farming activities.<sup>3</sup> In Sub-Saharan Africa alone, agriculture accounts for one-third of the gross domestic product and three-quarters of employment.<sup>4</sup> The prevalence and complexity of multiple risks facing agricultural systems, and the failure to adequately address risks on a holistic and integrated basis, continues to leave many countries, their agricultural sectors and rural livelihoods, extremely vulnerable.

**Agricultural risk management (ARM) is one of the most powerful ways available to develop agriculture, reduce global poverty and hunger, contribute to gender equality and manage unexpected crisis.** ARM is crucial to boost prosperity among the rural poor. It is fundamental to a future in which productive, sustainable and healthy food systems should be able to support a population expected to top 9.5 billion people by 2050. It is instrumental in achieving gender equality. It is critical to delivering improved food security,

nutrition and health outcomes for hundreds of millions of people in developing countries and build resilience to unexpected crisis (such as COVID-19). In agriculture, strengthening women's resilience to shocks and economically empowering women through gender-smart solutions to agricultural shocks is key to strengthening resilience in rural households and communities.<sup>5</sup>

**The benefits of managing agricultural risks and associated volatility are multifold.** Mitigating shocks to agriculture production (i.e., induced by weather, pest/disease, price spikes) boosts productivity. Curbing production volatility protects rural jobs and household food security. Diversifying production systems and improving stewardship of natural resources (e.g., soil, water, forests, and rangelands) nurtures biodiversity. Empowering women to manage risk strengthens food security. Most importantly, by reducing uncertainty, effective agricultural risk management (ARM) creates a more predictable environment for investments and sustained rural sector growth.

<sup>3</sup> IFAD. Rural Development Report 2016 Fostering Inclusive Rural Transformation.

<sup>4</sup> World Development Indicators. 2015.

<sup>5</sup> World Bank (2017). A Gendered Approach to Agricultural Risk.



Niger. ©PARM/Carlos Tomas Lora Acosta

**ARM is relevant to achieving multiple SDGs** (in particular SDGs 1, 2, 13). ARM lies at the centre of the climate change, food insecurity, gender equality, and poverty agendas. Improving the stability of agricultural systems and reducing the volatility of production, income, and prices are fundamental to achieve sustained economic development and poverty alleviation for agricultural dependent countries. PARM is thus uniquely positioned to support developing countries in identifying areas where policy reform and targeted investments can be most effective in strengthening agricultural sector resilience.<sup>6</sup>

**Building resilience in the agricultural sector is increasingly urgent.** Three factors add to the pressing need for effective risk management: 1) Climate change: The effect of climate change is already being felt by agricultural systems due to unpredictable weather patterns, gradual shifts in climatic conditions, and more extreme weather events. The frequency and severity of natural disasters (floods, cyclones, hurricanes,

droughts etc.) has increased significantly in recent decades with important and catastrophic losses for agricultural systems and associated livelihoods. Climate change will further exacerbate agricultural risks, with increasing frequency, intensity, and unpredictability; 2) Food Insecurity: Over the past few years, the world has witnessed increased incidences of chronic and transient food insecurity fuelled by crop failures, food price spikes, and a host of other agricultural risks. Developing countries are especially concerned by this surge in food insecurity due to the heightened negative implications for poor and vulnerable households; 3) Poverty: Economic shocks and adverse events such as rises in food prices, drought, unemployment, illness or death are part of the common causes of poverty traps and chronic poverty. In addition, agricultural risks lead to sub-optimal investments and prevent rural producers from engaging in more productive and remunerative activities.

# 1.2. PARM services

## Assess

### EVALUATION AND PRIORITIZATION OF AGRICULTURAL RISKS

PARM provides technical support to its partners countries with the introduction of systematic and holistic risk assessments where risks are identified, analysed, and prioritized in consultation with key players and stakeholders.

### How we do it?

**Steps of a holistic risk assessment.** The risk assessment can be done for an agricultural value chains and country agricultural sector, using a gender lens throughout.

- 01

Identify relevant risks
- 02

Analyse risks in terms of frequency and severity and their economic and agricultural impacts
- 03

Map existing ARM tools and policies
- 04

Evaluate vulnerability and stakeholder's capacity to manage risks
- 05

Identify the main ARM gaps and needs
- 06

Prioritize agricultural risks
- 07

Develop an ARM action plan

## Design

### IDENTIFICATION OF THE RIGHT TOOLS AND PROJECT DESIGN FOR INVESTMENT

PARM works jointly with its partner countries to identify the most appropriate tools to manage the prioritized risks and provides technical support in the design of projects for investment, resource mobilization and implementation support.

### How we do it?

**Step of tools assessment and design.** Once risks and appropriate tools have been identified in a selected country, PARM supports the Government in the design, facilitation and implementation of an action plan that include specific risk management activities and/or projects for funding consideration.

- 01

Mapping from risk assessment
- 02

Identification of the right tool
- 03

Tool Assessment
- 04

Design (TORs)
- 05

Resource mobilization
- 06

Hand over

## Learn

### JOINT LEARNING TO STRENGTHEN CAPACITIES TO MANAGE RISKS

PARM facilitates a process of joint learning cycles targeting the key country stakeholders to strengthen local expertise and to enhance institutional capacities to manage agricultural risks.

### How we do it?

ARM's capacity building approach is based on the principle of participatory and interactive learning, and is gender sensitive. Three phases are proposed in this approach:

- LC1

LEARNING CYCLE 1  
**Awareness and engagement**
- LC2

LEARNING CYCLE 2  
**Understanding and application**
- LC3

LEARNING CYCLE 3  
**Co-design and co-visioning**

## Share

### CREATION OF SPACES FOR KNOWLEDGE EXCHANGE AND PARTNERSHIPS

PARM plays a unique role of knowledge broker among the global and local community of practice by facilitating the generation, access, exchange of knowledge and stimulating partnerships on ARM.



Creation of knowledge on ARM



Increase awareness and build capacity on ARM



Access a community of practice and directory of experts and knowledge through FARM-D

[www.farm-d.org](http://www.farm-d.org)

## 1.3. PARM geographical scope

PARM acts as a demand-driven service provider and is currently operating in **Burkina Faso, Ethiopia, Madagascar, Niger** and **Senegal**, with ongoing dialogues to work with other potential countries, including **Uganda** and **Tunisia**.

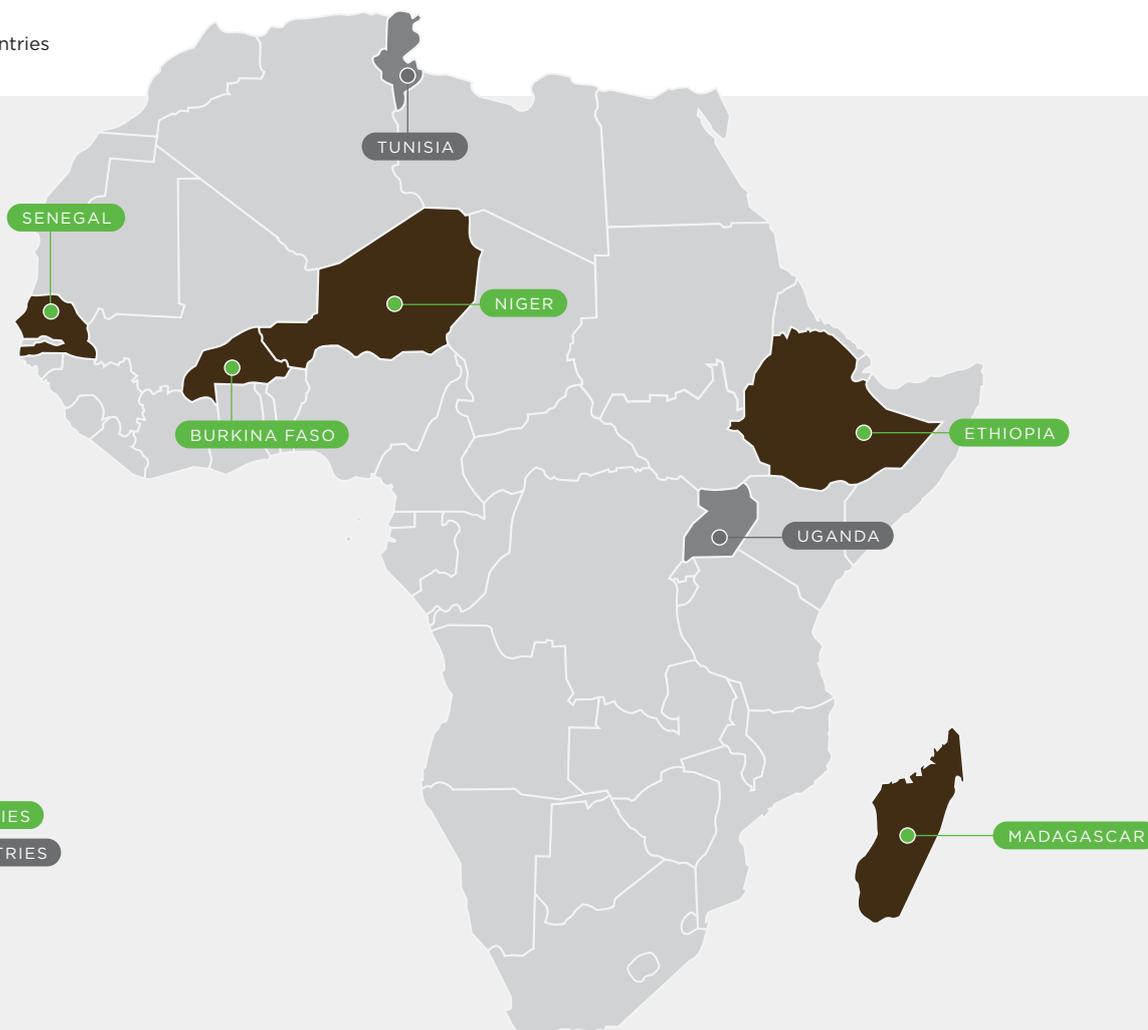
Although PARM considers Africa as a priority region for its operations, given the global mandate received from the G20, it may expand its geographical scope for countries that demand assistance in response to the new global needs and donor priorities.

### 1.3.1. Selection criteria

The main criteria for selecting target countries are based on:

- the presence of agricultural risks and the need to integrate a holistic approach to ARM.
- official commitment from the government.
- expression of interest from donors.
- the presence of policies, programs and strategies on ARM.

FIGURE 2  
Where we work  
PARM Horizon 2 Countries



# 1.4. PARM Governance

## 1.4.1. Structure, Institutional Setup and Governance

The Platform, hosted by the International Fund for Agricultural Development (IFAD), is supported by the European Commission (EC), the French Development Agency (AFD) and the Italian Agency for Development Cooperation (AICS) and works in strategic partnership with KfW German Development Bank and the Federal Ministry of Economic Cooperation and Development (BMZ) through the African Union Development Agency (AUDA-NEPAD).

It also benefits from the technical assistance of a pool of international and regional multilateral partners; knowledge partners; farmers organizations and private sector.

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

- The **Steering Committee** is made up of the contributing donors: EC, AFD, Italian Government and IFAD. AUDA-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 twice per year. In 2016, the German cooperation (BMZ and KfW) became officially a member of the SC after their decision to provide funds to PARM through a KfW-NEPAD agreement to implement ARM investments.
- The **Advisory Committee** consists of key partners on implementation, private sector, cooperation, knowledge and beneficiaries. It meets annually and provides technical advice to PARM and represents a platform for knowledge exchange to bring forward the ARM Agenda. The advisory committee is composed of a pool of international and regional multilateral partners (World Bank Group), the Food and Agriculture Organization (FAO), World Food Programme (WFP), African Risk Capacity (ARC); knowledge partners (Agrinatura, International Food Policy Research Institute (IFPRI), etc.); farmers organizations (ROPPA, EAFF); and private sector (CARGILL, MUNICH RE), among others.
- The **Secretariat** was established in September 2014 and hosted by IFAD. It 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.

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

### STEERING COMMITTEE



### ADVISORY COMMITTEE



BOX 5

## PARM hosted programmes and initiatives

As of 2019, PARM is home of two technical initiatives focused on insurance to support IFAD's Portfolio, namely **Insurance for Rural Resilience and Economic Development (INSURED)** and **Managing Risks for Rural Development (MRRD)**<sup>7</sup>: promoting micro insurance innovations. Under this new arrangement, PARM has added risk transfer expertise to its package of services and expanded its geographical reach enabling actors at different levels to build resilience and break into the vicious circle of rural poverty fuelled by external shocks. Importantly, it will also contribute to protect the progress made by programmes and increase investment in the agricultural sector and the rural economy.

**INSURED** [www.ifad.org/en/insured](http://www.ifad.org/en/insured)

In late 2018, IFAD and the World Bank signed an agreement for the handover of the management of the **Forum for Agricultural Risk Management in Development (FARM-D) Community of Practice (CoP)** ([www.farm-d.org](http://www.farm-d.org)). Since 2009, FARM-D serves an important role as the main global interactive space bringing actors together to exchange knowledge and advocate best practices for agricultural risk management (ARM) in developing countries. Through FARM-D, PARM will further strengthen its unique role of knowledge broker engaging the global community of practice by stimulating awareness of ARM approaches and sharing experiences, available risk management tools, and impacts of ARM interventions.

 **FARM<sup>D</sup>** [www.farm-d.org](http://www.farm-d.org)



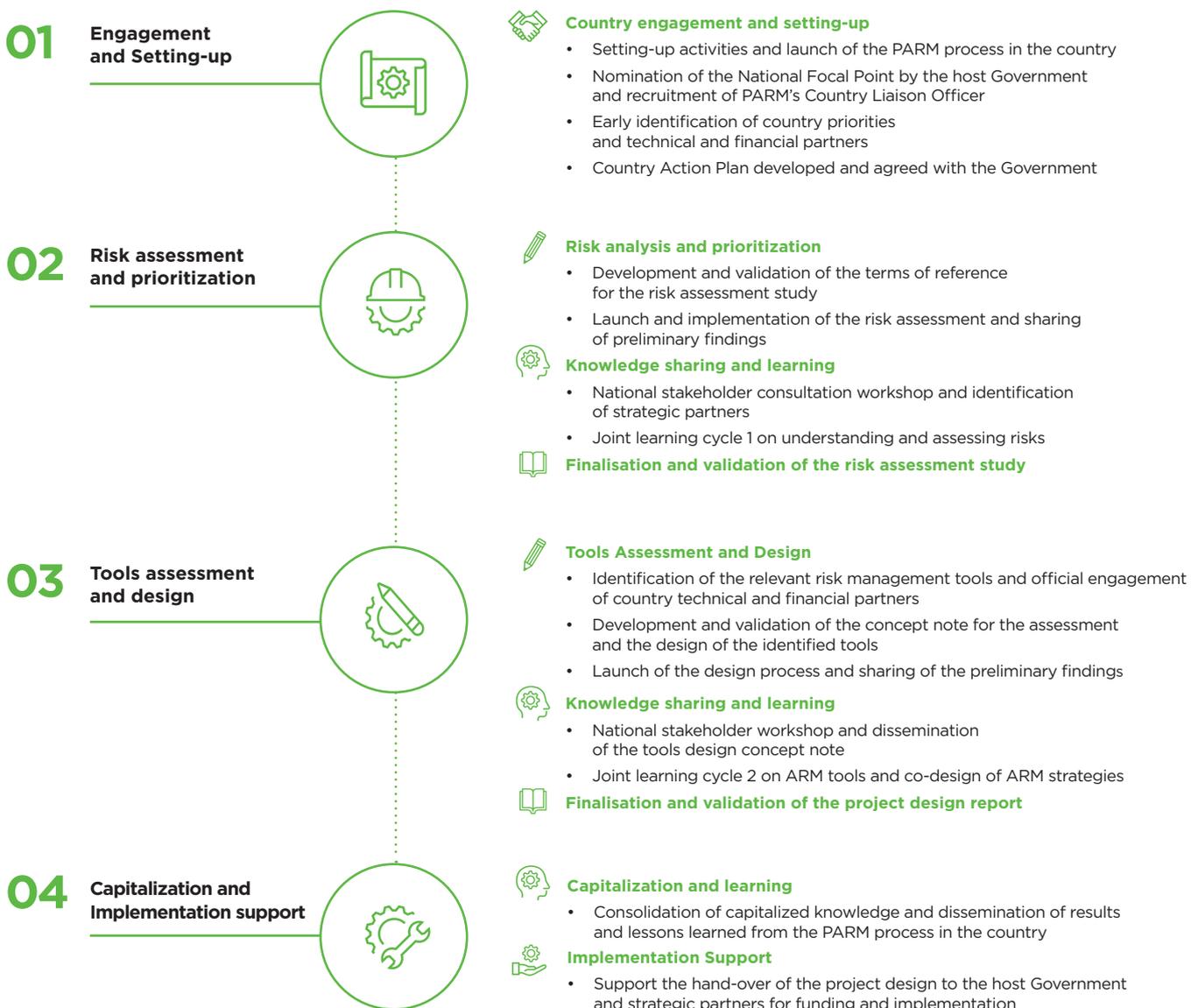
<sup>7</sup> See specific Generic Background Brief on INSURED and MRRD.

## 1.5. Country Process

PARM has developed a methodology to assess, prioritize and manage agricultural risks through a holistic approach in order to ensure their integration into the national investment plans and strategies.

The (P)ARM holistic approach is a process designed in a flexible way to respond to country-specific context and to the corresponding policy and political processes. At the core business of PARM is the co-design and co-implementation of the country strategy and process jointly with the country partners with the objective to raise ARM awareness, strengthen capacities, identify priorities (risks and tools) and design projects to mainstream ARM in agricultural development investment plans. The Platform also facilitates the dissemination and capitalization of the results and partnerships through a participatory process, involving decision makers and multi-layer stakeholders, including governments, donors, technical organizations, private companies and farmer organizations. This will allow PARM activities to be complementary and coordinated with previous or simultaneous ARM work in that country. The PARM country process is comprised of four main phases (see Figure 3):

FIGURE 3  
PARM country process







## 2. Our results



## 2.1. PARM at a glance. Quick Facts (2019-2021)

### Integration of ARM into national and global policies and investment plans



Risk assessments carried out by PARM and officially presented to Governments and National Stakeholders\*

\*Includes PH1 countries



Projects/programs on ARM, designed by/or with PARM support in the selected countries



ARM recognized as global leading initiative on ARM and priority in the G7 and G20 Ag Ministries Declarations.

### Creation and dissemination of knowledge on ARM



No. of knowledge products produced at regional and/or global



No. of knowledge events/webinars organized



No. of practitioners reached, disaggregated by gender (through webinars, k-sharing events, CoP)

### Increase awareness and develop capacity on ARM



No. of curricula / learning resources developed



No. of learning events organized



No. of stakeholders engaged in PARM CD process

### Promote partnerships for PARM



Increase of ARM community of practice/platform membership on FARM-D



Increase of ARM community of practice/platform organizations on FARM-D



Statutory events organized by PARM with strategic partners to move forward the ARM agenda (SC and AC)

## Bring evidence to improve risk perception

### Main risks identified

#### Weather-related

- 1 Drought
- 2 Floods
- 3 Erratic rainfall

#### Biological and environmental

- 1 Plant pest and diseases
- 2 Animal diseases

#### Market-related

- 1 Uncertain access to market
- 2 Price volatility

#### Policy and institutional risks

- 1 Illegal, unreported and unregulated (IUU) fishing

### Main tools identified

#### C Commercial and market tools

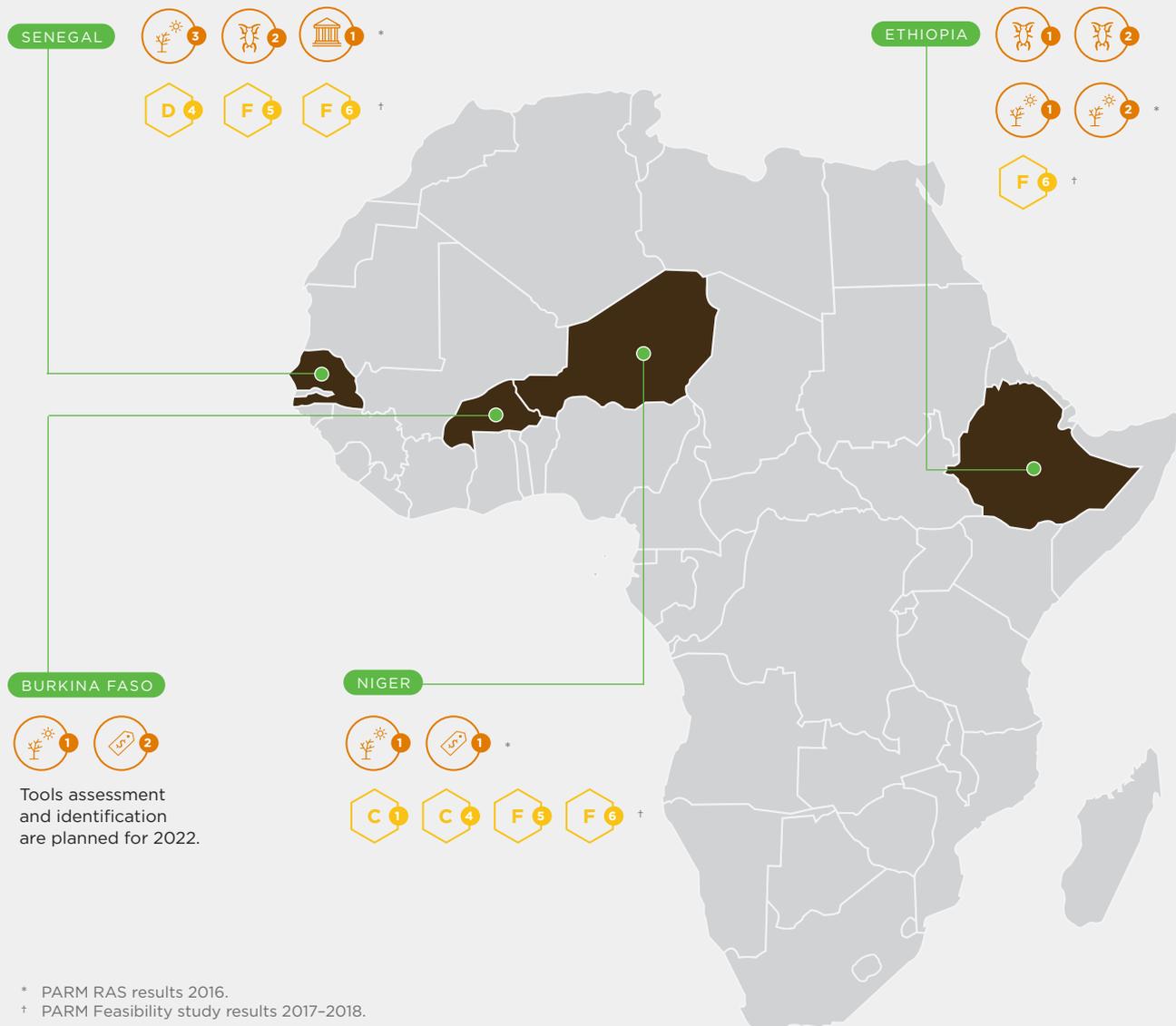
- 1 Contract farming
- 4 Warehouse receipt systems

#### F Information systems and capacity development

- 5 Information systems and early warning
- 6 Strengthening capacity of national extension services

#### D Financial tools

- 4 Remittances



\* PARM RAS results 2016.

† PARM Feasibility study results 2017–2018.

## 2.2. Governance and management

### a. PARM Secretariat

With the new appointment of the vacant Technical Specialist, the PARM Secretariat has been fully operational and composed of 4 fixed-term staff:

- Lead Technical Specialist, P5
- KM and Communication, Partnership Specialists, P3
- Technical Specialist, P3<sup>8</sup>
- Administrative Assistant, G4

Other recruitment processes were completed for consultants to support the coordination of activities and studies at the global and country level.

- In March 2021, **PARM's Capacity Development Specialist** terminated her long-term consultancy with PARM, which thus initiated a recruitment process to fill the vacant position within the Secretariat. However, the CD activities continued remotely and through the recruitment of local experts ("national CD facilitators") in the selected countries under the guidance of the KM Specialist and PARM Technical Unit. Interviews were held to fill the vacant position, and the final candidate was selected in December 2021.
- A **Design Team Leader** has been recruited to coordinate the team of experts and country stakeholders in preparation for the project design and facilitate resource mobilization strategies for PARM 2021 target countries: Burkina Faso, Senegal, and Ethiopia.
- Also, in May, a new person was appointed as **CoP Analyst** to coordinate FARM-D Community and PARM website and social media.
- In December 2021 the Senior Technical Specialist and the Country Programme Analyst (both consultants) left PARM to follow new professional opportunities. The recruitment process was launched, and results expected in early 2022.
- At the country level, the following resources have also been appointed:
  - **Ethiopia:** Country Liaison Officer, Lead Learning Facilitator and Learning Resource Person
  - **Senegal:** Country Liaison Officer; Knowledge Management and Partnerships Analyst; Investment plan expert for capacity building in agricultural risk management

Aiming to strengthen PARM operational actions, team-building and internal communication flows, a three-day virtual retreat was successfully organized between 24 and 26 February, hosting a series of interactive exercises. Facilitated by an external professional, the event gathered all members of the PARM Secretariat. INSURED colleagues also participated on the first day of the retreat to explore further synergies among the two programmes. The retreat received very positive feedback from the team, which identified opportunities to improve synergies among the group as a whole and between colleagues.

<sup>8</sup> In December 2021 the KM Specialist (P3) was appointed to a higher position for another UN Agency and the recruitment process relaunched by PARM under the guidance of HRD-IFAD.

## BOX 6

## Gender in (P)ARM

First, PARM and INSURED acknowledge that neither farmers, nor men and women, are homogeneous groups, and believe that their differences in how they are vulnerable to risk, impacted by risk and capacities in responding to risk should be considered. To accurately assess and prioritize risks and identify the appropriate tools to respond to them, PARM (and ARM practitioners) need to understand and incorporate gender-based constraints and consider how risks affect men and women differently.

Within PARM's mandate and interest, as a knowledge broker who generates and disseminates research, good practices, and knowledge, seeks to fill this gender gap in the work it does and the work it promotes and shares. Therefore, PARM and INSURED have developed and finalized their Gender Strategy to guide both programmes to mainstream gender more systematically and clearly into their work. This new internal document provides guidelines and tools to ensure PARM takes a cross-cutting

approach to gender and translates its commitment into concrete action within its activities, including the PARM country process and pillars. This includes KM, CD, partnerships, and technical activities. Since the beginning of 2021, PARM and INSURED have been implementing the Gender Strategy, tracking its progress in mainstreaming gender in its activities, and developing the gender portfolio to make the links between (P)ARM and gender more visible.

### Some of the PARM achievements in Gender equality related activities include:

#### RISK ASSESSMENT

- mainstreamed gender in the ToRs of Burkina Faso RAS
- developed a gender-responsive RAS in Value Chains Toolkit (CIAT)

#### DESIGN

- gender-responsive project design process in Ethiopia
  - appointed a gender and youth advisor to the Ethiopia Project Design Team,
  - integrated gender and youth into the project Concept Note (context, target groups and strategies, components...)
  - consulted stakeholders working on gender and youth during the project design mission
  - integrated gender and youth into the project design report, its theory of change, objectives and components, costs, activities and targets.
- gender responsive project design process in Senegal
  - appointed a gender and youth advisor to the Senegal Project Design Team,
  - integrated gender and youth into the project Concept Note (context, target groups and strategies, components...)

#### KM & PARTNERSHIPS

- the PARM KM materials, including the PARM factsheet and the PARM Burkina Faso Factsheet, highlight the integration of gender into PARM's work,
- gender was made very visible throughout the KM1/CD1 event in July in Burkina Faso, in the questions to the panellists and the discussions, opening speeches, and the media coverage,
- During the KM2 co-vision workshop in Ethiopia in October, gender equality and social inclusion was a recurrent topic of discussion, multiple partners working on social inclusion also participated and were invited,
- creation and maintenance of several partnerships focused on gender, including with INSURESILIENCE, ARC, and the BMGF, among others,
- Created and added a Gender glossary to FARM-D,
- Created and shared the GiARM (Gender in ARM) PPT to present gender in meetings with external partners. Other communication material on GiARM (such as a factsheet) will follow,
- Internal presentation and PPT on gender in ARM for the team,

- FARM-D has also been a great tool to showcase and disseminate knowledge and best practices on gender and social inclusion notably:
  - almost 30% (14 out of 48) of the webinars organised and shared through the FARM-D platform were about Gender and social inclusion
  - more than 40% of Practitioners in Action published on the website were also on gender and social inclusion (12 out of 29)

#### CAPACITY DEVELOPMENT

- mainstreamed gender in the ToRs of the Capacity Development feasibility study in Senegal
- A dedicated session on GiARM (on what, why and how to do) was integrated to the July KM1/CD1 workshop in Burkina Faso, the topic was included in the evaluation game, and a specific exercise was also dedicated to the issue,
- The virtual LC2 for Ethiopia, held in July, also included a specific session on GiARM, and mainstreamed the topic throughout the other sessions, and in the evaluation form.

## **b. Engagement with the Steering Committee**

The Secretariat held the two planned virtual meetings in 2021 as follows:

- Annual Review Meeting (27 May) reported on the activities and expenditures from the previous year.
- Annual Planning Meeting (8 December) will present the planning and budget for the coming year.

## **c. Engagement with the Advisory Committee**

For the year 2021, the Secretariat did not hold a meeting for the Advisory Committee, as agreed to review the approach and engagement strategy to improve and strengthen the members' participation. In the meantime, bilateral consultations have been organized to keep the momentum with the key partners as well as the creation of Advisory Committees at the country level which has become a good tool to strengthen partners' engagement and linkages with the PARM process and resource mobilization for the investment plans.

## 2.3. Knowledge management, capacity development and partnerships

In Horizon 2, knowledge management (KM) and capacity development (CD) will continue to be the main components of the PARM programme that complement the ARM country process. In line with the PARM H2 Logical Framework, the expected outcomes for the KM component are:

- I. **Enhanced partnerships and knowledge generation/sharing processes** on ARM at local, national, regional and/or global level; and
- II. **Improved awareness-raising** and capacity to manage agricultural risks at local, national and/or regional levels.

Under this component, PARM is expected to **strengthen dissemination channels and platforms on ARM** and create new and accessible knowledge products at the global, regional and/or national level. For this reason, PARM KM and CD strategies for H2 aim to integrate KM/CD not only at the global and regional level but also to increase its links within the PARM process in each country to facilitate programme implementation and strengthen stakeholders' engagement.

### a. KM, communication, and visibility actions

During the period under review, PARM finalized its communication pack that includes its corporate factsheets and other handy materials describing the programme's activities. The Platform pursued increased engagement with the media, strengthening its contacts at the country level through the Ministry's networks of journalists, resulting in higher visibility at the country level of PARM activities. Despite the COVID-19 pandemic, PARM continued the dissemination of knowledge and strengthened its virtual presence through the growth of the FARM-D community of practice. The main activities achieved under this component are:

- **Branding and communication package:** PARM finalized a set of communication materials which include a set of factsheets, motion videos and new templates targeting country and global stakeholders to raise engagement and visibility.
- **Visibility actions:** As part of the KM strategy, PARM Horizon 2 introduced the development of innovative and creative awareness campaigns to raise awareness on ARM and engage with strategic partners in different ways, also building on global events and visibility opportunities. This year, PARM had the opportunity to partner with the Biennale de Dakar and the Government of Senegal along with its partners to launch on 16 October 2021, on the occasion of the World Food Day, the #PARMARTCHALLENGE, an international art challenge targeting African or African diaspora artists to transform into art PARM's photos of farmers in Africa. Over 70 artworks from all over Africa and abroad were received. A jury, composed of 7 international professionals from PARM, IFAD, AICS, Ministry of Agriculture of Senegal (MAER), a commissioner from the Biennale and two worldwide known ambassadors socially active has been responsible to select the top 20 artworks that will be exhibited on the occasion of the Dak'art Biennale de Dakar. The PARM exhibition is planned to be launched on 31st May 2022 and will be hosted by the AICS and Italian Center of Culture in collaboration with the Embassy of Italy and the Ministry of Agriculture and Rural Equipment (MAER) and IFAD. AFD and EU representatives in Dakar have also been informed and will be engaged for the launch of the exhibition.



BOX 7

## PARM Art Challenge: What Makes a Food Hero?

[art.parm.org](https://art.parm.org)



The world's 510 million smallholder-farming families produce about 35% of our food and yet they are among the poorest people on the planet. On the occasion of the #WorldFoodDay and the International #RuralWomenDay, the Platform for Agricultural Risk Management (PARM), together with its partners, wants to celebrate rural women and men whom every day face many risks to produce the food we eat on our plates. The PARM Art Challenge aims at raising awareness of the urgency to strengthen farmers' resilience to adapt to risks in agriculture and build sustainable agri-food systems.

Learn more on our PARM Art Challenge Website <https://art.parm.org/> and follow the challenge on our Instagram page [https://www.instagram.com/parm\\_org/](https://www.instagram.com/parm_org/).

## The Jury

We brought together a panel of 7 international experts passionate about art, communication and social development. The Jury assessed the projects received based on criteria that highlight the originality of the artwork, accuracy of the graphic technique and diversity.



**Benoit Thierry**  
Country Director  
and Head of  
Western Africa Hub,  
IFAD



**Chiara Barison**  
Head of  
Communications,  
AICS Dakar



**Penda Mbow**  
Responsable Cellule  
Communication,  
MAER



**Karima Cherif**  
UN Communications  
expert and Founder  
of PARM Art  
Challenge



**Massamba Mbaye**  
Art Critic and  
Exhibition Curator,  
Biennale de Dakar



**Gorgui Dieng**  
Professional Athlete  
and Founder of  
The Gorgui Dieng  
Foundation



**Ronny Turiaf**  
NBA Ambassador  
and Founder  
Maison Ver'veau

### The Dak'art Biennale de Dakar

The Dakar Biennale, or Dak'Art - Biennale de l'Art Africain Contemporain, is a major contemporary art exhibition that takes place once every two years in Dakar, Senegal. Dak'Art's focus has been on Contemporary African Art since 1996. The next Dakar Biennale will be held from May 19 to June 21, 2022, in Dakar under the theme of "NDAFFA" (drawn from "NDAFFAX") which - in Serer language - invites to the forge. The term expresses the freedom to transform as well as the multiple possibilities to create.



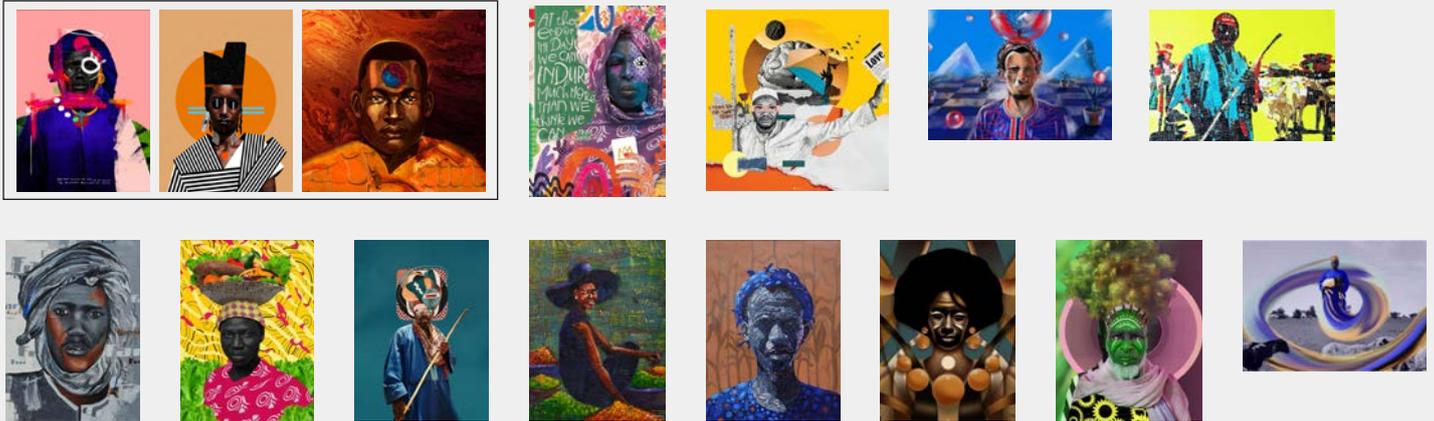
Learn more <https://biennaledakar.org/>

### The Artworks

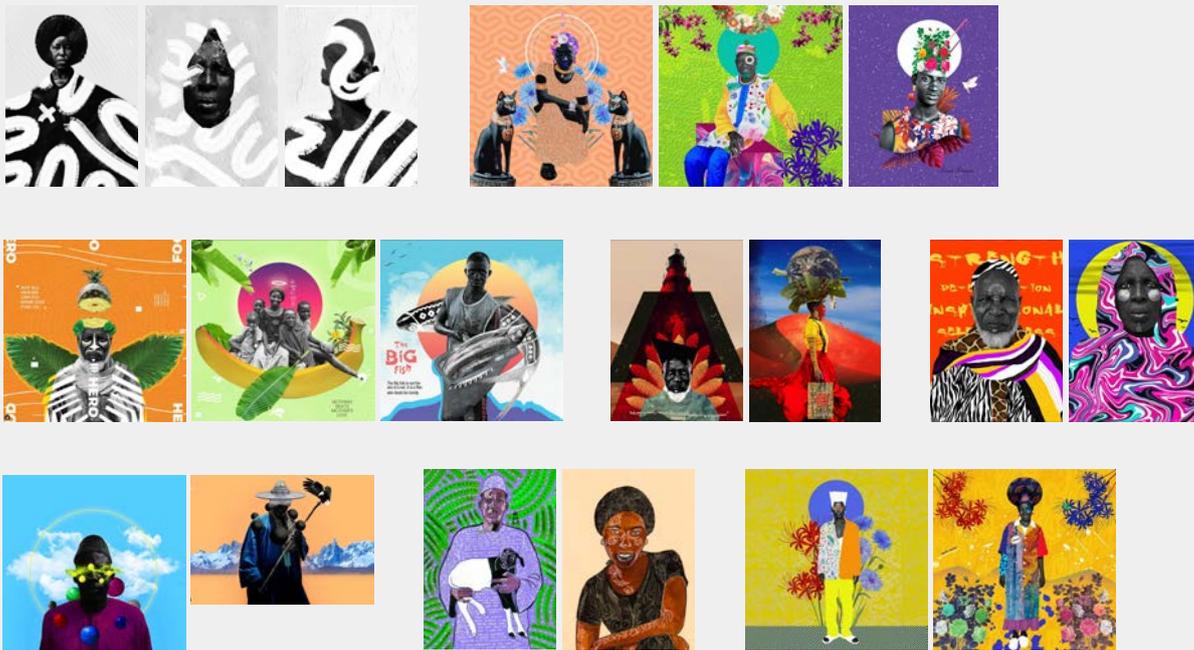
Over 70 artworks from young African artists were submitted from the launch on October 16 inspired by PARM Photos in the field. Discover the artwork on <https://www.instagram.com/explore/tags/parmartchallenge/> and find below the top 20 selected:

#### SINGLE ARTWORKS

##### AMBASSADOR ARTISTS



#### COMPOSITIONS



- **Media Relations:** In terms of media relations, in Burkina Faso PARM successfully liaised with local press media to cover the event resulting in 2 TV news, 2 print news, 1 radio podcast and 2 online news

BOX 8

## PARM in the News

<b>TV</b>	 <p><b>RTB - TV</b> JT de 13h du 15 juillet 2021. <a href="https://www.youtube.com/watch?v=rwIPUuon-YM&amp;t=30s">https://www.youtube.com/watch?v=rwIPUuon-YM&amp;t=30s</a> Min. 17:00-19:00</p>	 <p><b>BURKINA INFO TV</b> Session d'Informations de 19 heures du 14/07/2021. <a href="https://www.youtube.com/watch?v=rwIPUuon-YM&amp;t=30s">https://www.youtube.com/watch?v=rwIPUuon-YM&amp;t=30s</a> Min. 19:34-22:00</p>
<b>Print</b>	 <p><b>OBSERVATEUR EL PAALGA</b> <a href="https://www.p4arm.org/app/uploads/2021/07/press-release_article.jpeg">https://www.p4arm.org/app/uploads/2021/07/press-release_article.jpeg</a></p>	 <p><b>SIDWAYA</b> <a href="https://www.p4arm.org/app/uploads/2021/07/Article-SIDWAYA.pdf">https://www.p4arm.org/app/uploads/2021/07/Article-SIDWAYA.pdf</a></p>
<b>Online</b>	 <p><b>LEFASO.NET - online</b> <a href="https://lefaso.net/spip.php?article106168">https://lefaso.net/spip.php?article106168</a> <a href="https://m.facebook.com/story.php?story_fbid=4528391897182850&amp;id=221368454551904">https://m.facebook.com/story.php?story_fbid=4528391897182850&amp;id=221368454551904</a></p>	 <p><b>MAAHM</b> <a href="https://www.facebook.com/54875068533441/posts/1865309547010875/">https://www.facebook.com/54875068533441/posts/1865309547010875/</a></p>
<b>Radio</b>	 <p><b>OMEGA</b> <a href="https://www.omegamedias.info/blog/2021/07/15/le-journal-de-6h15-3/">https://www.omegamedias.info/blog/2021/07/15/le-journal-de-6h15-3/</a> Min. 9:56-12:28</p>	

- **PARM website:** During this period, the Secretariat has worked to assess the current website and identified new needs to align with the PARM H2 priorities. For this purpose, a call for proposal for the re-design and improvement of the PARM Website was launched with the objective to enhance the users' experience as well as the information management. However, the call was not successful, and another call is planned to be launched in early 2022.
- **FARM-D Community of Practice:** In addition to the ever-growing number of members and knowledge contents, FARM-D launched a new webinar series on agricultural risk management with FAO e-Learning Academy and in partnership with Agreeium, Future Food Institute and the United Nations Economic and Social Commission for Asia and the Pacific. Two events were organized, namely, "How to strengthen the capacity to manage risks in agriculture: Experiences from practice" and "Why develop capacities on risk management in agriculture?" FARM-D also continued to organize its ongoing Live Talks series with the InsuResilience Global Partnership, produced two knowledge reports, advanced customized engagement and prospected new potential collaborations. As part of the website re-design process, a second phase is expected to integrate enhanced interactive functionalities like chats and spaces for comments to provide an improved user experience and facilitate knowledge sharing with ARM experts and initiatives.

BOX 9

## PARM website usages at a glance

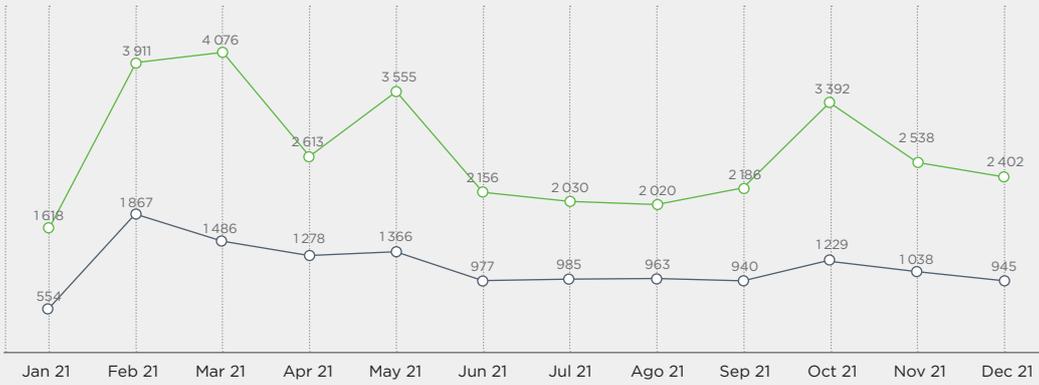


FIGURE 4  
Unique users and pageviews per month from 1<sup>st</sup> Jan 2021 to 31<sup>st</sup> Dec 2021.

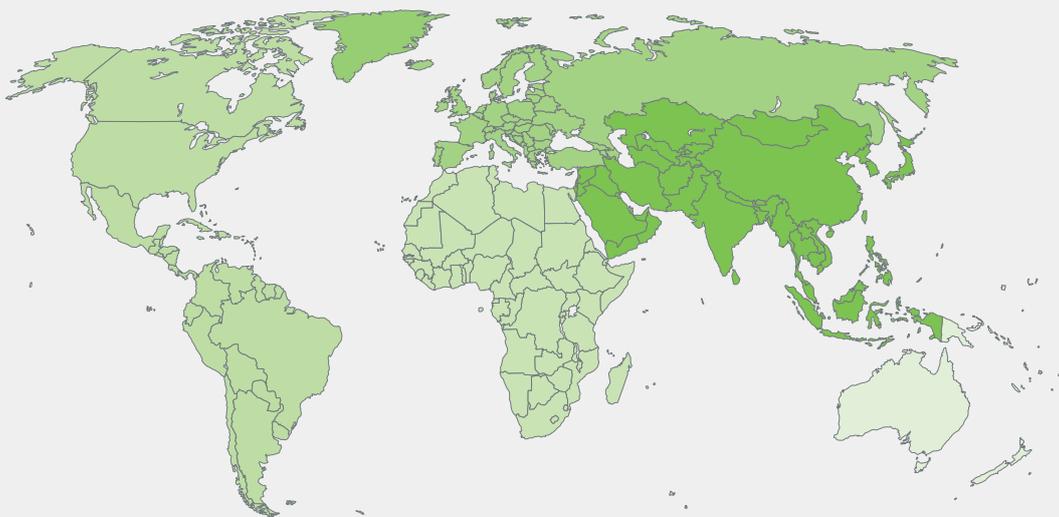


FIGURE 5  
Unique users by continents from 1<sup>st</sup> Jan 2021 to 31<sup>st</sup> Dec 2021.



FIGURE 6  
Unique users by gender from 1<sup>st</sup> Jan 2021 to 31<sup>st</sup> Dec 2021.

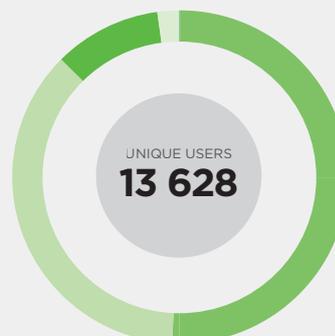
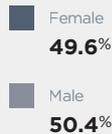


FIGURE 7  
How our users find our website (unique users by acquisition channels) from 1<sup>st</sup> Jan 2021 to 31<sup>st</sup> Dec 2021.



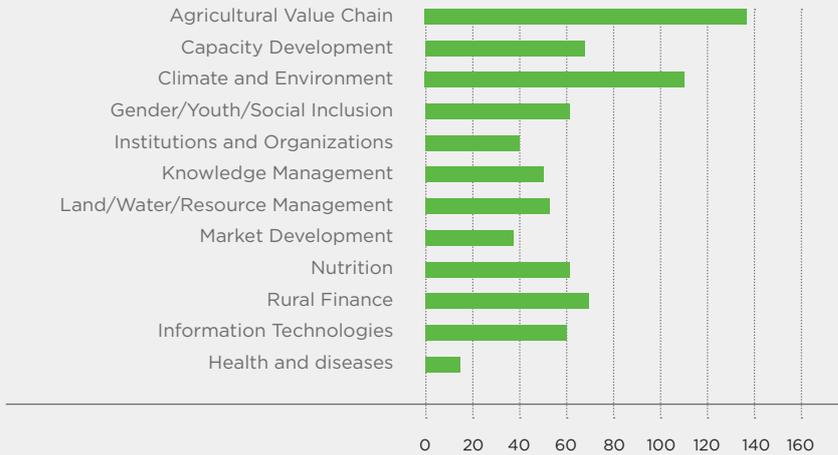
BOX 10

## FARM-D: the community for knowledge exchange on #agrisk management At a glance (as of 31 December 2021)

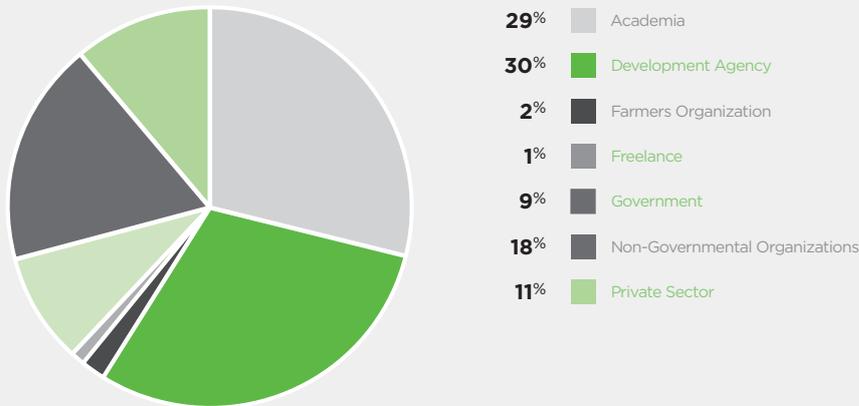
Community Engagement and expertise location



Members by area of expertise/interest



Organizations by Sector

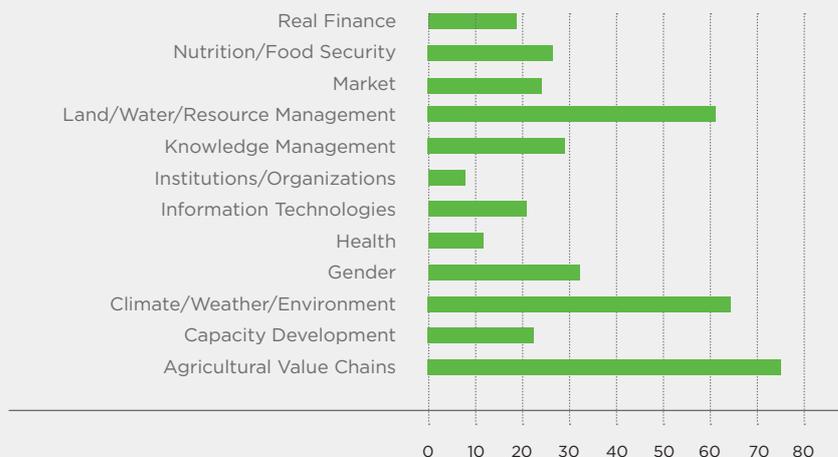


**Knowledge Generation and Sharing**

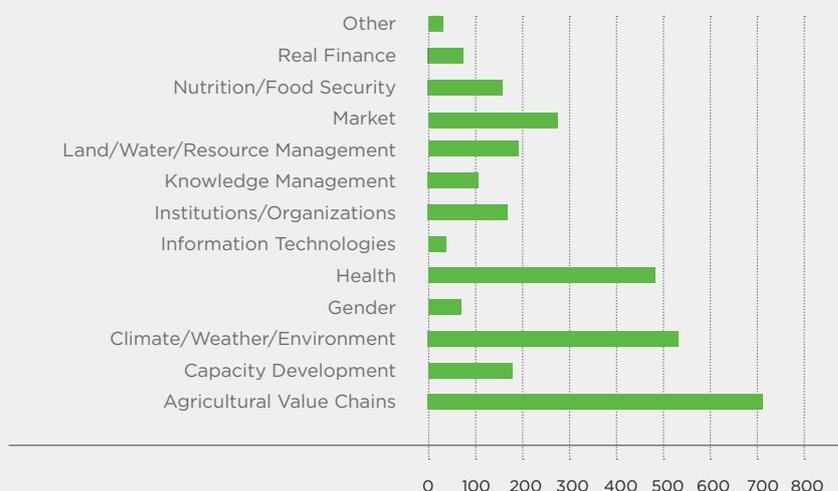


ARM-relevant blogs, stories and publications have been enriching the community's knowledge repository. A substantial number of short-reading materials focuses on: agricultural value-chains/agribusinesses; land/water/resource management; and/or climate/weather/environment. Concerning long-reading materials, the most covered topics are agricultural value-chains/agribusinesses; climate/weather/environment; and health & diseases.

**Blogs and posts by topic**



**Publications by topic**



... BOX 10

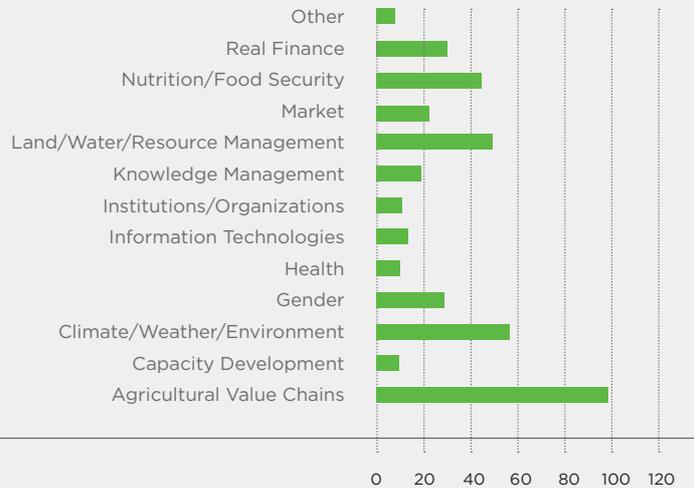
## FARM-D: the community for knowledge exchange on #agrisk management At a glance (as of 31 December 2021)

### Virtual Events

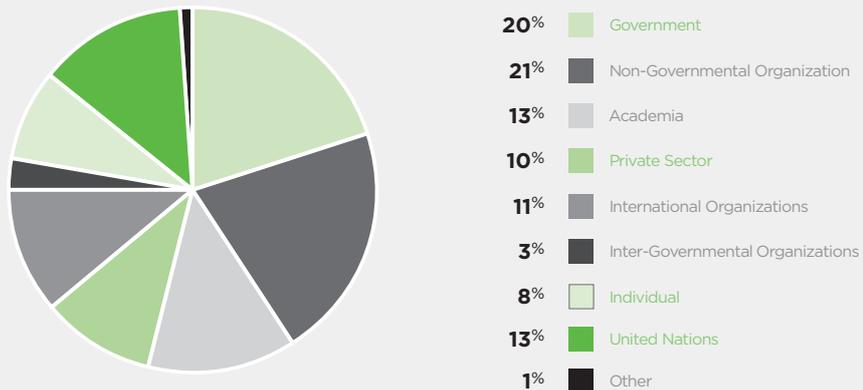


Virtual events continue to be a key activity on FARM-D; the community advertised more than 200 webinars (most of them covering agricultural value-chains/agribusinesses) and launched in collaboration with the FAO e-Learning Academy a webinar series to promote PARM e-learning courses on Agricultural Risk Management, partnering with Agreenium, Future Food Institute and the United Nations Economic and Social Commission for Asia and the Pacific. Plus, the community maintained its Live Talks initiative that contributes to further engagement and visibility. Among its Live Talks, FARM-D gathers a significant proportion of participants engaged in development/multilateral agencies and non-profit organizations. In 2021, FARM-D co-hosted the third session of a series focused on Gender and Climate Risk Finance together with the InsuResilience Global Partnership.

### Webinars advertised by topic



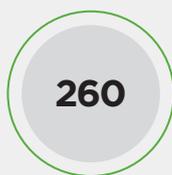
### Participants by Sector



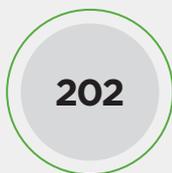
Social Media and newsletters



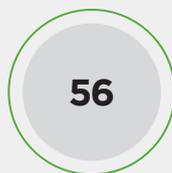
Social profiles



Twitter Followers



LinkedIn Followers



Monthly Newsletters  
16.6% average open rate



FARM-D maintained its engagement activities on social media channels – Twitter, LinkedIn, and YouTube – as well as via regular and ad hoc newsletters. It recorded 260 followers on Twitter and 202 on LinkedIn. Leveraging its email audiences, FARM-D kept sending monthly newsletters with the main highlights of the month and invitations to join the webinar sessions organized together with FAO E-learning Academy and its Live Talks.

External Engagements

Acknowledging the importance of engaging with other actors, FARM-D actively pursued collaboration with a range of organizations from different sectors, including academia, research, non-profit and private sector. During 2021, be it through webinars and content publication, or by paving the way for future joint efforts, the Forum has established significant connections with the following institutions:



[www.farm-d.org](http://www.farm-d.org)

BOX 11

### FARM-D website usages at a glance

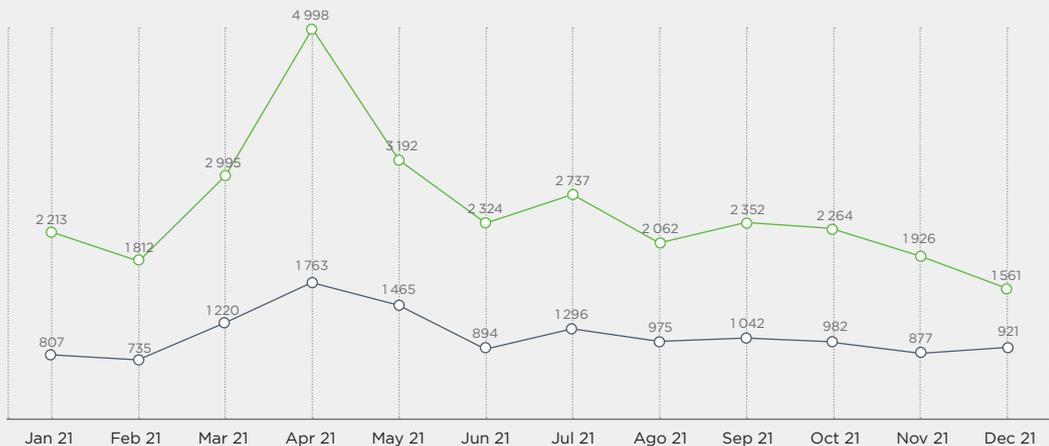


FIGURE 8  
Unique users and pageviews per month from 1<sup>st</sup> jan 2021 to 31<sup>st</sup> dec 2021.

Pageviews  
**30 436**

Unique users  
**12 977**

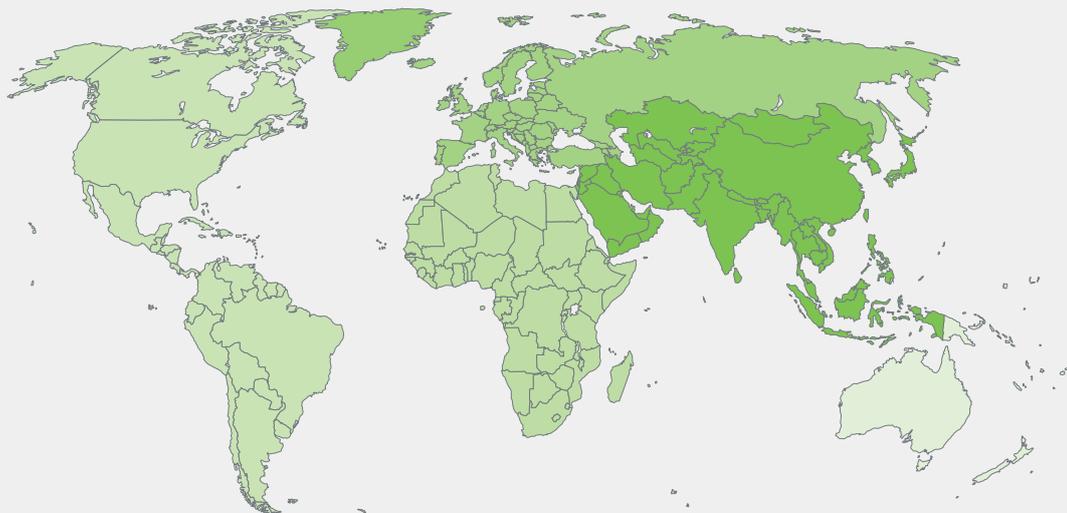


FIGURE 9  
Unique users by continents from 1<sup>st</sup> jan 2021 to 31<sup>st</sup> dec 2021.

Asia  
**3 660**

Europe  
**3 243**

America  
**2 494**

Africa  
**2 417**

Oceania  
**159**

Not set  
**1 004**



FIGURE 10  
Unique users by gender from 1<sup>st</sup> jan 2021 to 31<sup>st</sup> dec 2021.

Female  
**49.5%**

Male  
**50.5%**



FIGURE 11  
How our users find our website (unique users by acquisition channels) from 1<sup>st</sup> jan 2021 to 31<sup>st</sup> dec 2021.

Referral  
**17.2%**

Direct  
**18.1%**

Organic search  
**60.8%**

Social  
**3.9%**

- Digital Communications and E-Newsletter:** e-newsletters continued to provide updates and the latest news and publications to our subscribers and practitioners reaching over 9,000 practitioners. Quarterly newsletters have been regularly disseminated for sharing PARM's Results, while the "The Practitioner" newsletter by FARM-D has continued to circulate monthly among the global ARM community. In addition, both PARM and FARM-D have maintained their activities on social media via Twitter, LinkedIn and YouTube, while a new PARM Instagram account was launched for the PARM Art Challenge reaching over 200 followers in just one month. Also, web content, reports and social media posts have helped raise PARM's profile. Highlights include:
  - Agricultural risk management: an opportunity to reshape the way risks are managed,** World Food Day Campaign, The Guardian, September 2021.

BOX 12

## Agricultural risk management: an opportunity to reshape the way risks are managed

World Food Day Campaign, The Guardian, September 2021

PARM and INSURED have been featured in The Guardian as part of the World Food Day campaign along with other organisations such as IFAD, FAO and the World Bank.

A full page was dedicated to ARM along with the dissemination of social media posts linked to our article reaching 2,500 readers.

Learn More:

- The full campaign:**  
[www.globalcause.co.uk/world-food-day](http://www.globalcause.co.uk/world-food-day)
- Your specific article:**  
<https://bit.ly/3jQLXNj>
- The Guardian campaign** will be available at  
[https://issuu.com/mediaplanetuk/docs/world\\_food\\_day\\_92a8cd64ce93bc](https://issuu.com/mediaplanetuk/docs/world_food_day_92a8cd64ce93bc)



- PARM reports back to the G20,** March, 2021, PARM;
  - PARM joins the InsuResilience Global Partnership,** January 2021, PARM;
- Publications and knowledge products:** during the period under review, PARM also focused on the generation of new knowledge through its KM activities. In particular, two new knowledge products have been produced by PARM jointly with partners, as listed below.



Live Talk



**How to implement gender-related climate risk finance commitments and strategies on the ground?**

April 2021, FARM-D, InsuResilience Global Partnership

Following the first two successful Live Talks in 2020, the third Live Talk was held on 11th of March 2021 as part of the “Gender and Climate Risk Finance” series organized by the InsuResilience Global Partnership in collaboration with the Forum for Agricultural Risk Management in Development (FARM-D). The objective of this Live Talk was to understand how international policy agendas address the integration of gender dimensions within the framework of climate and disaster risk finance and insurance (CDRFI) and understand how international policy commitments are translated into practice.



Report



**Good practices and innovations in risk management for agri-SME finance under COVID-19**

April, 2021, FARM-D, SAFIN, ILO

This report compiles experiences and lessons shared in a Live Talks series on Risk Management for Agri-SME Finance between September and December 2020. The series of three webinars was jointly organized by the Smallholder and Agri-SME Finance and Investment Network (SAFIN), the International Labour Organization’s (ILO) Social Finance Programme, and the PARM. Co-hosted by SAFIN and FARM-D, the sessions presented case studies from agri-SMEs and financial service providers operating in various developing countries.



Toolkit



**Practical toolkit to assess and prioritize the major risks affecting agricultural value chains through a holistic approach**

December 2021, PARM/CIAT

The objective of the study carried out in collaboration with the International Center of Tropical Agriculture (CIAT) is to develop a toolkit based on the holistic methodology developed by PARM in order to rigorously assess and prioritize the major risks affecting agricultural sector and farm business at value chain (VC) level (or for specific commodities). In line with PARM’s methodology, the study is also expected to identify the key players (at different layers) along the VC contributing to making the VC less exposed to the prioritized risks. The ultimate beneficiaries of the study are farmers, in particular, the ones whose business models are oriented towards commerce.

The toolkit, to be published in December 2021, will represent the reference for PARM and the practitioners in the agricultural sector to carry out value chain risk assessment studies using a holistic approach.

BOX 13

## Good practices and innovations in risk management for agri-SME finance under COVID-19



Agri-SMEs are critical investors in agricultural supply chains, the primary source of employment, livelihood and income in most developing countries. They create economic value for themselves and jobs and opportunities for many others – starting from small-scale farmers. However, access to finance is a critical obstacle to the success of agri-SMEs in emerging markets. The high perceived risk associated with agri-SME financing has either remained unchanged or has increased in the wake of the COVID-19 pandemic. As a result, agri-SMEs find themselves in a considerably vulnerable situation in the current environment, as liquidity enhancing measures available to a wide range of businesses may remain out of reach for agri-food sector SMEs, particularly in those countries where formal financial institutions already struggled to address this segment before the crisis.

While there is no single solution or standard package of solutions to be systematically used by any enterprise, it is possible to recommend a standard methodology to manage agricultural risks in a holistic way, which includes an adequate risk assessment and prioritization and identifying the proper tools to address them.

This report compiles experiences and lessons shared in a Live Talks series on Risk Management for Agri-SME Finance between September and December 2020. The series of three webinars was jointly organized by the Smallholder and Agri-SME Finance and Investment Network (SAFIN), the International Labour Organization's (ILO) Social Finance Programme, and the Platform for Agricultural Risk Management (PARM). Co-hosted by SAFIN and FARM-D, the sessions presented case studies from agri-SMEs and financial service providers operating in various developing countries.



Webinar replay

Live Talk 1



Live Talk 2



Live Talk 3



## b. Capacity Development

Under this component, the Secretariat has focused its activities in developing alternative ways to better implement PARM's capacity development activities learning from COVID-19 lessons learned at country level. During the period under review, the activities carried out under this component are:

- The series of three **ARM learning cycles (LC) launched in 2020** in Ethiopia have been finalized. The first cycle (LC1) has been completed at the national level and it is currently being finalized in the three pilot regions by end of May. The second cycle (LC2) was launched in March 2021 in three regions: Oromia, Amhara and Afar. The activities were conducted together with the Ministry of Agriculture and with the support of the PARM Country Lead Facilitator and Resource person who have been coached and mentored by the PARM Senior Experts to enhance the capacities of a greater number of value-chain and advisory service actors in the regions. Methods to track learning were integrated throughout the process to measure capacities acquired, especially the knowledge gained, attitudes and practices changed. A total of 104 regional actors were trained of which 43% were from government, 22% extension services, 14% academia, 5% cooperatives and farmers' organizations and 5% development partners, among others 11%.



Watch now

<https://youtu.be/Uw0A-DAdSek>



Video from the field

**PARM Ethiopia Regional Learning Cycles 2021**

September, 2021

The video gives a snapshot of the key learning objectives, results and some shared experiences from the participants of the PARM three learning regional events that took place between March and May 2021.

## c. Partnerships and global engagements

Enhanced partnerships and knowledge generation/sharing processes on ARM at local, national, regional and/or global level represents one of the core outcomes of PARM Horizon 2. In particular, as part of the KM Strategy, partners' engagement, collaboration and co-creation represent core principles of PARM H2's approach.

During the reporting period, the Platform intensified its contacts with potential donors and strategic partners in its countries of operation. Synergies were expanded with multiple organizations, including the African Risk Capacity (ARC), the Bill & Melinda Gates Foundation (BMGF) and FAO Sub regional Office in Southern Africa. The latter plays an important liaison role to a large number of development partners in the region including AUDA-NEPAD. Additionally, PARM was actively engaged in the following activities:

### **FARM-D Live Talks with InsuResilience on Gender**

Following the strengthened partnership between PARM and GIZ-hosted InsuResilience Global Partnership (IGP), on 11 March FARM-D and IGP co-hosted their third joint Live Talk on Gender and Climate Risk Finance. The webinar is part of a series initiated in 2020; the fourth session is scheduled for early 2022. All three sessions resulted in the production of respective reports that have consolidated the lessons collected during the discussions. These insights have been disseminated through the co-hosts' websites, social media pages and FARM-D newsletters. They are also contributing to the gender in ARM portfolio visibility.

### **PARM reaffirms its recognition by the G20**

PARM reported back to G20 as part of the stocktaking exercise in April 2021 in preparation for the G20 Agriculture Ministers' Meeting 2021, which took place in September 2021 under the Presidency of Italy.

As a result, the Agriculture Deputies confirmed the recognition of PARM in the 2021 declaration stating that *"We recognize the contributions of the Platform for Agricultural Risk (PARM) to improve the resilience of the agricultural sector through a better management of risks"*.

This year, the G20 focused on three broad, interconnected pillars of action: People, Planet, and Prosperity. Within these pillars, the G20 aims to take the lead in ensuring a swift international response to the COVID-19 pandemic – able to provide equitable, worldwide access to diagnostics, therapeutics and vaccines – while building up resilience to future health-related shocks.

### **PARM/FAO webinar series on "Bridging the knowledge gap on the holistic risk management approach in developing countries"**

In the period under review, PARM Secretariat worked closely with the FAO Academy to develop and organize a series of two webinars to promote the e-learning courses on ARM. This series was hosted by the FAO Academy in partnership with Agreenium (French training and research alliance for agriculture, food, environment and global health), UN-ESCAP (United Nations Economic and Social Commission for Asia and the Pacific), and Future Food Institute. The two webinars took place in May 2021 and October 2021. The webinars hosted panel discussions on the importance to develop and strengthen capacities to understand the risk environment in agriculture, through practical examples from PARM experience and partners' and highlighting challenges. The event also spotlighted the leading approach to managing risks in a given context, which encompasses a holistic methodology, that has grounded the series of four e-learning courses on agricultural risk management (ARM) developed by PARM and the FAO e-learning Academy, in partnership with IFAD and NEPAD.

BOX 14

## Partnership with INSURED

The INSURED programme continued its country-level activities to integrate climate risk and agricultural insurance over IFAD's portfolio. In January, an INSURED brief was published on the websites of IFAD, PARM and FARM-D as well as on the FARM-D newsletter to disseminate the main findings of a feasibility study carried out on the insurance sector in Uganda. Early this year, INSURED contributed to the [2021 Boulder online Masterclasses Series](#) as part of the Rural and Agricultural Finance Programme (RAFP). The programme focused on the Digital Transformation of Rural Finance. INSURED was invited to deliver a presentation on the topic of Innovations in weather risk insurance for smallholder farmers/ Digitalization in the insurance sector. In April, the IFAD Youth Network invited INSURED, as part of the Thematic Month on Rural Finance series, to present a practical case study on Zambia and crop insurance linked to INSURED implementation and IFAD financed portfolio in the country.

Furthermore, together with FAO, INSURED offered an online introductory training course on agricultural and rural finance, with a specific module on agricultural insurance. The course took place in May, hosting 6 participants from IFAD-financed programmes in the East and Southern Africa Region. INSURED organized, in June, a two days training-of-trainers in Vietnam following the completion and dissemination of the insurance education pamphlets and training of trainers manual, given the need and demand a second training was held in November 2021, a dedicated web story was published on IFAD website.

Following the completion of the Uganda country assessment a validation workshop was organized in July 2021 by the ILO, INSURED and the Agricultural Insurance Consortium (AIC), it brought together different stakeholders to share knowledge on developing solutions and creating

opportunities to increase smallholder farmers' access to agricultural insurance in Uganda. INSURED also conducted, in October, a half-day capacity building training on agricultural insurance to IFAD staff, Programme Management Units (PMUs) and consultants to both ESA and APR divisions. The training was in high demand and very positive feedback came out from the participants. The objective of the sessions was to increase the familiarity of IFAD country and regional staff and consultants, and PMUs of IFAD-financed projects with key concepts of agricultural insurance for smallholders, and to improve understanding of its role, challenges, opportunities, and potential solutions.

INSURED also launched the [insurance toolkit](#), a series of technical and knowledge tools to provide guidance to IFAD staff, PMUs and external audiences for project design and implementation on climate-risk insurance. In collaboration with PARM and the ESA division, INSURED contributed to the delivery of a session on "Driving adaptation and building climate resilience for rural communities: IFAD's experience with partners in East and Southern Africa" at the COP26 on 11th November in Glasgow.

INSURED in collaboration with the ILO's Impact Insurance Facility facilitated the workshop on agricultural and climate risk insurance in Indonesia in November 2021, based on the final country assessment, also organized in collaboration with the Indonesian Ministry of National Development and Planning (Bappenas). The workshop shared lessons learned on both the demand and supply side, success factors and opportunities for improvement for climate and agricultural risk management in the country. It included insights from the Ministry of Agriculture and Bappenas and key findings and recommendations from the INSURED activities.

## Latest publications

### INSURED Uganda country update: Feasibility study on agricultural insurance for oilseed farmers

What risks and challenges do small-scale producers of oilseeds in Uganda face, and could agricultural insurance help them manage and mitigate those risks? A feasibility study carried out for the INSURED programme set out to answer those questions and provide concrete recommendations for the design and delivery of future insurance schemes. This brief sums up the study's findings. INSURED is a technical assistance programme working to strengthen agricultural insurance in IFAD's portfolio. The programme is generously funded by Sida and implemented by IFAD through the Platform for Agricultural Risk Management (PARM).



**Uganda country update**  
<https://www.ifad.org/en/web/knowledge/-/publication/insured-uganda-country-update-feasibility-study-on-agricultural-insurance-for-oilseed-farmers>



### Insurance toolkit

Smallholder farmers and poor rural women and men urgently need to build their resilience in the face of climate change and other threats to their production. Agricultural and climate risk insurance can play an important role in improving small producers' management of risks. Insurance can also help boost access to finance, increase investment in agriculture and strengthen the livelihoods of farmers, processors and other actors along value chains. The Insurance Toolkit provides technical tools and knowledge briefs to give project designers and implementers practical guidance on making agricultural and climate risk insurance work for smallholders.



### Vietnam Web story

A web story, developed in collaboration with ICO in Vietnam on *Bringing the benefits of agricultural insurance to smallholders in Viet Nam: Building awareness and understanding*, was published on the IFAD website in November 2021. Viet Nam is winning the battle against poverty, but the country's 8.6 million smallholders are particularly exposed to the risks of climate change. The Government is working in partnership with IFAD to strengthen the supply of agricultural and climate risk insurance for small producers. INSURED extensive support comprising the training for farmers aims to boost demand and enable smallholders to get the full benefit of insurance. Training for trainers sessions have been also held by INSURED and farmer friendly teaching materials have been developed, together with an insurance manual for trainers. The key message for farmers is that insurance is valuable even when it doesn't payout. It makes it easier to take out loans and buy improved inputs and makes it easier to do business with others along the value chain.



BOX 15

## Building synergies with EU-funded IFAD in-house initiatives on remittances: the case of Senegal

In Senegal, remittances account for 10 percent of its gross domestic product (GDP) and benefit a third of the rural Senegalese population. PARM and the Financing Facility for Remittances (FFR), both EU-funded, conducted a study in Senegal entitled "Managing agricultural risk through remittances", aimed at better understanding the potential contribution of remittances in managing agricultural risks.

The study analysed the connection between remittances and agricultural risk management, comparing the typical agricultural risk management behaviours in households benefiting from remittances from those households not receiving remittances. Subsequently, the study outlined appropriate approaches for optimizing the use of remittances in agricultural risk management.

### Managing agricultural risk through remittances. The case of Senegal

A joint report by the Financing Facility for Remittances and the Platform for Agricultural Risk Management.

This feasibility study explains the role of remittances in agricultural risk management, the challenges as well as the opportunities to enhance the productive use of remittances for agricultural risk management investments.

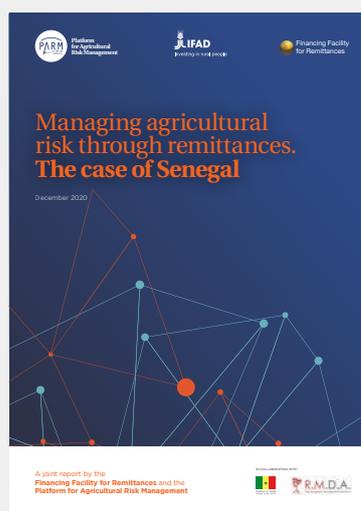
Drawing on qualitative and quantitative methodologies, findings from the study suggest that more than 30% of households receive national and international remittances to cope with everyday difficulties.

Mostly received informally or simply in cash over the counter, the transfers essentially allow households to maintain their level of consumption and take up investment in response to agricultural shocks. Combined with financial services and farm and business support, they could bolster further rural households' ARM strategies and resilience.

Read this report for more on the findings and recommendations.

Supported by the main findings of the report, a cross-divisional virtual meeting took place in May 2021 between the two IFAD's hosted technical facilities (PARM and FFR) and the West and Central Africa Division and the Senegal IFAD Country Office aims to:

- **Promote a discussion on how remittances can be an instrument that could be used by farm households to mitigate the impact of production and/or price shocks** on their food security and to consolidate and diversify their production activities prevention strategy.
- **Support opportunities for investment and development of IFAD interventions** to leverage remittances for Agriculture Risk Management (ARM) in future project designs or within existing programmes.



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<https://www.ifad.org/fr/web/knowledge/publication/asset/42268727>



## 2.4. Country Activities

In terms of country activities, the PARM Secretariat's H2 process is being carried out in Burkina Faso, Ethiopia, Niger, Senegal, and Madagascar, while continuing the selection process and mapping of new potential countries - Tunisia and Uganda. PARM managed to adapt to COVID-19 conditions, ensuring the implementation of its activities at the country level despite movement restrictions.

BOX 16

### At a glance





Burkina Faso. ©PARM/Carlos Tomas Lora Acosta

## a. Current PARM countries

### Burkina Faso



PARM completed the “Set-up” and the “Risk Assessment” phases of the PARM Country Process, and officially launched the third phase “Tools Identification and Design”. The Process started with the “Ministère de l’Agriculture, et des Aménagements Hydrauliques, et de la Mécanisation” (MAAHM aka MoA), validating the ToRs for the risk assessment study (RAS). The RAS is a pillar of the PARM Country Process. It identifies and prioritizes the main risks affecting the country’s agricultural sector (including livestock and fisheries) using a holistic approach and previous studies on the topic. To do so, PARM recruited a consultant group, the consortium headed by IRAM with CIRAD and IPAR, to undertake this study. The inception report of the RAS was presented virtually to the government of Burkina Faso on April 22, during the inception meeting with the Technical Committee (TC), comprised of 7 ministerial departments, two civil society organizations e.g., Confederation Paysanne du Faso and the National Chamber of Agriculture to accompany the PARM process in Burkina Faso, including the MAAHM. This showed a high interest and strong ownership of the RAS and the country process by the MAAHM and TC, which continued throughout the process, notably through the creation of a national advisory committee with the key players in ARM in the country.

During the PARM mission in July 2021, the team met high-level officials, including the Minister of MoA, and other senior officials from the government and Technical Financial Partners (TFPs) and they were updated on PARM interventions in Burkina Faso. Furthermore, together, PARM and the MoA, organized the knowledge sharing and learning event on 14-15 July in Ouagadougou, where the Government, advisory committee, and other TFPs, participated actively. During the two-day knowledge-sharing workshop, over 50 participants from technical invited institutions benefited from knowledge on the basic concepts of ARM, which was useful in an inclusive and participatory exercise of selecting tools/instruments to manage prioritized agricultural risks that emerged from the preliminary results of the RAS Burkina Faso. The next day, the preliminary results of the study were presented and validated during a technical workshop with the study’s TC.

During a technical meeting in October 2021, the MoA and the study's TC, validated the Risk Assessment Study, which identified the four priority risks impacting the agriculture sector as security risks, drought, inter-annual price volatility, and intra annual price volatility. Furthermore, the RAS also integrated a gender analysis, which means it is the first PARM RAS to be gender-responsive. Given the increasing exposure of the country to the threats and attacks of violent armed groups, the PARM RAS study showed that security risk has become a major risk for agriculture in Burkina Faso. With more than 1 million displaced persons (6% of agricultural households) and estimated annual losses of USD 170 million (5% of agricultural production), this is a risk that is increasing sharply, and for which the populations have few means of adaptation, and the State has few effective means of action.

The risk estimates of the study revealed that the gender analysis of risk indicates that males and females in Burkina Faso are on average exposed to about the same frequencies of risk except for the risk of drought to which women are more exposed.

The study was validated in October/November 2021. Thus, PARM has already started preparing for its next phase: the tools identification and project design phase. The RAS identified possible national strategies to respond to the most severe risks facing the sector, which have also been confirmed as areas of interest by the MoA and the TC. Burkina Faso is in the process of formulating the National Strategic Investment Plan for the agro-sylvo-pastoral sector to guide the development of the country's agriculture over the next five years. PARM RAS study has informed several sections of the national guiding document.

The RAS Burkina Faso was conducted successfully with strong leadership and involvement of an inter-ministerial committee, civil society organizations and private sector entities; The RAS process was closely supported by PARM and CD activities. The RAS has been validated by the government and now is available online: <https://www.p4arm.org/document/agricultural-risk-assessment-study-in-burkina-faso/>.

### **Next steps**

The next step in Burkina Faso is to finalize and get approved by the government of Burkina Faso; the concept notes of the project design should take into consideration the risk management tools selected jointly with the government of Burkina Faso that is a prelude of the Project design report. Also, the PDR is expected to be finalized and approved by the government by this year. In addition, the launch and implementation of the new approach of CD are expected to be completed this year. Policy dialogue with donors will also continue with the technical and financial partners of Burkina Faso to align the content of the technical component of the project design to their priorities in supporting the government of Burkina Faso.

BOX 17

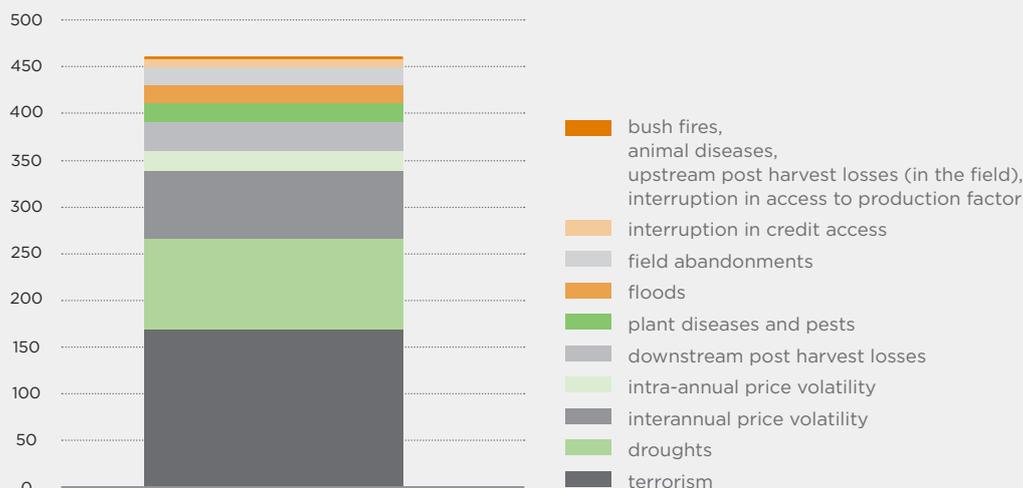
## Risk Assessment Study for Burkina Faso: Security risks are emerging as an increasing risk threatening the agricultural sector

PARM holistic methodology applied for Burkina Faso has objectively enabled prioritization of risks of different nature and that are statistically representative at the scale of the country.

The quantification of risks revealed three risks that have a clear priority in terms of average annual losses: (1) security risk, (2) drought risk, and (3) price risk (see graph below). Security risk is becoming a significant risk for agriculture. **With more than 1 million displaced persons (6% of farming households) and estimated annual losses of USD 170 million (5% of agricultural production)**, this is a risk that is increasing rapidly, and for which the population has few means of adaptation, and the State has few effective means of action.

With 2.6 million people affected per year and an estimated annual loss of USD 100 million, this is also a growing risk. Our forecasting exercise anticipates an **estimated annual loss of USD 250 million in 2040**. With average losses estimated at USD 93 million, price volatility remains a significant risk due to the frequent drop in prices.

FIGURE 12  
Priority risks and economic loss in Burkina Faso





Ethiopia. ©PARM/Carlos Tomas Lora Acosta

## Ethiopia



PARM and the Ministry of Agriculture, through its Mandate Zonation Strategy, have jointly conducted two of the three blended (physical and virtual) learning cycles on ARM. The first cycle consisted of six sessions spread over 10 days in May 2021, targeting 12 potential resource persons on ARM in Afar, Amhara and Oromia regions. These sessions were followed by the organization of the Regional Learning Events in Oromia, Amhara and Afar. Over 100 trainees from the three regions with different academic and professional backgrounds benefited from contextualized trainings on the concepts and fundamentals of agricultural risk management. There were 11 resource persons representing the three pilot regions. The second Learning Cycle was held in July 2021, over the span of 2 weeks with 4 sessions. It targeted the learning facilitators and the regional resource persons to provide them with more in-depth training on the key steps of the ARM cycle, especially on how to conduct agriculture risk assessments. The end goal of the learning cycles, as also agreed with the Ministry of Agriculture, was to collect information through a participatory approach to design the investment plan in the country.

The PARM CD training approach that was used in Ethiopia has been adopted by FAO under the AGRINVEST Project. The latter aims to enable an inclusive and efficient private sector in agro-food systems. Thus, PARM trainees who benefited from PARM training of trainers in ARM will be resource persons to train dairy value chain actors under the FAO-AGRINVEST project in the Oromia region, Ethiopia.

Following the LC2, as part of the LC3, PARM has officially launched the project design process in Ethiopia, with the aim to come up with a bankable, and gender-responsive, project on ARM in the country to hand over to the MoA before the end of the year. This project aims to scale up the PARM CD activities and approach applied in Ethiopia.

Over the summer 2021, PARM has recruited a team of international and national experts to carry out the project design process in close collaboration with the MoA and the Extension Directorate. The Design Team has developed the concept note on the project and presented it to the key development partners during the mid-October design mission in Addis Ababa. The project design mission also supported the next steps of the process, including data collection to develop the project design report, secure

government and donor buy-in and commitment, and their technical guidance. Furthermore, PARM also organized the Co-vision workshop to gather recommendations and lessons learned from over 40 key partners working on ARM in Ethiopia to inform the project design process and integrate it into the project design report. It was followed by an in-depth Technical Workshop with the MoA and other key players in ARM in the country to discuss the most recent project components proposed, to validate the key elements and direction of the project to be included, ensuring high ownership by the national partners. Based on their comments, the design team drafted the Aide-Mémoire for the mission, which recapitulated the key elements of the mission and the project and was signed by the State Minister in charge of Agriculture and Horticulture.

It is worthwhile to mention that there is an ongoing process for the re-organization of the Rural Economic Development and Food Security Sector Working Group (RED&FS) in Ethiopia to establish a task force specifically dedicated to ARM. RED&FS is a cooperative and multi-lateral platform bringing together Ethiopian federal Ministries working in agriculture with development partners to harmonize activities, investments and strategic dialogue on agricultural development. A task force specifically dedicated to ARM is foreseen to be embedded within the RED&FS.

The project design report draft has been submitted to the State Minister in charge of agriculture and horticultural development for review. The latter has been addressed by PARM.

### Next steps

The next step is that PARM continues the resource mobilization exercise to continue dialogue with donors mainly Dutch Embassy, IFAD ICO, AFDB. These have shown some interest in supporting the Ethiopia PDR. The next step is that PARM continues the dialogue for the resource mobilization exercise with donors, mainly Dutch Embassy in Ethiopia, IFAD ICO, AFDB. These have shown interest in supporting the Ethiopia PDR. In the case of the PDR Ethiopia PARM will provide initial technical support during its first months of implementation.

BOX 18

## PARM Project Design for Ethiopia: Facility on Capacity Development for Agricultural Risk Management (CD4ARM) Project Outline

	<b>Project Goal</b>	Smallholder farmers/pastoralists' productivity, household income and resilience boosted through enhancing their capacity to manage agricultural risks in a holistic manner.
	<b>Project Objective</b>	Smallholder farmers/pastoralists (including women and youth) empowered to identify, prioritise and holistically manage risks using best available ARM tools.
	<b>Project Area</b>	MOA has identified an initial list of 24 Kebeles to be targeted. These are located in five Regions (Afar, Amhara, Oromia, SNNP and Tigray), targeting around 9,800 rural households. MOA considers these to be a starting point only and recognizes that roll-out of ARM will be up-scaled and/or replicated on a much larger scale once procedures and policies have been streamlined.

...BOX 18

## PARM Project Design for Ethiopia: Facility on Capacity Development for Agricultural Risk Management (CD4ARM) Project Outline



### Project Components

#### Component 1

##### Access to Information About ARM

#### Outcomes

- a) Learning community/skill network on ARM established.
- b) ISARM (Information System on ARM) database and web portal established and maintained.
- c) Operational relay structures with partners to disseminate information to farmers and other stakeholders, accessible to women and youth.

#### Component 2

##### Use of Remittances as an ARM Tool

#### Outcomes

- a) Regulatory framework enables financial institutions to deliver appropriate financial services to farmers in conjunction with the remittances transaction.
- b) Improved menu of financial products and services available and accessible to farmers (including women and youth) as ARM tools.
- c) Partnerships with selected financial institutions to deliver remittance-linked ARM services to target households.

#### Component 3

##### Capacity Development for ARM

#### Outcomes

- a) Core group of ARM trainers under MAER and other relevant professionals/academic institutions able to provide training at the Provincial level.
- b) ARM learning materials tailored to different Regions and sub-sectors (crops/livestock/fisheries), and translated into local languages.
- c) ARM CD activities (gender and youth inclusive) delivered at multiple levels.
- d) ARM CD activities scaled up (subject to funding) within and beyond initial target areas, and in the IFAD-supported portfolio.

#### Component 4

##### Coordination and Knowledge Management

#### Outcomes

- a) Facility on ARM established within MAER to coordinate the implementation of Components 1, 2 and 3.
- b) Resource mobilisation mechanism for mainstreaming inclusive ARM in sector programmes and projects.
- c) Tracking/feedback mechanism to monitor adoption of ARM systems and inform further development of tools and policies.



Niger. ©PARM/Carlos Tomas Lora Acosta



## Niger



Despite a pause in its country-level activities due to Niger’s presidential elections and related uncertainties, PARM contacted its national counterpart – the High Commission for the 3N Initiative (HC3N) – to fine-tune an action plan to implement the PARM Country Process. Also, PARM drafted a Concept Note for a future ARM project in the country to be further developed in collaboration with the HC3N and technical and financial partners. Furthermore, a new government in Niger was inaugurated on 2 April 2021, offering renewed opportunities for PARM’s policy dialogue. To continue engaging with partners in Niger, PARM started the dialogue with the new IFAD Niger Country Director, to find synergies and tangible areas of collaboration for PARM Horizon2. The IFAD Country Director has assured that he will be working closely with PARM to leverage its expertise in ARM to enhance ARM in the existing and future projects and the incoming Country Strategic Opportunity Programme.

Meetings have been planned in February 2022 with the Secretary General at interim of HC3N to discuss the relaunch of PARM activity at the request of HC3N. The purpose is continue to support Niger, particularly the project design and refresh the dialogue with technical and financial partners. These TFPs include EU, Islamic Development Bank, Banque Agricole du Niger.

### Next steps

PARM will undertake a follow-up mission in Niger to relaunch the activities that include continuing the project design in collaboration with HC3N. An action plan for implementing the PARM Country Process is expected to be finalized with the new Nigerien government. As previously mentioned, activities will continue in 2022 in dialogue TFPs to seek synergies in the PDR.



## Senegal



PARM and the Ministry of Agriculture and Rural Equipment (MAER aka MoA) signed an Action Plan on March 3, 2021, to implement the PARM Country Process. This represents a significant milestone. It has allowed PARM to recruit and select a couple of consultants in Dakar to support the implementation of the PARM country process. It has allowed PARM to launch the process to develop a feasibility study on capacity development on ARM in Senegal and recruit an expert consultant to start the work this summer. PARM also organized a KM mission to Dakar to plan for the next steps of the country process and renew ties with in-country partners.

The action plan and the mission have also paved the way for the design of an ARM programme for the country, notably on the three tools identified in PARM Horizon 1: remittances, information systems and capacity development. During the project design for Senegal PARM partnered with the Financing Facility for Remittances (FFR), a facility hosted at IFAD. FFR is a global source of remittances knowledge that will lead the remittances as a tool to manage. A great added value for the PARM project design in Senegal. The project design team leader has been recruited and has already drafted a Concept Note together with the FFR team that is undergoing PARM internal review and will be soon presented to the MoA in early 2022.

To align with the Road Map that MAER and PARM in March 2021 to implement the PARM H2, PARM organize a knowledge sharing and learning workshop to gather the members of the National Technical Committee and other members, collect the main initiatives on ARM linked to Access to information, Capacity Development and Remittances in the country, and to foster cross-fertilization and policy dialogue between key players in ARM in Senegal. The workshop was immediately followed by another technical workshop to present and validate the results of the update of the Capacity Development Study in ARM in Senegal. The same day was dedicated to launch the ARM capacity development process that aims to accompany Senegalese learning institutions from primary to tertiary to embed ARM curricula in their learning programmes.

Some of the outcomes during the PARM mission in year 2021 and our engagement with the government and TFPs are here below:

- Strengthened the relationships with the MAER, PARM's government counterpart, and obtained a deeper buy-in for the PARM country process.
- Engaged with donors and other TFPs to secure their active participation in the PARM country process, particularly their involvement in the next phase of the process, "the project design" in which they were all interested.
- Two-days knowledge sharing and learning event on ARM was successfully organized. The event, which gathered a total of over 50 key players and showcased over 15 initiatives (from international public organizations, governmental bodies, donors funded projects, private entities) on ARM, increased the awareness on ARM and allowed participants to become familiar with the basic concept of the risk environment, holistic risk assessment and overview of tools and strategies on ARM. The event also allowed sharing experiences and identifying key initiatives active on agricultural risk management aligned with the prioritized tools emerged from the Senegal RAS study, which will inform the design process. The workshop clearly brought up the challenges seen in the capacity development, access to information and remittances as instruments to manage agricultural risks, and opportunities on which the PARM next design project should leverage to make a quality design that responds to the ARM needs on the ground.
- Held the half-day technical validation workshop during which PARM and the consultant presented the study results and identified and agreed on the next steps with the National Technical Committee on ARM. The study has been validated subject to the consideration in the report of several minor comments/suggestions from the National Technical Committee on ARM. It was agreed that the final information should be shared in January 2022.
- Successfully launched the CD process with a half-day engagement workshop during which all critical capacity development and training institutions gathered with the objective to identify opportunities and mechanisms to integrate ARM into their curricula and identify the profile of trainers of trainers. The workshop aimed to raise the interest and engagement of CD partners to commit to the PARM CD Process, which will support the training of trainers and ARM curriculum design.

### Next steps

Continue discussions with the government of Senegal through MAER on developing an institutional contract, which will provide institutional support to MAER to strengthen the National Technical Committee on agricultural risk management. The ultimate goal of the license is to see member institutions are increasingly aware of the importance of ARM and thus integrate them into their policies/strategies and annual programmes of work. The main focus of the PARM in Senegal will be to design the project design that includes the three technical components and initiate maintain dialogue with key TFPs to align project interventions to their priorities.

Greater focus will be given to aligning PARM's work and actions to partners' ongoing programmes and projects and the country's priorities. For this purpose, PARM and the Financing Facility for Remittances (FFR), both supported by the EU and hosted by IFAD, co-hosted an internal webinar to promote their joint study [Managing agricultural risk through remittances: the case of Senegal](#), which was published in December 2020.

Discussions are planned with the Government (MoA) on the upcoming CN, including an inception meeting on the project design process to define the objective and components of the project. This will be part of continued discussions with the MAER and other government representatives and that of other TFPs on the project design.

BOX 19

## PARM Project Design for Senegal: Agricultural Risk Management for Sustainable Agriculture (ARM4SA) Project Outline

	<b>Project Goal</b>	Smallholder farmers' (including women and youth) productivity, household income and resilience boosted through enhancing their capacity to manage agricultural risks in a holistic manner.
	<b>Project Objective</b>	Smallholder farmers (including women and youth) are empowered to identify, prioritize and holistically manage agricultural risks using the best available ARM tools.
	<b>Project Area</b>	To be determined with the government of Senegal.
	<b>Project Components</b>	
<b>Component 1</b> <b>Access to Information</b> <b>About ARM</b>	<b>Outcomes</b>	<ul style="list-style-type: none"> <li>a) Learning community/skill network on ARM established.</li> <li>b) ISARM (Information System on ARM) database and web portal established and maintained.</li> <li>c) Operational relay structures with partners to disseminate information to farmers and other stakeholders, accessible to women and youth.</li> </ul>
<b>Component 2</b> <b>Use of Remittances</b> <b>as an ARM Tool</b>	<b>Outcomes</b>	<ul style="list-style-type: none"> <li>a) Regulatory framework enables financial institutions to deliver appropriate financial services to farmers in conjunction with the remittances transaction.</li> <li>b) Improved menu of financial products and services available and accessible to farmers (including women and youth) as ARM tools.</li> <li>c) Partnerships with selected financial institutions to deliver remittance-linked ARM services to target households.</li> </ul>
<b>Component 3</b> <b>Capacity Development</b> <b>for ARM</b>	<b>Outcomes</b>	<ul style="list-style-type: none"> <li>a) Core group of ARM trainers under MAER and other relevant professionals/academic institutions able to provide training at the Provincial level.</li> <li>b) ARM learning materials tailored to different Regions and sub-sectors (crops/livestock/fisheries), and translated into local languages.</li> <li>c) ARM CD activities (gender and youth inclusive) delivered at multiple levels.</li> <li>d) ARM CD activities scaled up (subject to funding) within and beyond initial target areas, and in the IFAD-supported portfolio.</li> </ul>
<b>Component 4</b> <b>Coordination</b> <b>and Knowledge</b> <b>Management</b>	<b>Outcomes</b>	<ul style="list-style-type: none"> <li>a) Facility on ARM established within MAER to coordinate the implementation of Components 1, 2 and 3.</li> <li>b) Resource mobilisation mechanism for mainstreaming inclusive ARM in sector programmes and projects.</li> <li>c) Tracking/feedback mechanism to monitor adoption of ARM systems and inform further development of tools and policies.</li> </ul>



Niger. ©PARM/Carlos Tomas Lora Acosta



## Madagascar



During PARM’s steering committee meeting in February 2020, Madagascar was presented as a potential PARM H2 country. The SC confirmed interest in PARM continuing with the country selection process and gauging the Government’s and partners’ interest. Through discussions with the IFAD ICO and thanks to their involvement, Madagascar’s government, represented by the MoA, officially expressed its interest in becoming part of the process in October 2021. Considering PARM is a demand-driven process and Government engagement is primordial to move forward and produce quality and effective work, this represents an important milestone and fulfils one criterion of the core four to be a PH2 country.

PARM Steering Committee held on December 8, 2021, has approved the request and discussions with the government through the Ministry of Agriculture and livestock are underway to start implementing PARM activities in the year 2022-2023. PARM has shared a road map of our interventions with the government of Madagascar that was approved.

### Next steps

The PARM secretariat will continue the dialogue with the IFAD ICO and with the Gov. of Madagascar to launch the process in 2022 and to start developing RAS for the Country. In the meantime, the Secretariat has reached to the SC members’ in-country representatives to present PARM and discuss possible future collaboration. The AFD Regional Program headquartered in Antananarivo, Madagascar has expressed interest and welcomes the PARM interventions in the Country. PARM will maintain the dialogue with AFD along with other donors too.

## b. New PARM countries

### Uganda

PARM SC has reiterated their interest in the work made by PARM in Uganda during phase 1 (2014/2019) and wanted to see the country embark into the PARM Horizon 2 to focus more on the design for investment in Agricultural Risk Management (ARM) tool/Instruments. In that regard, the PARM Secretariat team has had a meeting with the IFAD Uganda Country Director to introduce PARM Horizon 2 and its country process. Emails have been sent to the local offices of PARM SC members.

#### **Next Steps**

PARM Secretariat will continue the dialogue with the IFAD ICO, and with their support, we will start to re-engage the Gov. of Uganda to launch the PARM Horizon 2.. Meanwhile, the Secretariat will continue to engage with other donors involved in the agricultural sector. In November 2021, PARM Secretariat had a meeting with the AICS Uganda office that introduced the PARM country process.

### Tunisia

PARM SC reiterated their interest in the platform interventions in Tunisia. From the conversation that the PARM Secretariat had, in October - November 2021, with both IFAD Country Director for Tunisia and the Director of AICS in Tunisia, PARM interventions could bring value additions in supporting the country to foster the resilience of the agricultural sector and rural households. Emails have been sent to the local offices of PARM SC members.

#### **Next steps**

PARM will maintain the dialogue with the traditional PARM partners and extend the dialogue to other financial and technical partners in the country.





### 3. Programme Financing

## 3.1. Annual Work Plan and Budget Expenditure 2021

For the purpose of this report, the current budget report covers the period from 1<sup>st</sup> January to 31<sup>st</sup> December 2021.

The Annual Work Plan and Budget (AWPB) for 2021 was revised and approved by the 5<sup>th</sup> Steering Committee in December 2021 and sums up to **EUR 1,070,215**. The total actual expenditure reached **EUR 1,038,454** or 97% of the budget as of 31<sup>st</sup> December 2021. Details of implemented and committed activities under each of the different budget lines are presented in Table 1.

**1,070,215**  
Total Budget for 2020 (EUR)

TABLE 1  
PARM Budget Implementation (Jan-Dec 2021) vs Annual Work Plan and Budget 2021 (EUR)

PARM Categories	Budget 2021	Actual Expenditure (1Jan-31Dec 2021)	Balance	% expenditure / budget 2021
Communication and visibility actions	53,198	41,157	-12,041	77%
Cost of staff assigned to project	442,157	422,456	-19,701	96%
Administrative Assistant	56,175	56,382	+207	100%
KM, Communication and Partnership Specialist	106,772	108,923	+2151	102%
Lead Technical Specialist	163,089	150,228	-12,861	92%
Technical Specialist	116,121	106,923	-9,918	92%
Technical assistance, supervision, implementation support	574,860	574,842	-18	100%
Capacity building, knowledge management and M&E	146,866	138,565	-8,301	94%
Studies and consultancies	369,786	372,330	+2,544	101%
Travel	58,208	63,947	+5,739	110%
<b>Total Budget/Expenditure</b>	<b>1,070,215</b>	<b>1,038,454</b>	<b>-31,761</b>	<b>97%</b>

Total expenditure **97%**

Detailed budget expenditure of the different macro-categories are presented below:

- a) **Communication and Visibility actions:** the overall expenditure under this category is EUR 41,157 (or 77% of AWPB); as illustrated in the table above, for this budget item, the Platform spent slightly less than what was planned due to two factors:
- The documentation to contract the company in charge of the setting up and organisation of the PARM exhibition during the Dakar Biennale scheduled in May 2022, was collected by December 2021. However, due to IFAD year-end financial closure, the funds have been committed in January 2022, when PARM budget account was reopened.
  - The translation into English of the Senegal and Burkina Faso studies and documents (Risk Assessment, Institutional Contract...) was launched, but will be completed during Q1 2022 due to the anticipated closure of IFAD translation and editing services for the 2021 year- end financial closure.
- b) **Cost assigned to the project:** under this category the funds budgeted for salary costs of the PARM Secretariat staff adds up for a total of EUR 422,456. Actual expenditures reach 96% of the allocated budget. The under expenditure reflects the re-alignment of the salaries with the actual IFAD standard staff costs of 2021.
- c) **Technical assistance, supervision, implementation support:** this category covers a wide range of activities aimed at implementing the Platform's strategy, from consultancy contracts to support PARM's work in the countries, to the organisation of capacity development and capacity building events. The total expenditure related to this budget item sums up to EUR 574,842, matching almost to the penny the budget allocated in the AWPB. Please find as follows the detailed description of each sub-category:
- Regarding the sub-category **Studies and Consultancies**, the balance refers to a reshuffling of the distribution of working days allocated against the Project design team leader's consultancy contract between 2021 and 2022 to align her tasks to those foreseen in the PARM H2 LTB, approved by the Steering Committee last December 2021.
  - The sub-category **Travel** was affected by the reduction in the number of flights and the cuts that airlines have been forced to make as a result of the pandemic which have led to an increase in the cost of flights. Despite these increases, PARM was able to absorb them thanks to savings in the organisation and logistics of the events.
  - **Capacity building, knowledge management and M&E.** The balance is mainly related to a significant saving for the organisation and the logistic aspects of the CD event held in Dakar in December. PARM strategically merged three workshops (KM1, the workshop on the launch of the Agricultural risk management mainstreaming process and the Restitution workshop) and meetings into one in order to halve the expected costs and deliver what planned despite the travel restrictions caused by the widespread of COVID-19.

## 3.2. Budget Implementation and Donors' Contributions

(As of December 2021)

The total gross budget for PARM Horizon 2 adds up to **EUR 10,576,387 (vs EUR 10,597,432)** for a total amount of net budget of **EUR 9,798,276 (vs EUR 9,817,637)** which updates the new Long-Term 2019-2025 Budget approved by the 5<sup>th</sup> Steering Committee in December 2021. The difference is due to the saving registered in 2021 related to PARM Staff costs of approximately EUR 21,000.

The PARM cumulative actual expenditure and commitments from June 2019 to 31<sup>st</sup> December 2021 reaches **EUR 2,025,058** or 21% of the total budget of the Platform 2019-25 (Table 2).

PARM has reached 31% of budget implementation based on actual expenditure against received funds. More details on PARM contributions by donor and on funds received as of 31<sup>st</sup> December 2021 are presented in Table 3.

TABLE 2  
Overall Budget Implementation as of 31<sup>st</sup> December 2021 (EUR)

	Total PARM Budget	Funds Received
A Total Budget Gross	10,576,387	7,117,002
B IFAD Mgmt Fees (MGF)	778,111	518,243
C Total Budget Net*	9,798,276	6,598,759
<b>D Actual Expenditure Net*</b>	<b>2,025,058</b>	<b>2,025,058</b>
D/C % of Budget Implemented based on Actuals Net*	21%	31%
C-F Total Available Funds as of 31 December 2021	7,773,218	4,549,545
<b>F/C % of Budget Implementation based on Actuals + Commitments Net*</b>	<b>21%</b>	<b>31%</b>

\* Net of IFAD Management Fees (MGF).

TABLE 3  
PARM Contributions by Donor as of 31<sup>st</sup> December 2021 (EUR)

PARM Contributions by Donor	Contribution Amounts EUR (Gross)	Funds Received EUR (Gross)	Receivable	%
Italy	1,800,000	1,800,000	-	100%
IFAD	600,000	577,002	22,998	96%
EC	2,000,000	340,000	1,660,000	17%
AFD	8,800,000	4,400,000	-	100%
<b>Totals</b>	<b>13,200,000</b>	<b>7,117,002</b>	<b>1,682,998</b>	<b>81%</b>



## 4. Way forward and Lessons Learned



**A significant priority is to replace with to strengthen partnership with private sector investors interested in Africa and the agriculture sector.**

Although the pandemic in 2021 has affected most of PARM's action plans at the country and regional level, it has also represented an opportunity to review and adopt some operational, technical and methodological tools previously adopted by the platform to the new context. For instance, to compensate for the limited physical presence of the secretariat at the country level, travels have been "replaced" by virtual meetings, through the reinforcement of national staff representing PARM, as well as involving IFAD Country Office (ICO) in the daily discussions with PARM's strategic partners.

The integration of the new PARM Gender Strategy and the new methodology to assess and prioritize the agricultural risks through the value chain (developed with CIAT) into the country operations (in both the technical and KM/CD clusters) are other innovations proposed by the platform, which are particularly relevant, allowing PARM to continue its process in developing and updating the "holistic approach" along with the four steps of its methodology: "assess, design, learn and share ARM."

A significant priority is strengthening the dialogue with financial partners and jointly identifying concrete areas of collaboration with PARM along the country process. Potential entry points are the capacity development activities implemented by the Platform and their link to the training centres, research institutes, Universities supported by PARM SC members or other donors. Other entry points could be found in aligning PARM's policy and the project design process with ongoing national strategies and investment plans. PARM also aims to invest more resources in identifying private sector investors interested in Africa and the agricultural sector. In this regard, the Secretariat with its Technical Unit is drafting a new window for PARM with a clear objective of de-risking investment and linking more ARM to Climate Change.

The design process of the new phase of INSURED (2023/2030) was also launched in 2021 and the possible synergies with PARM (current program or the new phase/window) will be also explored, as potentially linked to the package of services and expertise offered by the platform to its clients.

The new KM/CD integrated approach into the country process has strengthened the already participatory process, allowing better involvement of more partners. The approach has helped build and capitalize on the knowledge in the countries to inform the PARM process and the design of programmes. This has consequently improved the uptake of the study results and, more importantly, the ownership of programmes by the government and other stakeholders on the ground.

PARM's investment in CD is tailored to country needs and focuses on supporting active stakeholders in capacity development and compelling them to design and integrate ARM curriculum into the activities. This demand-driven approach to capacity development will be implemented in 2022. PARM expects to capitalize and learn from this approach next year.

# Library

## At a Glance

### Annual Reports

- Annual Progress Report  
*2014*
- Annual Progress Report  
*2015*
- Annual Progress Report  
*2016*
- Annual Progress Report  
*2017*
- PARM Mid-Term Evaluation Report  
*2017*
- Annual Progress Report  
*2018*

### Country Final Report

- Uganda | Country Final Report  
*May 2017*
- Cameroon | Country Final Report  
*June 2018*
- Senegal | Country Final Report  
*July 2019*
- Niger | Country Final Report  
*July 2019*
- Cabo Verde | Country Final Report  
*September 2019*
- Ethiopia | Country Final Report  
*September 2019*
- Zambia | Country Final Report  
*September 2019*
- Liberia | Country Final Report  
*September 2019*

### PARM Process

- PARM Programme Summary  
*January 2018*
- PARM CD Strategy factsheet  
*June 2017*
- PARM Horizon 2 Infographic  
*January 2018*

## Other briefs

- PARM Programme Summary  
*Annually*
- PARM CD Strategy factsheet  
*Annually*
- PARM Result Factsheets  
*Quarterly*
- PARM Horizon 2 Infographic  
*December 2017*

## Studies

### Cross-cutting studies

- Study on appropriate warehouse and collateral management  
*September 2014*
- Information Systems for Agricultural Risk Management (IS-ARM) in 8 Countries  
*October 2016*
- Agricultural risk management: best practices and lessons learned for development  
*December 2017*
- Gender and agricultural risks management  
*March 2019*
- Key success factors in strengthening the capacity to manage risks at farm level: emerging lessons learned  
*March 2019*

## Risk Assessment Studies

- Uganda | Agricultural Risk Assessment study  
*October 2015*
- Niger | Agricultural Risk Assessment study  
*July 2016*
- Senegal | Agricultural Risk Assessment study in the livestock farming and fishing sub-sectors  
*August 2016*
- Ethiopia | Agricultural Risk Assessment study  
*December 2016*
- Cameroon | Agricultural Risk Assessment study  
*April 2017*
- Niger | Terms of Reference for Agricultural Risk Assessment: focus on access to finance, market and information for smallholder producers  
*January 2016*
- Senegal | Terms of Reference for Agricultural Risk Assessment on Fisheries  
*January 2016*
- Liberia | Agricultural Risk Assessment study  
*To be published by early 2019*
- Cabo Verde | Agricultural Risk Assessment study  
*To be published by early 2019*

## ARM Tools Feasibility Studies

### Uganda

- Crop pests and disease management in Uganda: status and investment needs  
*March 2017*
- Finance, information and Risk Management  
*November 2016*

### Cameroon

- Information systems connected to community warrantage (warehousing)  
*December 2017*

### Senegal

- Money transfer (remittances) as an instrument to manage agricultural risks  
*October 2017*
- Access to information systems for agricultural risk management  
*January 2018*

### Cabo Verde

- Reducing market price volatility to improve resilience of agricultural producers  
*June 2018*

### Niger

- Feasibility studies for ARM investment in futures contract and warrantage network in support of national strategies  
*September 2018*
- Feasibility studies for investment in access to information systems in Niger  
*September 2018*

### Ethiopia

- Feasibility study on sustainable investment plan for capacity development in agricultural risk management  
*September 2019*

### Zambia

- Feasibility study for investment to improve agricultural risk information for meso-level stakeholders  
*May 2019*
- Feasibility for investment to enhance the Zambian warehouse receipt system and aligning the food reserve agency's strategic plans to the system  
*May 2019*

### Liberia

- Feasibility study for investment: information systems for agricultural risk management in Liberia  
*April 2019*
- Sustainable investment plan for agricultural risk management training in Liberia  
*April 2019*

## Briefs

### Country profiles

- Uganda | Agricultural risk profile  
*November 2016*
- Senegal | Agricultural risk profile  
*November 2016*
- Cameroon | Agricultural risk profile  
*November 2016*
- Niger | Agricultural risk profile  
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- Cabo Verde | Agricultural risk profile  
*November 2016*

- Ethiopia | Agricultural risk profile  
*November 2016*
- Zambia | Agricultural risk profile  
*November 2016*
- Liberia | Agricultural risk profile  
*November 2016*
- Mozambique | Agricultural risk profile  
*November 2016*

## Policy briefs

- Uganda | Information systems for agricultural risk management  
*October 2016*
- Cameroon | Information systems for agricultural risk management  
*October 2016*
- Senegal | Information systems for agricultural risk management  
*October 2016*
- Niger | Information systems for agricultural risk management  
*October 2016*
- Cabo Verde | Information systems for agricultural risk management  
*October 2016*
- Ethiopia | Information systems for agricultural risk management  
*October 2016*
- Mozambique | Information systems for agricultural risk management  
*October 2016*
- Comparative | Information systems for agricultural risk management in Africa  
*October 2016*
- Uganda | Warehouse receive systems: making progress in market, finance and post-harvest risks management  
*December 2016*
- Cameroon | Warehouse receipt systems: making progress in market, finance and post-harvest risks management  
*December 2016*
- Niger | Warehouse receipt systems: making progress in market, finance and post-harvest risks management  
*December 2016*
- Senegal | Warehouse receipt systems: making progress in market, finance and post-harvest risks management  
*December 2016*
- Comparative | Warehouse receipt systems: making progress in market, finance and post-harvest risk management in Africa  
*December 2016*

## Working Papers

- Working Paper #1 | Terms of Reference for Agricultural Risk Management Assessment  
*March 2014*
- Working Paper #2 | Information Systems for Agricultural Risk Management in Uganda  
*September 2015*
- Working Paper #3 | Can NDCs enhance Agricultural Risk Management policies in sub-Saharan countries?  
*May 2017*
- Working Paper #4 | Connecting the dots: the holistic approach to ARM as a way to contribute to the SDGs efforts  
*March 2018*
- Working Paper #5 | A holistic approach to agricultural risk management for resilience  
*August 2018*
- Working Paper #6 Agricultural Risk Assessment and Management for Food Security in Developing Countries: A resource for the e-learning curriculum course on "Agricultural Risk Assessment and Management for Food Security in Developing Countries"  
*October 2018*

## Learning materials

### CD 1 Material | Managing risk at farm level

*October 2018*

- Manual
- Handbook
- Guidelines
- Slides

### CD 2 Material | Agricultural Risk Assessment and Management for Food Security in Developing Countries

*December 2018*

- Module 1. Understanding the risk environment in agriculture
- Module 2. Assessing risk in agriculture
- Module 3. Agricultural risk management tools
- Module 4. Planning, implementing and evaluating ARM strategies

## Workshop reports

### Capacity Development Seminars

#### Uganda

- Capacity Development Training (CD1) for National Stakeholders  
(Vol. 1 Main Report, Vol. 2 Presentations)  
*July 2015*
- Capacity Development Training (CD1) for Farmers' Organizations  
(Vol. 1 Main Report, Vol. 2 Presentations)  
*December 2015*
- Capacity Development Training (CD2)  
(Vol. 1 Main Report, Vol. 2 Presentations)  
*March 2017*

#### Cameroon

- Capacity Development Training (CD1)  
(Vol. 1 Main Report, Vol. 2 Presentations)  
*June 2016*

#### Niger

- Capacity Development Training (CD1)  
(Vol. 1 Main Report, Vol. 2 Presentations)  
*December 2015*
- Regional Capacity Development Seminar in the Sahel (CD2)  
(Consolidated Report)  
*April 2018*

#### Ethiopia

- Capacity Development Training (CD2) seminar  
(Consolidated Report)  
*June 2018*
- Technical workshop on sustainable investment plan for CD on ARM (Consolidated Report)  
*October 2018*

#### Senegal

- Capacity Development Training (CD1)  
(Vol. 1 Main Report, Vol. 2 Presentations)  
*April 2016*
- Capacity Development Training (CD2)  
(Consolidated Report)  
*October 2017*
- Capacity Development Training (CD3) - Remittances to manage agricultural risks (Consolidated Report)  
*October 2017*
- Capacity Development Training (CD3) - Access to information to manage agricultural risks (Consolidated Report)  
*October 2017*

**Cabo Verde**

- Capacity Development Training (CD1)  
(Vol. 1 Main Report, Vol. 2 Presentations)  
*July 2016*

**Liberia**

- Capacity Development Training (CD1)  
(Vol. 1 Main Report, Vol. 2 Presentations)  
*April 2017*

**Zambia**

- Capacity Development Training (CD1)  
(Consolidated Report)  
*June 2018*

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- Capacity Development Training (CD1)  
(Vol. 1 Main Report, Vol. 2 Presentations)  
*April 2017*

**Zambia**

- Capacity Development Training (CD1)  
(Consolidated Report)  
*June 2018*

**Risk Assessment Validation and Policy Dissemination Events****Cameroon**

- Risk Assessment Validation Workshop  
(Vol. 1 Main Report, Vol. 2 Presentations)  
*December 2016*
- High Level Dissemination Workshop Report  
(Vol. 1 Main Report, Vol. 2 Presentations)  
*December 2017*

**Niger**

- Risk Assessment Validation Workshop  
(Vol. 1 Main Report, Vol. 2 Presentations)  
*December 2015*
- High Level Policy Dissemination  
(Consolidated Report)  
*October 2018*
- Validation Workshop on Feasibility Studies for Investment  
(Consolidated Report)  
*June 2018*

**Ethiopia**

- Risk Assessment Validation Workshop  
(Vol. 1 Main Report, Vol. 2 Presentations)  
*December 2015*

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- Risk Assessment Validation Workshop  
(Vol. 1 Main Report, Vol. 2 Presentations)  
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(Vol. 1 Main Report, Vol. 2 Presentations)  
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- High Level Dissemination Workshop Report  
(Vol. 1 Main Report, Vol. 2 Presentations)  
*December 2017*

**Uganda**

- Risk Assessment Validation Workshop  
(Vol. 1 Main Report, Vol. 2 Presentations)  
*July 2015*
- High Level Dissemination Workshop Report  
(Vol. 1 Main Report, Vol. 2 Presentations)  
*November 2016*

**Liberia**

- Risk Assessment Validation Workshop  
(Vol. 1 Main Report, Vol. 2 Presentations)  
*June 2017*

**Zambia**

- High Level Dissemination Workshop  
*March 2019*

**PARM K-Sharing Events**

- Information Systems for ARM K-sharing event  
(Vol. 1 Main Report, Vol. 2 Presentations)  
*January 2017*
- ARM: practices and lessons learned for development, K-sharing event  
(Vol. 1 Main Report, Vol. 2 Presentations)  
*October 2017*
- Building capacities to empower farmers at the farm level: success factors from experience  
*December 2018*

## Videos

- SENEGAL: mainstreaming agricultural risk management into national policies – Ep.2  
*June 2018*
- Webcast on K-Sharing Event on ARM practices and lessons - Opening Remarks & Workshop Objectives  
*November 2017*
- PARM & FARM-D Webinar on “Senegal Risk Assessment: a look into the livestock and fisheries sector”  
*March 2017*
- PARM & FARM D Webinar on Information Systems for Agricultural Risk Management  
*March 2017*
- SENEGAL: mainstreaming agricultural risk management into national policies - Ep.1  
*November 2016*
- Agricultural Risk Management: a new way of thinking – PARM  
*July 2016*

**All publications are available in our library.**



<http://p4arm.org/library/>

**PARM on YouTube**



<https://www.youtube.com/channel/UC6EBHdMdCVo0jIBu0xeIJIA>



PARM  
PLATFORM FOR  
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# Managing risks to improve farmers' livelihoods



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