



Final Report
External Mid-Term Evaluation PARM Horizon 2



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List of Abbreviations

ABC	Agri-Business Capital
AC	Advisory Committee
AfDB	African Development Bank
AFD	French Development Agency
AFIRM	Agriculture and Food Insecurity Risk Management
AG	Altamont Group
AM	Aide Memoire
AMIS	Agricultural Market Information System
ANCAR	National Agency for Agricultural and Rural Council
ANDE	Aspen Network of Development Entrepreneurs
AR	Agricultural Risk
ARM	Agricultural Risk Management
ASAP	Adaptation for Smallholder Agriculture Programme
AUDA- NEPAD	African Union Development Agency- New Partnership for Africa's Development
AVC-RAS	Agricultural Value Chain Risk Assessment Study
BADEA	Arab Bank for Economic Development in Africa
BMZ	The Federal Ministry for Economic Cooperation and Development, Germany
CAADP	Comprehensive Africa Agriculture Development Programme
CD	Capacity Development
CD1	Capacity Development cycle 1
CD2	Capacity Development cycle 2
CD4ARM	Capacity Development for Agricultural Risk Management
CGIAR	Consultative Group for International Agricultural Research
CIAT	International Center for Tropical Agriculture
CILSS	Permanent Inter-State Committee for Drought Control in the Sahel
CIRAD	French Agricultural Research Center for International Development
CLO	Country Office Liaison
CNAAS	National Agricultural Insurance Fund of Senegal
COA	Committee on Agriculture
COMESA	Common Market for Eastern and Southern Africa
CoP	Community of Practice
CSO	Civil Society Organisation
DAC	Development Assistance Committee of OECD
DAP	Data Analysis Plan
DFI	Development Finance Institution
EC	European Commission
EIB	European Investment Bank
FAO	Food and Agriculture Organization
FARM-D	Forum for Agricultural Risk Management in Development
FIDA	International Fund for Agricultural Development

FGD	Focus Group Discussion
FIFATA	Fikambanana Fampivoaranany Tantsaha or Association for the Progress of Farmers
FSN	Food Security and Nutrition Framework
GAfSP	Global Agriculture and Food Security Program
GAP	Gender Action Plan
GCF	Green Climate Fund
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GOBF	Government of Burkina Faso
GoS	Government of Senegal
H1	Horizon 1 of PARM
H2	Horizon 2 of PARM
HC3N	High Commission for the 3N (“Nigériens Nourrissent les Nigériens”) Initiative
FFR	Financing Facility for Remittances
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
IITA	International Institute for Tropical Agriculture
ILRI	International Livestock Research Institute
INEE	Inter-agency Network for Education in Emergencies
INSURED	Insurance for Rural Resilience and Economic Development
KfW	German Development Bank
KII	Key Informant Interview
LDC	Least Developed Countries
LIC	Lower Income Countries
MACS	Meetings of Agricultural Chief Scientists (of G20 States (MACS-G20)
MAEP	Ministry of Agriculture, Livestock and Fisheries
MAER	Ministry of Agriculture and Rural Equipment
MAERSA	Ministry of Agriculture, Rural Equipment and Food Sovereignty
MARAH	Ministry of Agriculture, Animal Resources and Fisheries
MINAE	Ministry of Agriculture and Livestock
MOA	Ministry of Agriculture
NEPAD	New Partnership for Africa’s Development
NFIDC	Net Food-Importing Developing Countries
NRI	Natural Resources Institute
NZDPU	Net-Zero Data Public Utility
OECD	Organization for Economic Cooperation and Development
OPEC	Oil Producing and Exporting Countries
PARM	Platform for Agricultural Risk Management
PARM-FFR	Platform for Agricultural Risk Management- Financing Facility for Remittances
PARMN	Programme for Market Risk Mitigation in Niger
PGRAAD	Agricultural Risk Management Project for Sustainable Agriculture
PARM H1	PARM Horizon 1
PARM H2	PARM Horizon 2
POs	Producers Organizations

RAS	Risk Assessment Study
REPAFER	Network of Rural Women Entrepreneurs
SIDA	The Swedish International Development Cooperation Agency
SI-GRA	Agricultural Risk Management Information System
TFPs	Technical and Financial Partners
UCAD	University Cheikh Anta Diop
UNFCC	United Nations Framework Convention on Climate Change
WB	World Bank
WBG	World Bank Group
WFP	World Food Programme
WTO	World Trade Organization

Executive Summary

The objective of the PARM Horizon 2 Mid-Term Evaluation (MTE) is to assess, through a neutral and external standpoint, the relevance, efficiency, coherence, effectiveness, impact, sustainability, gender mainstreaming, and coordination of the program, covering the period between June 2019 and July 2023. This MTE includes a review of PARM intervention in five [5] countries (Burkina Faso, Ethiopia, Madagascar, Niger, and Senegal), alongside unpacking its mandate, institutional structure, and processes while providing forward-looking recommendations to improve coordination. The MTE was conducted utilizing a participatory qualitative approach in alignment with DAC OECD's¹ evaluation norms. Primary and secondary data were collected through desk reviews, key informant interviews (N=52 respondents), and focus group discussions (N=3).

Key Findings of the MTE

PARM is of high relevance at the global and national levels. At the global level, PARM's agenda remains pertinent in the context of addressing global challenges related to food insecurity and climate change. PARM is distinguished by its unique mandate on ARM, its holistic approach², and its legitimacy from the G7/G20 members. At the national level, PARM's relevance is demonstrated by its demand-driven approach and the importance of its Risk Assessment Study (RAS), ARM tools, and Capacity Development (CD) activities focused on the climate vulnerability of its target countries where agriculture plays a crucial role in their economies, food security, and trade.

PARM's holistic approach seeks to consider the various elements required for the sustainable development of the agricultural sector and their intersectionality. This includes a comprehensive risk analysis and management approach which comprises bringing together the different dimensions of each risk (frequency, impact, population at risk, endogenous capacity to manage risk, need for an ad hoc tool), and the different coexisting risks that require a global strategy of risks management and anticipation.

At midterm, **PARM H2 has good to high effectiveness** in achieving results pertaining to its three main components and respective outcome indicators, notably:

- Risk assessment and policy engagement (Component 1)
- Design of ARM projects for implementation (Component 2)
- Knowledge Management (KM), partnerships, and CD (Component 3)

Under PARM H2, RAS has been conducted in two countries (Burkina Faso and Madagascar) with ARM tools and projects identified and developed in all PARM H2 countries (except Madagascar). Under PARM H2, Burkina Faso became PARM's sixth country to integrate ARM into national policies.

Regarding Component 1 and Component 2, PARM has reached all planned indicators, especially by building on the results of PARM H1 in terms of RAS. However, the impact, added values, and potential sustainability of ARM policy integration and the designed projects in each targeted country are dependent on many complementary efforts. The next half of PARM H2 should focus on enhancing and ensuring the

¹ [Organisation for Economic Co-operation and Development](#)'s (OECD) Development Assistance Committee (DAC)

² PARM (2018). *Connecting the dots: the holistic approach to ARM as a way to contribute to the SDGs efforts* (by G. Perrin). PARM Working Paper #4. Rome: PARM/IFAD

seamless integration of complementary efforts. This includes the diligent implementation of the designed projects and the institutionalization of ARM into various ministries at the country level, expanding beyond the scope of PARM H1, which was primarily concentrated on university curricula. Additionally, it's vital to incorporate ARM into private sector practices, representing a significant expansion of the program's reach and impact. There is a need to address the funding shortfall for implementing the proposed solutions in targeted countries. This can be achieved through new resource mobilization strategies, including involving steering committee members in identifying opportunities to align PARM H2 initiatives with their respective organization's programs during the design and decision-making phases.

With regard to Component 3, over 900 participants have either benefitted from PARM's CD workshops or contributed to local knowledge generation. PARM's CD and KM activities, as well as the Community of Practice (CoP) – FARM-D (Forum for Agricultural Risk Management in Development), constitute an effective medium for generating awareness, increasing program visibility, and ultimately, achieving social and behavioral change on ARM. The affordability and open access availability of PARMH2 developed curriculum on Agricultural Risk Management (ARM) are additional elements that can be regarded as strengths, contributing to its overall effectiveness. However, there is a need to improve participant targeting for CD and KM, monitor and report on social and behavioral changes, and determine sustainability mechanisms for the continuity of PARM activities beyond PARM support.

PARM already possesses good internal strategies that guide its performance. However, these strategies would benefit from reinforcement through a stronger design of results and a related Monitoring and Evaluation (M&E) plan. Additionally, to actively engage in emerging opportunities at the global, regional, and national levels, a review of PARM H2's mandate is necessary.

PARM's efficiency is informed by the need to maximize resources by complementing the role of its four fixed-term staff at the secretariat with a technical advisory team (consultants), liaison officers, and focal points at the country level. Improving efficiency might require as well identifying areas for budget reallocation. PARM's KM activities can increase efficiency by adopting more innovative and interactive approaches for increased visibility. Yet, operations are not optimized at the country level due to insufficient support provided to country focal points, the long transition process between PARM phases³, and the absence of a clear theory of change. The optimization of country-level operation requires further follow-up for RAS and reinforcement of RAS practice by government and local actors.

Central to operational optimization at the country level are several key strategies:

- Contemplation of in-house management for Risk Assessment Studies (RAS) with a more streamlined role for consultants
- Active engagement of counterpart governments in discussions regarding designed projects and engagement with potential donors
- Development of a quarterly action plan at the country level by Country Liaison Officers (CLOs) in consultation with government stakeholders
- Enhancement of coordination between IFAD and PARM at the country level, exemplified by integration between their designed projects

³ In three of the five reviewed countries (Burkina Faso, Niger, and Senegal) these PARM phases are on track with months of transition time until the next activity: Project Design, Resource Mobilization, and Implementation. In Ethiopia, PARM's Resource Mobilization and Implementation phases are delayed for a year or more.



- Potential comprehensive support for Focal Points (FPs), including the creation of specific Terms of Reference (TOR) negotiated with counterpart governments and FPs, offering diverse non-financial incentives and benefits such as professional recognition

In addition, **PARM faces a critical need to expand its efforts in monitoring and learning** from its own experiences in areas such as Risk Assessment Studies (RAS), Capacity Development (CD), and Knowledge Management (KM). It is crucial to ensure that staff members are dedicated to these activities on a full-time basis.

In terms of coherence, PARM is internally aligned with other IFAD interventions (e.g., IFAD's Financing Facility for Remittances - FFR, INSURED) and IFAD's corporate policies, e.g., Gender Strategy. PARM's activities directly tally with its development objective of integrating ARM into national policies and building capacities. Externally, PARM's methodology of conducting RAS complements other sectoral ARM initiatives from organizations such as the World Bank. In Niger and Ethiopia, for example, PARM has conducted RAS based on existing progress made by the World Bank and the Natural Resources Institute. However, partnerships with the private sector and Civil Society Organizations (CSOs) have not been sufficiently prioritized. PARM does not have an elaborate resource mobilization plan for engaging potential investors in support of target governments. Given the well-defined focus of PARM on Agricultural Risk Management (ARM) and its targeted countries, along with the identified Technical and Financial Partners (TFPs) and donors, the Mid-Term Evaluation (MTE) recommends securing seed funds from donors at an earlier stage for PARM's project design. This approach aims to diversify entry points, aligning with donor intervention calendars and involving decision-makers for optimal impact.

PARM is committed to ensuring the sustainability of its activities. However, it needs to be more strategic by developing a sustainability mechanism and exit strategies that should be embedded within the different country contexts. Currently, PARM's resource mobilization and sustainability are largely dependent on the development of national ARM projects.

PARM has established potential pathways for achieving impactful outcomes. These encompass strategies such as raising awareness about its holistic approach through organized knowledge management (KM) events. Additionally, PARM aims to integrate Agricultural Risk Management (ARM) into academic curricula, creating inter-generational opportunities that contribute to improved livelihoods, climate change objectives, and lowered emissions. Evaluating the overall impact of PARM's interventions at the country level is closely related to both the mobilization of resources for the implementation of the ARM project and the alignment with government-led initiatives and agendas. This intersection remains a tangible challenge that both PARM and the respective country governments are navigating.

PARM has a clearly defined gender strategy and staff dedication towards gender mainstreaming with a gender focal point. Most significant gender mainstreaming and youth inclusion results have been recorded through women and youths' participation in CD trainings. However, there is a need to improve PARM's gender approach, shifting from just counting participants to tracking more transformational gender-based results. However, promising results may be generated by the new process launched in Madagascar, where the gender dimension is integrated in a more systematic manner into the RAS and the design phases. It is,

therefore, recommended that the same approach be applied in the remaining countries targeted by PARM H2.

The applied approach and process of PARM H2 are actively fostering momentum in motivation, interest, collaborative efforts, and regulatory advancements at the country level.

However, if the projects designed by PARM do not secure the necessary funds for implementation, all these efforts may be at risk of losing their effectiveness.

Recommendations

Overall, PARM H2 performance responds positively to all evaluation criteria, namely relevance, effectiveness, efficiency, coherence, gender, and coordination; with numerous opportunities for improvement based on the following key recommendations:

- Design more tailored approaches based on countries' vulnerability index or on the level of policy responsiveness or political will
- Regularly update the risk analysis process adopted to allow proper follow-up, monitoring, and review to cover emerging/contextual risks at the regional or global level that might affect certain countries, e.g., COVID-19, locust, conflict, trade restrictions, etc.
- Broaden the scope of workshops and capacity-building sessions to reach the direct beneficiaries of PARM interventions
- Revise PARM's existing Theory of Change (ToC) to include identified assumptions and pathways for achieving development objectives and results
- Increase participation in global discussions and contribution to global efforts, which should be enabled through a modification to PARM's mandate and services
- Enhance public-private partnerships as part of technical assistance and develop new regional entry points and partnerships

This MTE has provided several actionable recommendations for short-term implementation, which involve modifying the operational approach of PARM H2 and adjusting the coverage of technical support.

The recommendations aim to guide governments and stakeholders in adopting a cyclical RAS process, integrating gender and youth transformative roles, and improving infrastructure in the public and private sectors.

. Many of these recommendations can be implemented without requiring additional budgetary implications.

Other recommendations would entail budget implications, primarily related to monitoring and evaluation (M&E) and optimizing the utilization of experts. To minimize these implications, it is suggested to identify areas for budget reallocation.

Additionally, the MTE suggests a comprehensive tool to enhance the Community of Practice (CoP) through the efforts of existing staff rather than incurring significant costs for PARM H2, as previously done.

In terms of resource mobilization, it should be addressed through enhanced coordination and collaborative networking between the secretariat and other elements of PARM's structures.

The sustainability of PARM H2 interventions in targeted countries, as well as the sustainability of PARM H2 itself, necessitates focused attention on its governance structure.

Introduction

Agriculture Risk Management remains among the prioritized solutions to build state and community resilience to increased climate change challenges, natural disaster shocks as well as infrequent but catastrophic events, like widespread droughts, floods, or disease outbreaks (OECD, November 2022).⁴ All of these require government intervention through adequate policies. “An efficient and effective policy approach to risk management in agriculture must take into account the interactions and trade-offs between different risks, on-farm strategies, and government policies” (OECD, November 2022).⁵

The Platform for Agricultural Risk Management (PARM) was established with the goal of contributing to sustainable agricultural growth, boosting rural investment, reducing food insecurity, and improving the resilience of rural households to climate and market shocks through better management of risks. PARM has developed a unique methodology to assess, prioritize, and manage agricultural risks through a holistic approach and ensures their integration into national investment plans and strategies. By involving decision-makers and multi-layer stakeholders, PARM facilitates the dissemination of risk assessment results and feasibility studies of potential agricultural risk management tools through a participatory process. The platform’s significance lies in its capacity to generate and enhance access to knowledge, facilitating the exchange of information. This enables Agricultural Risk Management to become an integral component of agriculture and food security policies in developing countries.

Table 1: Assessment of PARM’s implementation of PARM H1 Evaluation Recommendations

PARM Phase 1 Recommendation		Progress Made	Lessons Learned
1	Strengthening the PARM Policy Process and Holistic ARM Approach Beyond NAIPs	PARM’s activities in Burkina Faso, Niger, and Senegal show efforts toward integrating Agricultural Risk Management (ARM) into national policies and programs. Burkina Faso is finalizing its National Strategic Investment Plan with PARM RAS analytics informing several sections. Niger has been integrating ARM into national policies since 2013, and in Senegal, the opportunity for policy influence emerged in 2023 with the new roadmap for food security.	This indicates a broadening focus on ARM integration, aligning with the recommendation for a holistic approach. However, the extent of integration varies by country, and some, like Madagascar, are still in the early stages.

⁴ OECD (November 2022) OECD meeting of Agriculture Ministers 2022: background note. Agricultural Risk Management for resilience. OECD website:

<https://www.oecd.org/agriculture/ministerial/documents/Agricultural%20Risk%20Management%20For%20Resilience.pdf>

⁵ Op. cit.

2	Ensure Country Readiness and Demand prior to engaging the country	PARM has been engaging with countries where ARM is integrated into national policies, showing an alignment with country readiness and demand. However, challenges like political instability and administrative delays affect the institutionalization processes.	PARM appears to be aligning its efforts with country demand and readiness, but external challenges impact the smooth execution of this recommendation.
3	Strengthening Connections Beyond MOA Focal Person	PARM has engaged various national stakeholders, including universities, training centers, and producer organizations, especially in Niger, where ARM integration at the private sector level is noted.	There has been a reasonable expansion and engagement of stakeholders beyond direct stakeholders such as the Ministry of Agriculture (MOA). However, a lot needs to be done to engage the active involvement of the private sector. PARM is considering this by introducing a new methodology based on conducting value chain assessments rather than generic agricultural risk assessments.
4	Presence in Country Sector Structures/Mechanisms (e.g., development/cooperation partners' working groups, sector working group) and key events in the country	PARM's activities in different countries have engaged various actors, indicating a presence in relevant structures and mechanisms. However, more needs to be done to engage in development/cooperation partners' working groups or sector working groups.	While there's an indication of broad engagement, more specific information about PARM's presence in key country sector structures is needed for a comprehensive assessment.
5	Brokering Partnerships for Investment/Implementation	PARM has been active in project design and seeks collaboration with donor agencies and international organizations. Four projects are in the pipeline for Burkina Faso, Ethiopia, Niger, and Senegal. However, securing sufficient funding for these projects remains a challenge.	PARM understands the need to support country governments with brokering partnerships for investment and implementation but delimits this from being part of its core mandate. Thus,

			challenges in securing funding remain persistent and indicative of a key area for improvement.
6	Strengthening Partnerships with Local Universities and Institutions	Universities and training centers in Burkina Faso, Senegal, and Madagascar have developed action plans to institutionalize ARM according to PARM's approach, indicating strong partnerships with local institutions.	This demonstrates progress in establishing and strengthening partnerships for sustainable capacity development and knowledge management.
7	Tapping into Development Partners at the Country Level	ARM's engagement with various stakeholders, including government representatives, donor agencies, and international organizations, indicates efforts to build efficiency and collective action at the country level.	While there are efforts to engage development partners, the challenge of securing funding suggests a need for stronger or more effective partnerships.
8	Connecting with Global Initiatives and Platforms	PARM has increased its visibility and engagement through global initiatives and platforms, including hosting webinars and participating in global conferences. PARM's community of practice and knowledge sharing activities through its website and social media handles have enabled wide outreach and visibility.	There has been significant effort in implementing this recommendation.
9	Develop a Clear Value Proposition for Private Sector Collaboration	Under PH2, PARM made efforts to include the private sector in different ARM workshops. Going forward, it is recommended to enhance this aspect by developing a more inclusive and structured approach to involve private sector entities, beyond CD workshops. This will include incorporating a pathway for involving private companies into the logical framework.	The lack of a structured approach for working with the private sector was largely identified within the current MTE. This requires critical consideration from PARM, especially given the challenge of raising funding for country level projects.

Intervention Description

PARM’s intervention in targeted countries can be summarized as follows:

Summary of Country-Level Progress

Table 2 Key: Status of PARM progress in reviewed countries

1. Completed	2. Completed with months transition time	3. Completed with years delays	4. On track	5. On track with months of transition time till the next activity	6. Delayed for a year or more
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Description of PARM’s Intervention by Country	RAS	CD and KM	Project Design	Resources Mobilization	Implementation
Burkina Faso	1	2	2	4	6
<p>The PARM Process was started in 2019.</p> <p>The RAS was conducted in 2021 and validated by the government in October 2021. It provided the economic impact of agricultural risks and identified three high-priority risks. The RAS also integrated a gender analysis, making it the first gender-responsive RAS conducted by PARM.</p> <p>RAS analytics have informed several sections of the national guiding document.</p> <p>The RAS was conducted by:</p> <ul style="list-style-type: none"> • CIRAD, French Agricultural Research Center for International Development • IRAM, Institute for Research and Application of Development Methods <p>CD and KM: PARM launched the first Capacity Development (CD1) in April 2022. The CD2 (training for trainers) took place in September 2022.</p> <p>On 7 June 2022, PARM, in close collaboration with the Ministry of Agriculture, Animal and Fishery Resources (MARA), organized a second KM and learning workshop (for co-vision and co-creation of an investment project). The second KM engaged participants from relevant institutions and Technical and Financial Partners (TFPs) to identify innovative and solution-oriented initiatives on ARM to support the project design phase.</p> <p>Following the co-creation workshop, a technical meeting was organized on 8 June 2022 to consolidate inputs and inform the development of the Project Design by further enhancing national ownership, notably within MARAH, and stronger involvement of key actors in the roll-out of the Project.</p> <p>During the PARM CD2 workshop on 12 September 2022, PARM invited several stakeholders, some of whom partnered with PARM to offer both technical and financial support. The major stakeholders who attended the CD2 include representatives from CIRAD, IFAD, CILSS, Confédération Paysanne du Faso Issoufou Porgo, Ecobank, REPAFER (Réseaux des femmes entrepreneurs rurales).</p> <p>Project Design: The project design took place between 30 May 2022 and 10 June 2022.</p>					

Project Name: “Agricultural Risk Management Project for Climate and Market Hazards Resilience (PGRAAM)”

Start date of resource mobilization for the project: September 2022

Planned duration of the designed project: 5 years

Description of PARM’s Intervention by Country	RAS	CD and KM	Project Design	Resources Mobilization	Implementation
Ethiopia	1	3	2	6	6

PARM has been implementing its intervention in Ethiopia since 2014.

RAS: The RAS process was conducted in 2015-2016 as part of PARM Horizon 1 activities. The study was carried out by the Natural Resources Institute (NRI) of the University of Greenwich in collaboration with local experts. The findings of the study were disseminated during a national stakeholder workshop in December 2015, and the final report was published in December 2016 after validation by government partners.

Project design: The project design took place in October 2021

Project name: Capacity Development for Agricultural Risk Management (CD4ARM)

Start date of resource mobilization: Started during design while developing the investment program, PARM initiated a resource mobilization drive to advocate and mobilize resources to invest in the facility.

Planned duration of the project: 5 Years

Capacity Development and Knowledge management

In May-June 2018, PARM conducted its first Capacity Development (CD1) program, benefiting 100 trainees. The second Capacity Development (CD2) was concluded in July 2021.

Co-vision and co-creation workshop: On 28 October 2021, PARM organized a co-vision and co-creation 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 them into the project design report

Description of PARM’s Intervention by Country	RAS	CD and KM	Project Design	Resources Mobilization	Implementation
Niger	1	Was not planned for PARMH2	3	5	5

The PARM Process in Niger started in December 2014.

RAS: Since 2014, PARM has been assisting the Government in developing the Agricultural Risk Management Action Plan by proposing a new ARM methodology based on a holistic approach adapted to the political, economic, and geographical context of the agricultural sector in Niger.

Project design: The project design was conducted from November 2022 to March 2023

Name of project: Market Risk Mitigation Project in Niger (PARMN)

Start date of resource mobilization: 22 December 2022

Planned duration of the designed project: 6 years

Capacity development and Knowledge management: No CD activities took place in Niger during PARM H2.

Since 2015, there have been sufficient Knowledge sharing and Capacity Development programs to facilitate the integration of ARM into policy planning and implementation.

Description of PARM's Intervention by Country	RAS	CD and KM	Project Design	Resources Mobilization	Implementation
Madagascar	1	4	5	5	5

The PARM ARM initiative started in Madagascar on 11 October 2021, and PARM officially began setting up in February 2022 and launched in April 2022 after consultations with key stakeholders and financial partners.

RAS: Unlike the other PARM countries, the RAS study used a value chain approach to rigorously assess and prioritize the major risks affecting actors along the agricultural value chain (using a gender and age approach) and to identify actionable elements of an integrated risk management strategy for the value chain, using a gender lens along the chain. The RAS in Madagascar focused on 2 value chains selected by the government: Maize and Peanut.

Project design: The project design is yet to be rolled out.

Capacity Development and Knowledge Management:

PARM organized the first Capacity Development training (CD1) in November 2022. The second Capacity Development workshop (a Training of Trainers, CD2) took place in early June 2023. On 4 May 2023, PARM organized a knowledge-sharing and learning workshop to raise awareness of key stakeholders on ARM. On 5 May, PARM presented and discussed the preliminary findings of the AVC-RAS focusing on maize and peanuts during a technical workshop held in Antananarivo.

Description of PARM's Intervention by Country	RAS	CD and KM	Project Design	Resources Mobilization	Implementation
Senegal	1	3	5	5	5

Senegal was actively engaged in the PARM process from April 2015 to 2019.

RAS: In 2016, PARM carried out two risk assessment studies complementing the risk analysis previously carried out by the World Bank, which was validated at a meeting between PARM and the government in August of the same year.

Project Design: The Project Design for PARM was completed in June 2023

Project name: Agricultural Risk Management Project for Sustainable Agriculture (PGRAAD)

Start date for resource mobilization: September 2022

Planned duration of the designed project: 6 years

Capacity development and Knowledge management:

PARM organized, on 16 December 2021, a CD1 workshop. A second capacity development training (a Training of Trainers) in ARM was held in May 2022 in Dakar.

Table 3: Status of projects designed by PARM

Country	Title	Cost	Completion Period	Update	Current Status
Ethiopia	Facility on Capacity Development for Agricultural Risk Management (CD4ARM)	USD 12,130,000	February 2022	Awaiting partial funding	Ongoing discussion on how to integrate CD4ARM activities into the PACT project (IFAD-funded project)
Burkina Faso	Projet de Gestion de Risques Agricoles et d'Atténuation des Risques de Marché au Burkina Faso (PGRAAM) Burkina Faso.	USD 48,530,000	December 2022	Awaiting partial funding	Facilitating dialogue with the Ministries of Agriculture and Finance, AfDB, BADEA and IsDB.
Niger	Projet d'Atténuation des Risques de Marché au Niger (PARMN)	USD 62,424,800	March 2023	On hold	The current political situation in Niger following the Coup d'état that happened in July 2023 has put on hold dialogue with potential donors
Senegal	Projet de Gestion des Risques Agricoles pour une Agriculture Durable (PGRAAD).	USD 48,400,000	June 2023	Awaiting partial funding	PGRAAD has been included in the Priority Action Plan (PAP 3) of the Emerging Senegal Plan (PSE). By including the PGRAAD in PAP 3, the Government of

					Senegal, through the budgets allocated to the sectoral ministries as part of the Multiannual Expenditure Programming Documents, is contributing to the financing of agricultural risk management actions.
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Purpose and Objective

The primary objective of the MTE is to assess the relevance, efficiency, effectiveness, impact, and sustainability of PARM Horizon 2, including its mandate, institutional structure, goals, and modus operandi. The MTE will enable the PARM Secretariat, Steering Committee (SC), governments, and development partners to identify the strengths and weaknesses of the platform and evaluate its overall performance.

Through a neutral and practical external view of PARM H2, and based on the achievements from 2019 to 2022, the specific objectives of the MTE are to:

- Identify the strengths, weaknesses and assess the overall performance of the platform
- Establish if the mandate of PARM (launched by the G20) to lead the global agenda on ARM through a holistic approach is still relevant or if some adjustments are needed, with a clear focus on a country level that represents the core of PARM business model
- Establish if the current architecture of PARM is still the most efficient in a global context continuously exposed to extreme events such as pandemics, financial crises, conflicts, and the effects of climate change
- Provide concrete recommendations and the necessary adjustments to allow the platform to continue (and strengthen) its key role in the domain of ARM at global, regional, and country levels
- Establish if the current architecture can ensure the perpetuation of the activities and services offered by its Secretariat at global, regional, and country levels
- Determine whether the strategic documents and organizational structure of PARM (the Secretariat, its governance and financial mechanism) can assure the continuity of the platform or if new adjustments are needed

At the Coordination Level

The evaluation provides an overview of PARM H2 performance on coordination and provides recommendations to reinforce coordination taking into account the following dimensions as defined in the Purpose and Scope of the MTE:

- Interconnections between the different areas of activity (country processes, knowledge management, capacity development, and partnerships), focusing mainly on:
 - Organization of the Secretariat (including the country liaison officers and network)

- Partnerships and complementarities with the existing (and potentially new) strategic and implementing partners
- Knowledge Management (KM) strategy in place (plan and tools) at global, regional, and country levels
- Modus operandi in place at the country level to improve the integration of ARM analysis and tools (design) into the national strategic papers and main international donor's funding mechanisms
- Issues of ownership and sustainability of actions
- Opportunities for PARM's institutional sustainability

Altamont Group (AG) recognizes that the key lessons learned and recommendations derived from this evaluation will serve as the foundation for enhancing the operational design and performance of PARM in the upcoming years of Horizon 2 (2023-2024, with the possibility of extending to 2025). As a result, the Mid-Term evaluation (MTE) provides actionable recommendations aimed at improving PARMH2's performance on the evaluated dimensions. Additionally, it emphasizes the need to align the planned results with the global agenda and the programs of governments and strategic partners, including the private sector.

Furthermore, this MTE endeavors to present recommendations for PARM to mobilize increased funding for Agricultural Risk Management programs. By implementing these recommendations, PARM can strengthen its performance on the evaluated dimensions, ultimately contributing to the achievement of desired results within the defined timeframe and beyond.

Approach and Evaluation Methodology

Altamont Group (AG) undertook the Mid-Term Evaluation (MTE) of the Platform for Agricultural Risk Management Horizon 2 (PARM H2) (2019-2024). The MTE is aimed at determining the relevance, efficiency, effectiveness, impact, and sustainability of PARM Horizon 2, including the PARM process, given its mandate, institutional structure, goals, and modus operandi. The MTE will also allow the PARM Secretariat, Steering Committee, governments, and development partners to identify strengths and weaknesses as well as assess the overall performance of the platform.

Applied Approach

In compliance with the systematic approach adopted by Altamont Group, the different activities under this MTE used a participatory approach, which was designed and implemented in close coordination with the PARM secretariat team. These activities included:

- Methodology and tools design
- Data collection plan at targeted counties and across the different levels of the PARM structure
- Design and implementation of an electronic survey with FARM-D members
- Secondary data review
- Primary data collection through KII and FGDs⁶ at country levels and a survey

⁶ Key Informant Interviews (KII) and Focus Group Discussions (FGD)

- Data analysis
- Reporting through separate country reports, with one for each of the 5 targeted countries; a coordination report; and a consolidated evaluation report

The MTE focused specifically on assessing the achievements and lessons learned, as well as presenting recommendations to re-orient the work plan and modus operandi to ensure the complete achievement of PARM H2's planned objectives.

AG used a detailed framework with defined components while developing more specific questions in agreement with the PARM secretariat team. AG started by referring to the suggested questions in the Terms of Reference and then expanded the MTE framework by adding specific questions (see Figure 1 below) to further assess each of the 7 intended evaluation dimensions of the MTE, including the 6 OECD DAC evaluation criteria, namely relevance, effectiveness, efficiency, coherence, sustainability, and impact; coupled with 2 additional dimensions: coordination and gender. Accordingly, the data was collected, treated, analyzed, and presented based on these 7 dimensions. Therefore, evidence is based on KIIs and focus group discussions with program stakeholders (see [Annex E: MAXODA Coding Results](#)).

The MTE applied approach provides PARM Horizon 2 with evidence-based recommendations to achieve its planned results more effectively and efficiently while ensuring an inclusive and transformative impact that would be sustained after the end of Horizon 2 as well as Horizon 3.

Figure 1: Key Evaluation Questions

- Is PARM's mandate and approach relevant to ensure its clients and partners can develop ARM strategies and investments in the new global context affected by multiple crisis?
- To what extent has PARM's design and implementation responded to the identified needs of its country partners and target group?
- To what extent were the overall objectives, outcomes, outputs achieved/are likely to be achieved?
- What were/are the major factors influencing the achievement or non-achievement of the objectives?
- To what extent has the global, regional, and country interventions delivered, or are likely to deliver, results and objectives in an economic and timely way?
- To what extent has the project or programme generated, or is expected to generate positive or negative, intended, or unintended, high-level effects?
- Has PARM been designed and implemented with a perspective on long term sustainability?
- To what extent did the benefits of the programme continue, or are likely to continue after the completion of programme implementation?
- How effective were the exit strategies, and approaches to phase out assistance provided by the programme?
- Has PARM the capacity to leverage investments both at the global and regional/country level? What are the concrete recommendations to improve it?
- Is the design process developed by PARM at country level correctly conceived and conducted to ensure funds are allocated for the implementation phase?
- What are the recommendations for similar support in future? (NB: The recommendations should provide comprehensive proposals for future interventions based on the current evaluation findings).
- What factors contributed to implementation efficiency or could be improved upon?
- Are countries supported by PARM in the process of institutionalizing ARM in their agricultural policies and moving towards a smart management of risk?
- Do the design process and related resource mobilization actions time efficient and correctly conducted to ensure funds are disbursed to support the implementation phase?
- Can PARM contribute to involve along the process private sector actors?
- What measures can be applied to make the overall PARM program better and timely aligned with government plans?
- What measures can be applied to make the overall PARM program better and timely aligned with development partners' investment plans and mechanisms? PARM SC members and beyond?
- How can PARM reinforce its different areas of activity (coordination, global, country, Capacity Development (CD) and KM)?
- How has gender equality been integrated into the design, planning and implementation of PARM?
- How can CD actions be improved and integrated into the national plans and budgets?
- How can CD actions be mainstreamed at regional level?

Secondary Data

Through an examination of secondary data, AG reviewed the initiatives and programs implemented by international organizations active in the field of Agricultural Risk Management (ARM). In particular, the review covered the World Bank (WB), Food and Agriculture Organization (FAO), World Food Programme (WFP), and International Fund for Agricultural Development (IFAD); and explored possible synergies with those organizations. Altamont Group's team completed the following tasks:

- Conducted an analysis of the planning and working documents as well as reports developed by PARM
- Assessed the role and responsibility of the PARM process by areas of activities:
 - Management,
 - Knowledge Management (KM),
 - Capacity Development (CD),
 - technical support,
 - partnership, including the institutional (government) and strategic partners
- Conducted an analysis of the efficiency of the process developed by PARM at the country level, in particular, the setting--up, risk assessment, design, and resource mobilization for implementation phases

Primary Data Collection

Data Collection Instruments

AG incorporated a tailored, comprehensive evaluation methodology⁷ with an evaluation matrix detailing refined evaluation questions and sub-questions; stakeholders' analysis; and a Data Analysis Plan (DAP) appropriate for the qualitative study. (The Data Collection Protocol is provided in [Annex D](#)). The data collection instruments are divided into the 8 evaluated dimensions of PARM H2 and integrated into the interview and focus group discussion protocols with detailed scripts and guiding questions, as appropriate. Altamont Group's evaluation experts utilized the refined evaluation matrix to craft discussion points and conduct focus group discussions and key informant interviews with stakeholders and beneficiaries, including stakeholders from PARM and PARM's main interlocutors, with PARM Country Liaison Officers (CLO), National Focal points, Ministries, technical and financial partners, and private sector partners.

The MTE conducted 52 KIIS and 3 FGDS.⁸ The full list of KIIs and FGDS is provided in [Annex B](#).

Data Analysis

Data analysis was based on a qualitative approach through which data from the different KIIs and FGDS was cleaned, transcribed, and coded using Microsoft Excel and MAXQDA (which is a mixed methods analysis software that offers a wide range of qualitative analysis methods, including grounded theory, qualitative content analysis, group discussions, discourse analysis, etc.)

Data coding was done based on key thematic areas, including partnerships, governance and coordination, KM dissemination, investment mobilization, gender mainstreaming, etc. (see [Annex E: MAXQDA Coding Results](#)). Thematic areas for coding were identified based on DAC OECD's six [6] key evaluation criteria underpinning the study, notably efficiency, effectiveness, relevance, sustainability, impact, and coherence.

⁷ See [Annex A](#) for the Evaluation Matrix

⁸ The sample size is well above best practices (30%) and thus provides a reliable and credible base of evidence

Data triangulation involved investigating the thematic codes to find patterns and nuances, which were compared with secondary data and evidence from the desk review. Findings were then interpreted based on the evaluation criteria using descriptive and comparative analysis to:

- Develop findings
- Develop conclusions
- Determine recommendations and lessons learned

Challenges and Limitations to the Data Collection Process

- Connection problems sometimes disrupted the interviews
- Unavailability and poor responsiveness of the people contacted meant that not all interviews could be scheduled, particularly in Burkina Faso, Ethiopia, and Madagascar, as well as different levels of PARM structure, especially the AC
- Some of the identified interviewees were not actively involved in the PARM process
- A lack of documented and available information on PARM compared to other government-led initiatives on government pages, such as the case in Ethiopia. While information about national-level initiatives is relatively well-documented and accessible
- The unavailability and poor response of in-country stakeholders to requests for meetings

Regardless of these challenges, due to the extension of the data collection timeline as well as the support of the PARM secretariat, a very credible sample size of 30% was achieved, which is well above best practices in qualitative data collection and thus provides a reliable and credible base of evidence.

Key Evaluation Findings

The findings presented are based on 8 dimensions, including the 6 OECD DAC evaluation criteria, namely relevance, effectiveness, efficiency, coherence, sustainability, and impact, coupled with 2 additional dimensions: coordination as well as gender and social inclusion. Evidence is based on KIIs and focus group discussions with program stakeholders (see [Annex E: MAXODA Coding Results](#)).

Relevance

PARM's relevance will be assessed at the global level, at the country level, and via its methodical and strategic approach.

Global and Regional Relevance

Since its launch in 2013, PARM has received commendable acknowledgment from global stakeholders – (notably the G20) describing its holistic ARM process as timely, important, and sound, particularly given the urgency of tackling food insecurity and climate change challenges in Africa.^{9 10} The FAO describes PARM as a new way of thinking¹¹ based on the significance of PARM's methodology in bridging the gap in ARM. In line with this understanding, 90% of Steering Committee respondents affirm the relevance of PARM's leadership in the ARM space, highlighting the importance of PARM's rigorous risk assessment

⁹ G20 Agriculture Ministers meeting (2015) <http://www.g20.utoronto.ca/2015/150508-agriculture.html>

¹⁰ G20 Agriculture Ministers meeting (2016) <http://www.g20.utoronto.ca/2016/160603-agriculture.html>

¹¹ FAO (2016) <https://www.fao.org/family-farming/detail/en/c/1191810/>

approach, which has been a pacesetter and a turning point in the global agenda for ARM. A more in-depth understanding of PARM's global relevance will require an interrogation of what global ARM would have been without the existence of PARM; thus, comparing the program with the standards of other global interventions can provide a clearer proxy for measuring its relevance.

*Figure 2: PARM's Holistic Approach*¹²

PARM employs a comprehensive approach to Agricultural Risk Management (ARM), emphasizing a multifaceted perspective on agricultural livelihoods. This methodology encompasses a thorough assessment of various risks impacting agricultural production and its dependents. Key to PARM's strategy is the evaluation of different risk sources and their interrelations in agriculture, ensuring that all risks are prioritized equally and solutions are devised only after gaining a comprehensive understanding of the context. This systematic perspective on agricultural risk management is crucial for devising effective tools and strategies without conflicting or hindering each other's implementation.

PARM's approach aligns with the Sustainable Development Goals (SDGs), particularly addressing the criticisms regarding their numerous targets and potential inconsistencies. As a global advocate for an integrated view of agricultural risk management, PARM engages in knowledge dissemination, high-level discussions, and contributions within the agricultural and rural development sectors.

Furthermore, PARM's operational model exemplifies a partnership-focused approach, fostering synergies and connecting various stakeholders in complementary initiatives. Its objectives include capacity building and policy development to enhance agricultural investments from both public and private sectors. Thus, creating the potential to impact technological cooperation and resource mobilization, enhancing national statistical capabilities for ARM, promoting innovative technologies, and designing investment opportunities through risk management tools.

From an institutional standpoint, PARM's holistic approach is embedded within the mandate of several institutional frameworks to emphasize the need to address cross-cutting challenges. PARM is an outcome of the G7/G20 discussions on food security, created from the need to ensure food security and reduce risks related to agriculture, whether linked to prices, climate, or other risks. Conceived and acting in close partnership with the New Alliance for Africa's Development (NEPAD), PARM is also integrated into the priorities defined by the African Union (AU) for enhancing food security and improving the livelihoods of actors engaged in agriculture. The actions of PARM are in line with the overarching objectives that have emerged from other global development conferences, including the Third United Nations (UN) Conference on Disaster Risk Reduction in Sendai; the Third International Conference on Financing for Development in Addis Ababa; and the 21st Conference of the Parties of the UN Framework Convention on Climate Change (UNFCCC), in Paris. These three conferences, focus respectively on preventing and reducing disaster risk, mobilizing investments for sustainable development, and keeping climate change under 1.5 or 2°C by 2100. These institutional underpinnings ensure that PARM's design is comprehensive and integrated as an absolute way to build resilience, whether related to disasters or climate change, and to unlock new ways of financing ARM.

¹² PARM (2018) Connecting the dots: the holistic approach to ARM as a way to contribute to the SDGs efforts. https://www.p4arm.org/app/uploads/2018/06/PARM_Connecting-the-dots-to-SDGs_Working-Paper_4_March2018.pdf

Table 4 below provides a comparison of PARM and other similar initiatives:

Table 4: PARM Comparison with other Global Initiatives

Organization	Programme/Initiative	Positives	Limitations
World Bank	Multiple interventions around ARM, including ad-hoc RAS, methodological guidance papers, etc.	Interventions are based on the World Bank's integrated approach through a consultative, time-bound process to analyze, identify, and prioritize risks. ¹³ Huge financial capacity (+27 USD billion) facilitates lending procedures that are informed by RAS	WB interventions adopt an integrated approach, activities mostly focused on RAS and wide de-risking solutions with human and financial resources to implement solutions Interventions are supply-driven based on the country's development engagement process.
AfDB	Supporting African country governments to institutionalize incentive-based risk-sharing systems for agricultural lending ^{14 15}	Supporting increased access to lending from Financial Institutions (FIs) to actors in agricultural value chains to derisk the operations of commercial farmers	Project activities have been based on supporting risk sharing and financing for African countries with a limited focus on RAS
African Union / NEPAD	Before PARM: Comprehensive Africa Agriculture Development Programme (CAADP)	Introduced a framework for boosting agri investments in Africa	Limited activities around government stakeholder engagements
	Under PARM: Agriculture and Food Insecurity Management (AFIRM)	Supporting PARM through the development of risk management tools, policy instruments and capacity building to reduce risk exposure	

¹³ World Bank (2016) <https://documents1.worldbank.org/curated/en/586561467994685817/pdf/100320-WP-P147595-Box394840B-PUBLIC-01132016.pdf>

¹⁴ <https://www.afdb.org/en/documents/gambia-incentive-based-risk-sharing-system-agricultural-lending-gamirsal-establishment-project-project-appraisal-report>

¹⁵ <https://www.afdb.org/en/documents/document/ghana-incentive-based-risk-sharing-system-for-agricultural-lending-girsal-project-109071>

Although PARM's modus operandi is similar to other global ARM initiatives, its uniqueness is enshrined within its core mission of strengthening and mainstreaming ARM on the basis of a rigorous, evidence based, and transparent process.

PARM's neutrality is enforced by its governance and the diversity of the stakeholders (notably G20 members), providing legitimacy and multilateral support for the program mandate. This ensures that PARM's strategic processes and result areas are aligned with internationally recognized frameworks and standards in areas such as risk management and sustainable development rather than on biased agendas. Furthermore, neutrality is demonstrated through the objective approach in engaging with various governments. This engagement is based on the clear interest and demand from these governments to collaborate with PARM.

PARM has a clear and specific mandate on ARM that targets highly vulnerable African countries through a comprehensive support package that is designed methodically to cover all processes, i.e., risk assessments and prioritization, tools development, capacity development, and knowledge transfer, as well as support to project conception and implementation.

Another dimension towards assessing PARM's global relevance is to question the process behind the selection of target countries and to understand whether PARM targets the right beneficiaries. In this regard, the selection of target countries is not only based on their alignment with key PARM criteria¹⁶, but is equally dependent on the decision of PARM's Steering Committee, influenced by how aligned member (donor) agendas are with country priorities and contexts.

National Relevance

PARM's targeted countries are classified by the ND – GAIN's¹⁷ Country Index as the most vulnerable to climate change and other global challenges, with a weak capacity for mitigation and resilience building (See Table 3). The ND-GAIN Index seeks to help governments, businesses, and communities better prioritize investments for a more efficient response to global challenges. The focus of PARM H2 in Sahel countries (excluding Madagascar) is critical and relevant, given that the Sahelian region is not only a hotspot for climate change but is equally susceptible to other intersectional risks such as violent extremism and armed conflicts which exacerbate state fragility.^{18 19} All in-country KII stakeholders in Niger and Burkina Faso directly link PARM's relevance to the overall fragility of the country context (droughts, floods, changing rainfall patterns, insecurity, and price volatility). Niger, for example, is estimated to be living perpetually with risks,²⁰ thus, the emphasis on long-term structural solutions to improve the resilience of the agricultural sector is highly valued. Moreover, in Burkina Faso, PARM has reinforced government efforts in ARM and strengthened existing tools such as agricultural insurance, warrantage, and the warehouse receipt system. Three out of five KIIs in Burkina Faso affirm that PARM is the only institution with the capacity to mobilize ARM actors in Burkina Faso. Based on the ND-GAIN classification,

¹⁶ Willingness and engagement from the government, the need for a holistic approach to ARM, an existing enabling environment, etc.

¹⁷ The ND-GAIN (Notre Dame's Global Adaptation Initiative) country index is University of Notre Dame's framework for assessing the needs and opportunities for improving resilience to climate change <https://gain.nd.edu/our-work/country-index/rankings/>

¹⁸ OECD (2022), Environmental fragility in the Sahel [https://www.oecd.org/dac/Environmental fragility in the Sahel perspective.pdf](https://www.oecd.org/dac/Environmental%20fragility%20in%20the%20Sahel%20perspective.pdf)

¹⁹ Crawford (2015), Climate change and state fragility in the Sahel <https://www.iisd.org/system/files/publications/climate-change-and-state-fragility-in-the-sahel-fride.pdf>

²⁰ World Bank (2013) <https://openknowledge.worldbank.org/entities/publication/b661d990-0025-5f73-b75a-73e56e2f76a9>

which also portrays PARM H2 countries as the poorest, with economies that heavily rely on agriculture, PARM’s intervention constitutes a catalytic factor for driving change in ARM.

Table 5: ND-GAIN score per country where PARM is intervening

Rank (out of 182)	Country	Income Group	Score ²¹
134	Senegal	Low	40.9
161	Burkina Faso	Low	37.2
161	Ethiopia	Low	37.2
167	Madagascar	Low	35.3
176	Niger	Low	32.9

(Source: a project of the University of Notre Dame Global Adaptation Initiative (ND-GAIN).²²)

The risk assessment studies, and ARM tools have been particularly relevant to the Sahelian context. In Niger, data from the RAS is considered to have been especially useful to banks, insurance companies, and other financiers in demonstrating ARM challenges and opportunities for mitigating them within different financial operations. In Madagascar, universities have integrated PARM’s holistic approach to ARM into the curriculum.

Niger is a Sahelian country characterized by numerous climate related challenges. Since most of Niger’s agricultural production is rainfed, we are dependent on the rainy season and at the same time conscious of the increased changes in weather patterns. The issue of ARM is in this sense very relevant to us.

KII respondent, Niger

PARM’s model, being demand-driven, implies that all countries receiving PARM support have estimated the program mandate to be useful and have voluntarily committed to aligning with PARM’s holistic ARM approach. This explains the extension of PARM support under PARM H2 to previously supported PARM H1 countries.

In terms of beneficiary targeting, PARM’s focus on working directly with country governments aligns with its vision as a knowledge broker and facilitator (and not as an implementer). However, PARM’s stakeholder targeting strategy²³ tends to conflict with this. The strategy indicates that PARM will seek to target smallholder farmers and their enterprises as the ultimate beneficiaries through the direct engagement of meso level actors (MFI, FO, Extensions services, NGO, civil society, input supplier). Although PARM has a clear stakeholder engagement strategy for its CD activities, overall stakeholder

²¹ ND-GAIN score measures the overall vulnerability by considering vulnerability in six life-supporting sectors – food, water, health, ecosystem service, human habitat and infrastructure. The lower a country’s score is to adapt, the higher is its vulnerability.

²² The ND-GAIN Country Index summarizes a country’s vulnerability to climate change and other global challenges in combination with its readiness to improve resilience.

²³ PARM (2020) PARM Horizon 2 country strategy and process

targeting does not directly include the most sensitive populations affected by climate change, and the approach towards reaching out to field-level actors (smallholder farmers/groups, extension officers, community businesses/cooperatives, etc.) with practical solutions in the long run remains unclear.

Relevance of PARM's strategic approach, including RAS, Tools development, CD and KM

There is a clear acknowledgment of the relevance of PARM's holistic approach to country governments, with about 80% of KII respondents directly citing the approach as the most innovative aspect of PARM. The RAS and ARM tools development processes have marked a turning point for country governments in the way ARM is practiced.

In Burkina Faso, for example, it has provided estimates of the economic impact of agricultural risks and identified three high-priority risks using a gender-responsive assessment. In Niger, the tools have been strengthened by building on previous efforts and tools introduced by the World Bank, while in Senegal, it has provided modeling-based estimates of the economic impact of key risks and prioritization of risks at the national level on the assessment of risks in the livestock and fisheries sectors. However, the wholeness in PARM's holistic approach has, so far, dwelled more on RAS and tools development than being applied to other program components. For example, building effective partnerships (at the regional, national, and subnational levels, and with non-ARM partners) and social inclusion (targeting not only gender but disability).

PARM's capacity development (CD) activities, alongside global and regional knowledge sharing events where stakeholders learn and discuss ARM related experiences,²⁴ have been very important in stimulating awareness and education on ARM. All KII respondents cite PARM's CD as one of the most relevant activities of PARM, especially based on its collaboration with universities and research institutions. PARM's CD also has the potential to bridge knowledge gaps across both present and future generations.

Given that smallholder farmers in Africa remain the most vulnerable groups to the agricultural risk and yet most important to agri value chains and businesses, the CD strategy demonstrates a clear pathway for the transmission of knowledge, via a cascading effect from the ARM core team of trainers and advisory service providers to target beneficiaries.²⁵ The strategy also acknowledges the importance of consistent follow-up but does not clearly establish a mechanism for eventually planning and assessing behavioral and social change practices at the farm level. PARM's workshop in 2018 on "Building capacities to empower farmers to manage risks at farm level" marks the intention to bridge the knowledge gap with farm level communities who need more tailored and innovative communication approaches for ARM information dissemination. There has, so far, not been a concrete follow-up plan to assess the outcomes of the training events to build on lessons learned. About 60% of in-country KII respondents affirm that the time and resources allocated for CD activities should be increased to meet the high interest and demand from ARM stakeholders.

FARM-D's relevance goes beyond being a knowledge management platform that can host other learning events, for example, hosting a series of webinars and live talks to share good knowledge and practices in ARM. Publications made on the PARM website, including its blog, library, and news pages, are consistent with global topical ARM issues. Additionally, these publications regularly communicate PARM's activities through high-quality reports, while FARM-D serves as a community of practice that promotes knowledge sharing amongst ARM practitioners. To widen coverage beyond FARM-D, PARM's dissemination strategy has leveraged other grassroots-focused organizations, such as the FAO, in designing an ARM e-learning course that primarily targets farmers and farmer organizations.

²⁴ PARM (2018), Building capacities to empower farmers to manage risks at farm level: lessons from experience

²⁵ PARM (2019) PARM Capacity development Horizon 2 strategy [PARM-H2_CD-strategy_2020-02.pdf](#)

However, the last CD and KM report on PARM’s website dates back as far as 2017/2018, implying the need to reinforce the monitoring of CD activities and generate learning curves that will inform adaptive measures. In terms of monitoring, there is a lack of gender-disaggregated data for participation in country-level CD activities. In addition, there is an opportunity to strengthen social inclusion, focusing on different vulnerable groups such as women, elderly people, indigenous people, and persons living with disabilities. Agricultural risks present a double burden for women, persons with disabilities, and indigenous and nomadic people such as the Mbororos, Tuaregs, Toubou's and Fulanis who are transhumant pastoralists found in Niger and Burkina Faso and facing the brunt of climate change. Given the social characteristics and increased vulnerability of these people, it is critical for PARM to adopt a Gender and Social Inclusion approach (GESI) that responds to their needs.

Given the fragile context of PARM H2 countries, PARM has not placed sufficient emphasis on non-agricultural risks such as insecurity and conflict, which are crucial in sustaining other results. There is also an opportunity to consider non-crop production sub-sectors such as livestock. Additionally, about 25% of KIIs from the Advisory Committee and 10% of in-country respondents have questioned the utility of PARM’s risk management tools if they cannot be implemented. Given that most of the tools are yet to be piloted during project implementation, it is challenging to determine how fit-for-purpose the tools will be in terms of responding to contextual challenges.

Effectiveness

The initial focus of PARM Horizon 1 was on eight Sub-Saharan African countries, specifically Niger, Uganda, Ethiopia, Mozambique, Senegal, Cabo Verde, Cameroon, and Liberia, during the period 2013-2017, while activities in Mozambique were suspended.

For PARM Horizon 2, the focus is gradually increasing by batches, as stated in the country strategy (2020). Designated countries for batch one already match the core criteria for selection, which can be summarized as follows:

1. The need for a holistic approach to ARM in the country to respond to agricultural risks
2. Expressed willingness and engagement from the Government (PARM’s main implementing partner) to be a PARM country
3. Local and global donors’ willingness to contribute to the process in the country
4. An enabling policy environment for ARM

Attribution is difficult, so I wouldn't know how much of it I should attribute to PARM. I know that the new agriculture policy which is still to be approved kind of really looks at agriculture risk in a new way than before.

KII respondent, Ethiopia

The **first batch** consists of four pre-selected countries: Niger, Ethiopia, Burkina Faso, and Senegal. These are four out of the eight countries where the Platform decided to dedicate “funds and time to implement activities” (Country Strategy, 2020).

The countries that are being considered for the **second batch of PARMH2** include Tunisia, Ghana, Burundi, and Madagascar. Do note that Madagascar and Tunisia were recently added.

Results Achieved by PARM H2 Components

PARM H2 Components

PARM proposed three program components for Horizon 2, which were borne out of the recommendations of independent Mid-Term and Final Evaluations of PARM Horizon 1 held in 2017 and 2019.

In the country strategy 2020, PARM H2 prioritized three components and has planned for the realization of related results and indicators, as presented in the following sections. It also states that component 3 will be presented under different documents, which are the CD and KM strategies.

The implementation of PARM H2 had to address the challenges imposed by the global COVID-19 pandemic on its operation, as well as the effects of the global pandemic on agriculture and the related exacerbation of risks. Despite the challenges, they successfully continued to operate and make progress, particularly during the peak of the pandemic in 2021. As Mr. Giovanola, Lead Technical Specialist at PARM, stated in the 2021 annual report.

“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.”²⁶

Achievement of PARM H2 under Component 1 and Component 2

- Component 1: Assessment of risk and tools for policy engagement
- Component 2: Design of ARM programmes/projects for implementation

The table below briefly describes the achievements of PARM H2 under Component 1 and Component 2:

Table 6: Brief of PARM H2 Achievements by Planned Results for Components 1 And 2

Component	Planned Results	Achieved Results	Planned Indicators	Actual Status
Component 1: Assessment of risk and tools for policy engagement	Outcome 1: ARM holistic approach incorporated into regional and/or national stakeholders, policy design processes in support of smallholder agricultural systems	In progress but requires attention, especially for the integration of ARM into national policies and programs	Major agricultural risks identified and prioritized in each targeted country No. of ARM tools identified in each targeted country No. of policies to integrate ARM identified by governments	RAS is completed and major agriculture risks are identified in the 5 targeted countries. The latest RAS was for Madagascar it was launched in May 2023 4 of 5 countries have identified tools. Madagascar is in progress Many initiatives in 4 out of the five reviewed countries
Component 2: Design of ARM programmes/projects for implementation	Outcome 2: In-country implementation of ARM demo projects/programmes designed by PARM in support of government	Till the date of this report, none of the designed projects started to be implemented mainly due to lack of funding due to the	No. of projects/programs on ARM designed by/or with PARM support in the pipeline for implementation	4 projects are in the pipeline for implementation. Each of these projects was designed with PARM support namely for Burkina Faso, Ethiopia, Niger, and Senegal. Madagascar project design is

²⁶ PARM Annual Report 2021, Page 5

	development partners and private sector investments increased	long process to mobilize the resources by the Gov.		planned to be realized in the next half of H2
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Achievements for “Outcome 1: ARM holistic approach incorporated into regional and/or national stakeholders’ policy design processes in support of smallholder agricultural systems”

In the following sections, we will evaluate the performance of PARM H2 in Outcome 1 by referring to the indicators set for its monitoring and evaluation, namely:

- Major agricultural risks identified and prioritized in each targeted country
- Number of ARM tools identified in each targeted country
- Number of policies to integrate ARM identified by governments

Outcome 1: Indicator 1: The Risk Assessment Studies (RAS) and Tools Identified by Countries

The "RAS" phase, which is the second phase of the PARM process in targeted countries after "setting-up", has been officially finalized in four (4) out of the five (5) reviewed countries. While the fifth country, Madagascar, is in the process of being finalized for RAS.

Meanwhile, the "Identification of Tools and Strategies to Manage The Prioritized Risks" phase III has been officially finalized in 4 of the 5 reviewed countries. The term "officially finalized" is intentionally used to reflect the approval of government counterparts on the final products resulting from each phase, such as the RAS report and the project design.

Three (3) among the five (5) RAS were executed in phase 1 and served as a basis for the subsequent phases of the PARM process. These RAS are:

- **Ethiopia**
The risk assessment studies implemented were done in 2015-2016 as part of the activities of PARM Horizon 1. The study was conducted by the Natural Resources Institute (NRI) of the University of Greenwich in collaboration with local experts.
- **Niger**
The RAS was conducted by the World Bank (WB) in 2013, as well as the development of the Agricultural Risk Management Action Plan. PARM initiated capacity development and awareness workshops to update this study and prioritize the risks. Then, PARM conducted a study in 2016.
- **Senegal**
2 RAS were conducted during 2016 as part of the activities of phase 1.

During PARM H2, two (2) of the five (5) RAS were conducted and served as a basis for the following phases of the PARM process. These RAS are:

- **Burkina Faso**
In 2021, PARM conducted the RAS, which was validated by the government in October of that year. PARM recruited a consultant group, the consortium headed by IRAM with CIRAD and IPAR, to undertake this study.
- **Madagascar**
The latest RAS for Madagascar was launched in January 2023. In Madagascar, the applied PARM methodology is defined in the practical tool: [Assessing value chain risks to design agricultural risk management strategies](#).

Moreover, PARM launched its process in Tunisia on 13 March 2023.

The holistic and integrated approach adopted by PARM for RAS is continuously reviewed for adjustments and modifications based on the emerging needs at the national, regional, and global levels. Recently, the adopted methodology shifted the focus of the study toward value chains. In parallel, the participatory and inclusive approach adopted by PARM to inform, discuss, and obtain validation of the results ensures the involvement of all potential actors. In December 2020, this participatory and inclusive approach started to be implemented with a gender lens. This integrated gender mainstreaming ensured the involvement of women representatives in the process and initiated the engagement of youth representatives.

The RAS approach and methodology, as applied in phase 2, have good²⁷ effectiveness and resonate with the practices in the field of agriculture risk studies applied by other organizations in the field, such as the World Bank. Both PARM and the World Bank apply an environmental and social framework, including a matrix of risk areas around climate risks, and social, political, and private sectors with a focus on value chain and de-risking plans. However, the two main differences between the approach applied by the World Bank and PARM are:

- The higher capacity of WB to cover areas of de-risking while providing funds for governments to apply multiple mitigation and de-risking plans such as the commercializing and de-risking of agriculture, de-risking government policies, and de-risking private sector-driven insurance (KII interviewee).
- The cyclical process adopted by WB allows for follow-up on RAS, such as steps that include Risk Monitoring and Risk Assessment Reevaluation as suggested in the World Bank Group (2016) Agricultural Sector Risk Assessment: Methodological Guidance for Practitioners.²⁸

Interviewed stakeholders at country levels highlighted some gaps in the type of identified risks by RAS as conducted by PARM. In the case of Ethiopia and Senegal, Risk Assessment Studies (RAS) were conducted during 2014-15. However, these studies were limited in their scope as they did not encompass newly emerging regional or global risks, such as insecurity, conflicts, the impact of COVID-19, outbreaks of locust infestations, and trade restrictions, which have the potential to significantly impact these countries. Therefore, there is a compelling need to ensure regular updates to these studies are implemented to effectively address these and other evolving risks.

Outcome 1: Indicator 2: Risk prioritization in each country

Prioritized risks in each of the reviewed countries include the following:

For the RAS conducted within PARM H2

²⁷ The performance on the evaluation criteria were rated as : 1-High indicating that the performance is meeting high expectations of the evaluation criteria with minimal rooms for improvement; 2-Good indicating a good performance leading to meet expectations of the evaluation criteria with multiple rooms for improvement; 3-Fair indicating that the performance on this criteria does still not meet the expectations of the performance for the evaluation criteria with promising efforts.

²⁸ World Bank Group (2016). Agriculture Global Practice Discussion Paper 10. Agricultural Sector Risk Assessment: Methodological Guidance for Practitioners. World Bank Group Report Number 100320-GLB. World Bank website: <https://documents1.worldbank.org/curated/en/586561467994685817/pdf/100320-WP-P147595-Box394840B-PUBLIC-01132016.pdf>

- **Madagascar:** It is the first country to apply the new methodology to assess the risk at the Value Chain. Agricultural Value Chain RAS is still being finalized. However, unofficial initial findings mention the prioritization of risks associated with Maize and Peanut value chains for food and crop export, respectively
- **Burkina Faso:** It has three high-priority risks, including (i) security; (ii) climate-related risks; and (iii) price volatility risks

For the RAS conducted within PARM H1:

- **Ethiopia had 5 priority risks:** (i) drought; (ii) plant and livestock pests and diseases; (iii) price shocks for crops and livestock; (iv) risks related to input quality and performance; and (v) erratic rainfall
- **Senegal had 5 priority risks related to fisheries:** (i) risk related to illegal or unreported fishing; (ii) risk related to exploitation; (iii) climate risk; (iv) risk related to variability of environmental conditions; and (v) risk related to losses. The RAS also identified four priority livestock risks: (i) bushfire risk; (ii) herd health risk; (iii) rainfall risk; and (iv) market risk
- **Niger market risk:** borne by small agricultural producers, as well as risks related to climate change and natural disasters (droughts affecting crops, pests and diseases of cattle, crop pests and diseases, and floods)

In terms of technical prioritization, risk scoring is crucial to achieve an estimation of the probability and impact of each risk. The risk score is composed of the scores “probability”, “average impact”, and “maximum impact”, whereas the Capacity to Manage Risks (CMR) score is composed of CMR scores for each ARM option.

The technical scoring is followed by a consultative and participatory process to prioritize risk in close collaboration with governments, key players, and internal and external experts. PARM involves donors and Technical Financial Partners (TFP) within specific sectors and/or prioritized Value Chains (VC) or in-country geographical areas to inform them of the process and to give them the opportunity to be actively involved in the country process from the start. The recently updated methodology stresses that prioritizing the major risks affecting the agricultural sector and farm business at the value chain (VC) level (or for specific commodities) should be coupled with identifying the key players (at different layers); along the VC (including the most important market segments, value chain channels, vulnerable actor groups, and support services provided) in a way that would contribute to making the VC less exposed to the prioritized risks.²⁹

The methodology and approach applied by PARM in the prioritization exercise is a good practice to keep the government aware of the entire existing risk at the country level while assisting them in prioritizing the risks based on evidence and their own capacities to manage the risks. Interviewed government representatives to indicate satisfaction with the results of this process. Still, few countries highlighted a gap in the type of assessed risks. Thus, It is recommended to maintain such a practice.

Outcome 1: Indicator 3: Integration of ARM into national documents

- **Burkina Faso:** Burkina Faso is in the process of finalizing and approving the National Strategic Investment Plan for the agro-sylvo-pastoral sector to guide the development of the country's

²⁹ Grunder et al., 2021

agriculture over the next five years. PARM RAS analytics have informed several sections of the national guiding document.³⁰ Additionally, there is an integration of agricultural risk management into national policy through action 2.2.2, which states, "Access to agricultural risk management tools for stakeholders is improved."³¹

- **Madagascar:** For Madagascar, it is still early to report on this.

The final report 2014-2019 states that ARM has been integrated into national documents in six countries. Among them are Ethiopia, Niger, and Senegal.

- **Ethiopia:** In 2020, the country strategy states that there is still no concerted national holistic approach to ARM in Ethiopia. Thus, there is still a need for PARM to continue being the connector between actors. During the implementation of PARM intervention in Ethiopia, it became evident that the Ethiopian government was initiating policy reform processes. The initiated reforms integrated ARM as part of the extension services and ensured attendance at PARM's learning events by key government representatives, such as directors of extension, researchers, and the Ministry of Agriculture, including the state minister.
- **Niger:** Since 2013, Niger has initiated the integration of ARM into national policies and programs through a program supported by the World Bank and contributed its efforts through the renewal of its commitment to PARM, which led to the design of a new project. Since 2014, PARM has been supporting Niger through the HC3N to develop an action plan for ARM: the "Plan d'Action de Gestion des Risques Agricoles" (PAGRA). In January 2015, a roadmap to identify the key steps to be implemented to achieve an agricultural risk management strategy in Niger was developed with the support of NEPAD.
- **Senegal:** Senegal KII states that it is challenging to influence policy change. However, an opportunity appeared in 2023 through the finalized new roadmap to achieve food security by 2029. The plan requires a US\$8 billion investment. The 2024-2029 strategy mainly focuses on increasing cultivated areas and diversifying agricultural production to reduce food imports in the long run.

Opportunities to Reinforce RAS Integration

All the interviewed actors in the five countries affirm a great interest in integrating ARM. However, this interest faces challenges such as political instability and administrative delays associated with the institutionalization processes, as well as a lack of funding for action plans.

Opportunities to integrate ARM beyond counterpart governments are also considered by other national stakeholders across all targeted countries, who have also started investing in integrating ARM across other entities, such as universities, training centers, and producer organizations, in all targeted countries, with a noticeable effort in integrating ARM at private sector level in Burkina Faso, Senegal, and Madagascar. These efforts constitute a relative improvement from PARM H1 where ARM was only instituted into University curricula. Going forward, it is however recommended that PARM should put in place a more deliberate approach towards onboarding and strengthening partnerships with the private sector.

³⁰ PARM website: Burkina Faso-Country update

³¹ PNIASP, p. 65

This specific achievement was highlighted by government respondents in Niger, who confirmed that the risk assessment studies realized by PARM have been useful in influencing banks' and insurance companies' ability to see the importance of ARM as a strategic avenue for investment. Results of the risk assessment have enabled financial institutions to understand the ARM challenges and how to mitigate them in their different operations. According to the Professional Association of Decentralized Financial Systems (APSF) of Burkina Faso, microfinance institutions and banks also benefitted from various trainings on ARM, with the goal of becoming more overt when factoring risks within their operations.

In agreement with the above-highlighted country opportunities, a member of the Advisory Committee considers that PARM's activities have contributed to strengthening the policy dialogue and coherence between government strategies and main agencies or PTFs (such as WFP or EU) on price regulation during food distribution, in times of scarcity.

Opportunities to Improve the Prioritization of Risks

Interviewed stakeholders in targeted countries highlighted factors that must be considered while prioritizing the risks. Below are those most cited by stakeholders across the different countries.

Consideration of different actors' needs

- **Senegal:** Take into consideration that different actors have different needs to integrate ARM, for example, some need further training, others need funds to implement their action plan, others need networking, etc.

Reinforcement of the capacity to manage ARM

- **Senegal:** The lack of synergy between actors needs to be considered when planning for the management of ARM, for example, universities, professional training centers, financial structures, and producers (with different agendas and abilities) need to build synergies together for an effective partnership for the promotion of agricultural risk management
- **Niger:** Although the HC3N has reiterated its commitment under PARMH2 through active participation in co-designing the program, there is a need for PARM to increase support for the government's efforts of integrating ARM at the decentralized levels. This may involve funding a pilot of Niger's ARM project to generate lessons for adaptation in other countries.

The MTE recommends updating the RAS and ARM methodology and analysis to incorporate the above-mentioned factors.

PARM should persist in advocating for and supporting the Government to secure the sustainability of Agricultural Risk Management (ARM) at the country level. Furthermore, it is imperative to ensure the integration of smallholder farmers, women, youth, and other vulnerable groups into ARM solutions on a national scale.

The results presented for Outcome 1 lead to the conclusion that while these results represent a continuity of achievements between H1 and H2, PARM shows a good effective performance on Outcome 1 with best practices on RAS and risk prioritization. These best practices are among the strengths of PARM's performance. Yet few interviewees see room for improvement in the type of risks to be identified and the consideration of risk from different contextual conditions in the same country.

Component 2: Outcome 2: In-country implementation of ARM projects/programmes designed by PARM in support of governments, development partners and private sector investments increased

It is estimated that state capacities and resources in most Sub-Saharan African countries, notably in the Sahel, are more limited than in other parts of the world and will remain so in the coming decades, given the pace of demographic growth.

Source: SWAC/OECD (2021), Sahel to Come: What Today Tells us About Tomorrow, OECD Sahel and West Africa Club <https://issuu.com/swac-oecd/docs/sahel-to-come-brochure-en?e=13434135/93012730>

In the following sections, we will evaluate the performance of PARM H2 in Outcome 2 by referring to the indicator set for its monitoring and evaluation, namely, the number of projects/programs on ARM designed by/or with PARM support in the pipeline for implementation.

Outcome 2: Indicator 1: Project Design

The country strategy (Feb 2020) states that PARM will strive to operationalize the theories and studies from phase 1 countries into tangible results and programs in PARM Horizon 2.

PARM adopted a participatory process to produce quality cross-cutting projects on ARM while providing technical support to design those projects and support in mobilizing donors and funds to finance them.

As planned and expected, PARM is acting as a catalyst and connector, providing technical support to the host Governments through the collaborative and consultative processes of projects designed in 4 of the 5 reviewed countries within this MTE.

PARM support for Burkina Faso, Ethiopia, Niger, and Senegal, is clear. Madagascar's project design is planned for the next half of H2.

- **Burkina Faso:** Project entitled "Projet de Gestion des Risques Agricoles pour la résilience aux Aléas climatiques et de Marché" (PGRAAM) – Agricultural Risk Management Project for Climate and Market Hazards Resilience finalized in June 2022.
- **Ethiopia:** PARM finalized the design of the capacity development (CD) program entitled "Facility on Capacity Development for Agricultural Risk Management" (CD4ARM). While developing the investment program, PARM initiated a resource mobilization drive to advocate and mobilize resources to invest in the facility.
- **Niger:** Project entitled "Programme d'atténuation des Risques de Marché au Niger" (PARMN) – Market Risk Mitigation Programme finalized in March 2023.
- **Senegal:** The design was initiated in September 2022 of the project entitled "Projet de Gestion des Risques Agricoles pour une Agriculture Durable" (PGRAAD) – Agricultural Risk Management Project for Sustainable Agriculture.

Four projects are currently in the pipeline for implementation. For each of these projects, PARM and counterpart governments have been actively seeking collaboration and support from donor agencies and international organizations or regional bodies present at the national level. The mission reports of PARM

indicate extensive lists of meetings with various stakeholders at the country level. Numerous interests in the technical components/sub-components of the projects have been made; however, as of now, no sufficient funding commitment has been secured for all 4 projects, which are jointly designed with the respective governments.

Contextual Challenges for Resource Mobilization

Additional contextual challenges that affect resource mobilization by both PARM and counterpart governments include:

Donor-Governments Relations

- Niger as Sahel country:
The aide-memoire that set the framework of collaboration to implement PARM H2 has been signed by the government of Niger, project concept note and project document report have both been validated by the government. Afterward, HC3N approached a number of Niger's donors secure funds to implement the designed project.

Niger has been a key ally for the EU and its member states, especially in cooperation on counter-terrorism and development. In December 2022, international stakeholders (notably EU countries), during a Round Table discussion organized in Paris, made commitments to invest about 45 million Euros towards funding the new phase of Niger's Economic and Social Development Plan (PDES 2022-2026). However, the July 2023 coup d'état in Niger is estimated to bring serious implications for the materialization of this commitment and for the overall resource mobilization efforts in Niger. Following the coup, the EU and its member countries suspended financial cooperation with Niger. As PARM is directly working with national institutions such as HC3N or the Ministry of Agriculture, which will potentially receive funding destined for the PDES, PARM needs to ensure a close follow-up of the situation and adapt the resource mobilization strategy to the new country dynamic.

- Ethiopia:
The design phase faced significant challenges, including major interruptions caused by COVID-19 and civil unrest in Ethiopia. The deterioration of the political situation in the country in 2021 has put development assistance on hold. As the country is slowly reaching a political resolution, the TFPs are cautiously re-engaging with the Government of Ethiopia (GoE). There has, therefore, been a slowdown of development assistance accompanied by the inability of the majority of the TFPs to firmly commit to the financial partnership.
- Burkina Faso:
Government and stakeholders are initiating efforts to ensure funding for the designed projects, and they have organized meetings with donor groups to enhance funding opportunities. The government has taken up, with the support of PARM, the leading role in resource mobilization exercises that seek project funding. Hence, several official funding requests have been sent to AFD, EU, AFDB, FAO, and Suisse Cooperation.

Nonetheless, all the above is coupled with the significant challenge faced by PARM and counterpart governments to integrate designed projects with existing funding opportunities at the targeted countries' level. This highlights the importance of sharing opportunities with TFPs in targeted countries alongside other potential national contributors from national actors to secure funds. Government sectorial development priorities are competing for funds from TFPs as a form of loans or grants through the

government. PARM has facilitated dialogues between the Ministry of Agriculture, finance, and potential donors that have shown interest in financing projects. These dialogues are still on in Ethiopia, Burkina Faso, and Senegal. In Niger, the same dialogue has been on hold due to political instability that occurred following the coup d'état of July 2023.

Interviewed stakeholders in different countries, as well as SC members and AC, concur that the lack of funding poses a substantial challenge for designed projects and may have adverse effects on stakeholders' level of commitment and engagement, as well as on PARM's performances. From TFP's perspective, decisions to incorporate such projects into national-level programs need to be made during the design phase of funding programs before they reach the country level or even during discussions between donors and targeted countries for potential support.

Achievement of PARM H2 under Component 3

Component 3: Knowledge management, partnerships, and capacity development

The third component includes 2 planned outcomes, as cited below:

- **Outcome 3.1:** Enhanced partnerships and knowledge generation/sharing processes on ARM at local, national, regional, and/or global levels.
- **Outcome 3.2:** Improved awareness and capacity to manage agricultural risks at local, national, and/or regional levels.

Although these 2 outcomes do not appear in the country strategy (2020) under the resulting framework section "10. How to measure results", they are part of different documents on KM and CD strategies, and they are linked to the country activities and complement each other.

Outcome 3.1 Enhanced partnerships and knowledge generation/sharing processes on ARM at local, national, regional and/or global level

CD activities contribute to awareness creation for policy makers on the relevance of agricultural risk management. This has a huge influence in the sense that whenever they will be conducting a policy reform process, they will bring ARM and potential ARM strategies to the forefront.

In the following sections, we will evaluate the performance of PARM H2 by referring to the indicators set for its monitoring and evaluation of Outcome 3.1, namely the:

- No. of partnerships created and/or strengthened
- Increase of ARM community of practice/platform membership (FARM-D)
- Events in which (P)ARM is on the agenda at the regional and/or global level

While the partnership and knowledge generation/sharing are further evaluated in the coherence section, the evaluation findings reveal that partnerships and knowledge generation/sharing, as well as awareness and capacity building to manage agricultural risks, constitute the achievements concretely observed and evaluated at the five targeted countries. More specifically, capacity building is among the strengths of PARM at the country, regional, and global levels.

Outcome 3.1: Indicator 1: Partnership

PARM reported establishing or reinforcing 20 partnerships as part of the most updated report of their logical framework, which reflects a high achievement against the planned results. Still, the MTE further analyzed these under the coherence criteria.

Outcome 3.1: Indicator 2: Community of Practice/Platform Membership (FARM-D)

The achievements of FARM-D are summarized as follows:

- 276 CoP members
- 422 registered users in the FARM-D website in H2 versus 161 in H1, with an increase of +162%
- 4,158 participants in global Knowledge Management events (webinars/live talks, etc.) between 2019 and 2022
- 257 webinars hosted and promoted by FARM-D in H2 versus 25 in H1
- 291 Organizations registered on the FARM-D website in H2 versus 150 in H1, with an increase of +94%
- 276 members registered in the new FARM-D Community of Practice launched in December 2022
- Namely, the highest percentages are 29% from Development/Multilateral Organizations and 28% from Academic research
- The highest members expertise is the Agricultural Value Chain, followed by Climate and Environment, then Nutrition, then Capacity Development, and Land, Water, and Resource Management

The impact of FARM-D is clearly visible across all these parameters and well aligned with global standards of positive impact,³² what needs to be further examined and enhanced is the quality of CoP interaction for FARM-D's CoP. Moreover, the mailing list (over 9,900 email addresses) is well above expectations; what needs to be ensured and measured is the constancy and engagement of communication.

PARM achieved a high increase in the membership of FARM-D in H2 compared to H1.

In regard to the design, planning, and effectiveness measurement approaches recently considered as best practices for CoPs, FARM-D appears to exhibit a challenge in motivating an active interaction between the members of the CoP, as well as in terms of reactions to FARM-D's own post sharing on the CoP platform.

To evaluate FARM-D's effectiveness, Altamont Group referenced the following five suggested success facets for Communities of Practice Success³³ based upon a review of 37 European Commission CoPs:

- Shared vision
- Participation and engagement
- Community knowledge retention and circulation

³² For example, when Altamont Group reviewed the ToT for UNHCR, their CoP had less members, so PARM's membership number is positive.

³³ Catana, C. et al. (2021). The Communities of Practice Playbook: A playbook to collectively run and develop communities of practice. European Commission, and Joint Research Centre (JRC). European Commission website: https://op.europa.eu/webpub/jrc/communities-of-practice-playbook/assets/cop_online_version_light.pdf

- Trust, confidence, and a sense of community
- Inclusive communication

Each of these success conditions is built around four action pointers, which are driving communities of practice: (i) managing, (ii) steering, (iii) building, and (iv) driving communities of practice.

When reviewing FARM-D vis-à-vis the above facets and action pointers, FARM-D efforts to drive communities of practice remain insufficient and can be improved. However, the FARM-D weaknesses are neither intentional nor due to a lack of performance effectiveness of PARM H2. Rather, they are a limitation caused by the planning for FARM-D and progress measurements. To that end, AG recommends that FARM-D should develop a strategy that integrates the measurement of these CoP best practices.

Outcome 3.1: Indicator 3: Events at regional and global level

PARM H2 was not only able to maintain regional and global awareness raising and knowledge sharing but they also succeeded in engaging regional and national stakeholders as active actors in these events.

PARM H2 increased awareness raising through innovative regional and global level events

The following activities were part of PARM activities to raise awareness at regional and global levels and contributed to widely increasing the reach of awareness about ARM:

1. From 2019 to 2023, FARM-D, the community of practice of PARM, advertised a total of 257 webinars and directly organized and hosted 18 webinars and live talks, including a webinar series to promote PARM e-learning courses on Agricultural Risk Management and a live talk series to promote gender in ARM, rural inclusive finance and climate risk insurance.
2. In July 2022, PARM participated in the Aspen Network of Development Entrepreneurs, ANDE 2022 WEST Africa Regional Conference, and raised awareness about the importance of a holistic approach to and capacity development for agricultural risk management. In this conference, PARM urged for the institutionalization of ARM. PARM also engaged with representatives of the Ministry of Agriculture, Animal and Fishery Resources of Burkina Faso and the Ministry of Livestock and Animal Protection of Senegal, as well as with a private investor called Investisseurs & Partenaires. The interventions of representatives from the targeted countries particularly contributed to providing evidence-based testimonies on governments' commitment to integrate ARM. (Africa Feeds, regional media outlets, July 2022, in PARM report, Sep, 2022). PARM also invited IFAD Ghana to present at the gender panel of the ANDE conference.
3. On 23 June 2022, PARM hosted a panel within the IFAD 2022 "Jobs, Innovation and Value Chains in the Age of Climate Change" and gathered several online and in-person attendees. (PARM 24.06.2022)
4. As part of the KM strategy, PARM Horizon 2 introduced the development of innovative and creative awareness campaigns to raise awareness on ARM in different ways. In 2022, PARM organized the "FOOD HEROES exhibition" in the Botanical Garden of Cheick Anta Diop University (UCAD) of Senegal, as part of the Dakar Biennale DAK'ARTOFF 2022, one of the major contemporary African art exhibitions since 1996. In this exhibition, PARM revealed the result of the "PARM Art Challenge" launched in 2021 to celebrate the faces of rural women and men who, every day, deal with many challenges to produce the food we eat.

PARM H2 maintained visibility and communication through websites, media, and social media platforms

PARM is continuously and frequently updating its website with news on its progress in countries and on its implemented activities, publications, and other information. The PARM website has recorded more than 30,000 visits from unique users since 2019. This MTE referenced much of the information from sources on

PARM's website. However, it is noticeable that updates in certain sections, such as country status, stop at a certain period, e.g., for Ethiopia, and reports are not updated after a certain period, e.g., the last CD and KM reports on PARM's website date back as far as 2017/2018. To enhance the user experience and information management on the website, the PARM Secretariat opened a call for proposals in 2023 for the redesign and improvement of the PARM website.

The newly redesigned website, which will include new features, is scheduled to be released in 2024.

Since 2019, PARM has updated its communication pack, including a new motion video that presents PARM Horizon 2 and corporate factsheets and other handy materials describing the program's activities and key messages, ensuring the visibility of its donors' logos. Many of the produced factsheets were used in this MTE, namely the Sahel factsheet.

PARM enhanced the visibility of its activities on social media channels by creating new pages on LinkedIn and Facebook, besides the existing Twitter, Instagram, and YouTube accounts launched since PARM H1. In addition, PARM improved the posting frequency and the management of its virtual community. Efforts have been made to increase the number of contents posted per week. As a result, there has been an increase in followers on both existing and newly created pages. There has also been an increase in social engagement, with individuals, organizations, and donors liking, sharing, and commenting on PARM's posts. The new PARM Facebook page has recorded over 14,700 followers and reached over 1,500,000 people as of 31 July 2023.

- The new LinkedIn page has gained 691 followers in 6 months.
- The Twitter's followers' number has doubled (from some 400 to 931 followers).
- The Instagram's followers have increased to 290.

PARM H2 intensified its engagement with national and regional media, strengthening ties through the Ministry's journalist networks. This effort led to increased visibility of PARM activities in 35 media reports, including 5 TV news segments in Burkina Faso, Madagascar, and Niger, 4 print news pieces in Burkina Faso and Niger, 20 online news articles in Burkina Faso, Ghana, Madagascar, Niger, and Senegal, 2 radio podcasts in Burkina Faso and Niger, and four online news broadcasts at the regional level.

Outcome 3.2: Improved awareness and capacity to manage agricultural risks at local, national and/or regional level

In the following sections, the performance of PARM H2 for Outcome 3.2 will be discussed by referring to the indicators set for its monitoring and evaluation, namely:

- Percentage of trainees with improved skills in ARM
- Percentage of local trainers with improved expertise in ARM from academia and/or meso institutions (ToT)
- Number of curricula and/or learning resources adopted by academia, meso institutions, and/or strategic partners

Outcome 3.2: Indicator 1: Increased skills

According to the most updated figures of the logical framework, 80% of participants showed an increase in their skills after attending the capacity development workshops organized by PARM H2. Moreover, the following unplanned outcomes were identified by the MTE.

A relatively high reach of learning activities

- 605 participants directly trained on ARM, with 37% female
- 496 local knowledge contributors, with 31% female (5 KM events organized at the country level: Burkina Faso, Madagascar, Niger, and Senegal)

Outcome 3.2: Indicator 2: Improved expertise on ARM

For CD2: Most of the time, the demand for training trainers is beyond PARM's financial and human resource capacities. That is why a set of selection criteria was adopted to prioritize participants.

Other workshop areas are also well organized in each country based on needs, such as in Senegal, where a workshop is dedicated exclusively to young entrepreneurs (34 participants).

As part of the project design process, PARM organized and facilitated a Co-visioning/Co-creation workshop to engage the main stakeholders in ARM in Burkina Faso.

Additional Unplanned Achievements

PARM H2 facilitated the availability and accessibility of material on capacity development

- Over 7500 users accessed the e-learning course of PARM on ARM

PARM is actively facilitating the availability and accessibility of capacity development material through different channels, mainly publications and online learning hubs such as a training resource on "[Agriculture Risk Management in Developing Countries: a learning course for practitioners](#)". The CD materials are available at the [FAO e-learning academy](#). Particular efforts are also conducted to inform and motivate access to this material, such as the series of workshops in 2021 that were closely organized with the FAO Academy 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 FAO academy material is mostly English; the academy provides only English certificates of attendance.

The recent data regarding the number of accesses to online material, presented below, show an increased interest in the topic, with a high noticeable interest in 2020 and 2021, which coincides with the period of global lockdown due to COVID-19.

Table 7: Access to PARM Material on the FAO e-learning Academy

Year	Online Access	Downloads
2019	832	774
2020	1811	1235
2021	1030	593
2022	709	593
2023	190	157

It is recommended to introduce certificates of completion for learners who undertake the French version of the online course, as currently, certificates are only available in English. Additionally, gathering statistics on the number of certificates issued can serve as an indicator of course completion.

Outcome 3.2: Indicator 3: curricula and/or learning resources adopted by academia, meso institutions, and/or strategic partners

Participants across 3 of 5 targeted countries moved from knowledge acquisition to behavioral change. The capacity-building activities organized by PARM have been highly appreciated by the PARM focal points in Ethiopia, Senegal, Burkina Faso, and Madagascar. Additionally, participants from different targeted countries and in various workshops and exchange meetings generally appreciated the modules delivered; and are interested in continuing their engagement in the activities. Many among them have moved from understanding information to modifying behavioral practices, for example:

Universities and Training Centers in Burkina Faso, Senegal, and Madagascar:

- More specifically, universities, farmer’s organizations, microfinance institutions, and ministerial departments in Burkina Faso and Senegal have elaborated their own action plans and budgets to institutionalize ARM according to PARM’s holistic approach
- Interestingly, certain action plans also include the implementation of tools for ARM to practice theoretical training and others have been elaborated jointly by rural training centers and FOs or by meta-organizations (associations of organizations)

Additional Unplanned Achievements

Initiating practical, contextualized, and promising initiatives for the institutionalization of Agricultural Risk Management into university curricula and practices of the private sector

Due to the high interest in ARM capacity development and demand for participation, PARM proposed to institutionalize ARM in Senegal and Burkina Faso.³⁴ During PARM CD workshops in Senegal and Burkina Faso, academics, FOs, financial institutions, and government entities discussed how to institutionalize ARM and understood the importance of ARM. Unlike PARM H1 which only focused on institutionalizing ARM into university curricula, PARM H2 is making efforts toward institutionalizing ARM in the private sector.

³⁴ PARM Sep, 2022, report

As a result, 13 action plans were proposed in Senegal and 15 action plans in Burkina Faso by universities, rural training centers, women producers' organizations, and MFIs to integrate ARM into their curricula and practices for an inclusive impact of CD for ARM.

A selection committee has been set up to analyze and rank the action plans. So far, 6 of the 28 have been selected, at the rate of 3 action plans per country, based on a ranking proposed by the committee. PARM is proposing a pilot test to implement the selected action plans and will facilitate resource mobilization for the implementation of this pilot test. PARM already launched an online [call for support](#). This initiative is promising in terms of contextualizing the CD material, increasing the sustainability of the transfer of knowledge at the national level, and scaling up to reach more key actors.

General Remarks on Effectiveness

The evaluation team had a challenge in identifying a comprehensive logical framework for PARM H2, monitoring tools and plan, and details of how the actual numbers of indicators were calculated. There is a need for a more comprehensive logical framework, and M&E plan with clearly defined indicators and protocols for measuring and reporting progress.

Moreover, there is a need to harmonize the definition and interpretation of M&E terminology across strategic program documents. Although the spirit of the goals and objectives presented is common, words such as indicators and outcomes are used and interpreted differently. The differing presentations of objectives across documents such as annual reports, country strategy, and other documents reflect ambiguity. Thus, the evaluation adopted the outcomes presented in Country Strategy 2020 as the basis for evaluating the achievements of PARM H2.

Efficiency

The efficiency criteria reviewed PARM's process, strategic documents, secretariat structure, management of financial resources in relation to the operations, and overall PARM coordination.

Efficiency of the Process

The actual process of PARM includes 5 main phases with sub-phases/steps related to each one of them. Given that at least three countries of Horizon 2 were also part of Horizon 1, the PARM process did not start from scratch in these countries and instead served as a continuation. Therefore, for a few countries (Senegal, Niger, and Ethiopia), the process started directly in Phase IV (Implementation Support), or complemented Phase III before continuing towards Phase IV.

Further characteristics of the process are also detailed in the country's strategy, indicating the adoption of a participatory, demand-driven approach with fundable outcomes. Namely, the country strategy notes that the activities and actual process are not static and are a result of the discussions and demands of the governments and other key stakeholders as the process progresses. The overall outcomes generated by PARM in each country should be potentially fundable, starting from the RAS to the FS and the CD activities.

Although all interviewees of this MTE consider the process applied by PARM as relevant and efficient, highlights from the MTE findings suggest the need to consider adding further steps and or stressing the quality implementation of certain steps, as detailed in Table 8 below:

Table 8: Suggestions for the Adjustment of PARM H2 Process

Actual PARM Process Phase	PARM H2 MTE Suggestions for Adjustments
I. Preparation phase and setting-up	<ul style="list-style-type: none"> • It is recommended to consider the mapping exercise and country analysis as background for the PARM country strategy • Prior to setting-up, secure the Gov. and donor preliminary engagement at the phase of their funds design for the entire process • Ensure that the government not only expresses demand for RAS and technical support but also that targeted governments are aware and prepared to exhibit ownership of the required actions to integrate ARM. Proactively discussing the designed project with a potential donor is crucial. This could be done by jointly developing a roadmap with a clear schedule of activities outlining the main roles and responsibilities between PARM and country governments via an agreement that is signed from the outset of every country engagement. • Translate aide-mémoire into flexible partnership agreements (and/or road map) to better delineate the key steps of the PARM process • The roles and responsibilities of both parties to avoid some of the blockages from H1 • Ensure the smooth implementation of activities • Clearly define the expectations of both parties • Beyond CD and KM, maintain and expand the network both at the national level and in the region • Reflect on the size of the inception mission team and on the required roles on the mission
II. Risk Assessment	<ul style="list-style-type: none"> • PARM should update the risk matrix on a yearly basis and build the capacities for counterpart governments to do the same at the respective country level on a yearly basis • Review the capacities to manage risks assessed • PARM actual process is linear even in RAS, which does not allow any adjustments based on monitoring and evidence-gathering • Optimize operation at the country level through CLO, country stakeholders with further planning tools and collective actions

<p>III. Identification of tools and strategies to manage the prioritized risks</p>	<ul style="list-style-type: none"> • Expand consultations to include grassroots stakeholder and smallholder farmers, especially women, youth, and other vulnerable groups • Consider the effects of identified tools on actual roles, resources, and capacities of women, youth, and other vulnerable groups to design for inclusive and transformative roles, especially in decision-making on ARM and resources management • The donors involved in stage I must be the key stakeholders in confirming the feasibility of funding the options chosen
<p>IV. Implementation support design of a country project</p>	<ul style="list-style-type: none"> • PARM and the targeted government should ensure funding commitments before the design phase through seed funds from PARM donors, targeted governments, other active donors in the sector, and TFPs during the design phase of their national programs. The same applies to funding commitments from the private sector at the national, regional, or global level. • Design for inclusive and transformative roles, especially in decision-making on ARM and resources management. • The implementation of the project is totally dependent on the funding received. The government, with the help of PARM, must mobilize resources and complete the financing for the implementation of the designed project.
<p>V. Monitor results and collect lessons learned</p>	<ul style="list-style-type: none"> • Ensure the establishment of inclusive M&E design and plan for both PARM and designed projects with pre-set monitoring tools and reporting. • The PARM monitoring assesses that the project is being implemented in accordance with its design or analyses its progress if any changes are made.

The MTE recommends reviewing and adjusting the steps in each phase of the process in order to have tangible plans, progress, and outcomes.

Efficiency of Strategic Documents

All existing PARM strategic documents constitute the bedrock of their activities, with reports, plans, and actions consistently referencing them. However, the distinction between the country strategy and the CD and KM strategy can be somewhat perplexing. It is recommended that these two documents be amalgamated and mutually reinforced within a single comprehensive document.

The gender strategy is seamlessly integrated into all other strategies and has been widely embraced in all PARM endeavors.

One key aspect to consider in all existing strategies is the enhancement of the monitoring and evaluation framework. The enhancement should cover the log frame and theory of change, as well as the development of a robust M&E plan and accompanying tools.

A specific section in the country strategy (2920, P.8)³⁵ on the targeted beneficiaries necessitates further review. This section asserts that the ultimate target group of PARM comprises smallholder farmers who will be reached through meso level stakeholders. "The ultimate target beneficiaries of this initiative are smallholder farmers and their enterprises in developing countries. However, to reach them, given the integrated and technical approach developed by PARM, meso level actors will be directly targeted (MFI, FO, Extensions services, NGO, civil society, input suppliers...). Meso level institutions serve as the bridge between policy (the core business of PARM) and small-scale farmers."

It also states that "targeting and involving NGOs (particularly working on gender equality in the rural sector), farmers' organizations, and other meso level actors such as Microfinance Institutions (MFIs) from the start, to facilitate investment, create ties with possible implementing partners, and link PARM's activities better to the ground and indirectly to farmers ('its end users')." The strategy set under the "target group" section expects the different actors to take on certain roles, including the advocacy role expected from the meso level actors, CLO, and focal points, among others.

This particular section necessitates revision and further reflections, while many of its contents can form separate sections of their own, such as direct target group, indirect target group, the expected role of stakeholders, and the contribution of different responsibilities to the operationalization of the strategy, such as the role of CLO and its complementarity with the role of focal points.

Efficiency of PARM Secretariat Structure

PARM's September 2022 progress report and organigram state that the PARM secretariat is composed of 4 main fixed-term staff who are supported by technical specialists:

- Lead Technical Specialist (Manager of PARM and INSURED)
- KM, Communications and Partnership Specialist, leading the KM/CD Cluster Component 3
 - PARM's Capacity Development Specialist is responsible for all CD activities under the guidance of the KM Specialist and PARM Technical Unit
 - A junior CoP Analyst is responsible for the coordination of FARM-D Community of Practice, PARM website, and social media
- Technical Specialist, leading the Technical Support Cluster-Component 1, Component 2
- Design Team Leaders coordinate the team of experts in preparation for the project design and facilitate resource mobilization strategies in Burkina Faso, Senegal, Niger, Ethiopia; and Madagascar
- A junior Country Program Analyst supports the country's operations
- An Administrative Assistant
- Technical specialists are assigned to support each of the component specialists with implementation.

The secretariat also relies on recruiting an advisory team to support the coordination of activities and studies at regional and country levels

³⁵ Country strategy (2920, P.8)

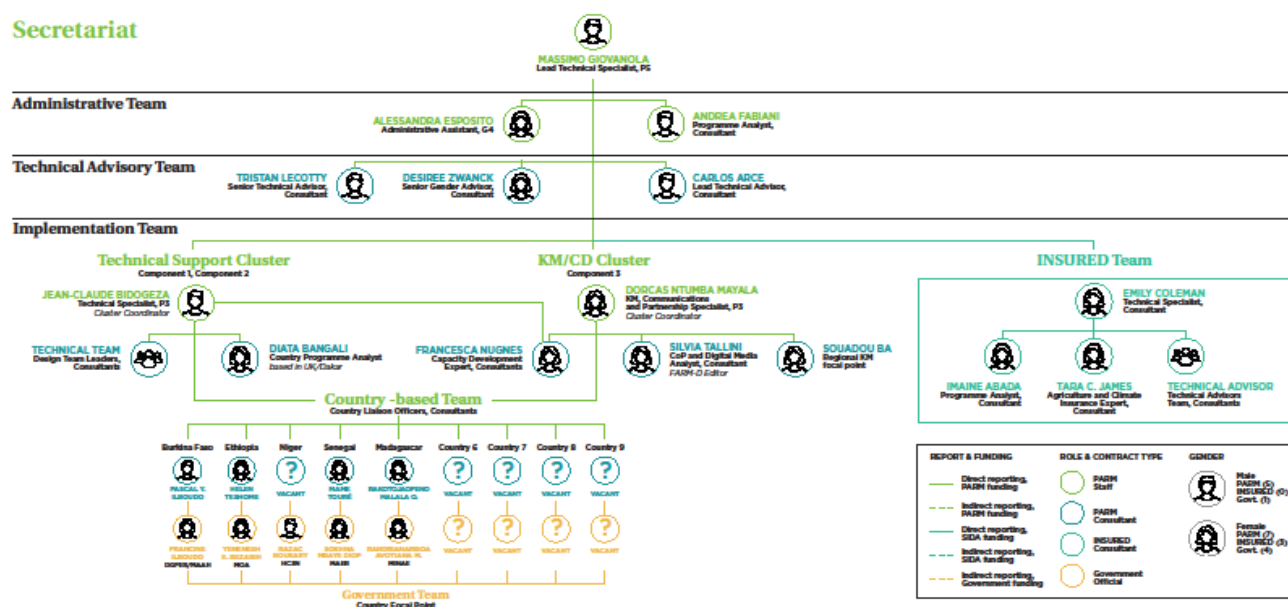
Technical Advisory Team

- Senior Gender Specialist
- Senior ARM Technical Expert (seconded by CIRAD)
- Lead Technical Advisor

At Country Level

- Liaison officers in Ethiopia, Burkina Faso, Senegal, Niger, and Madagascar
- Focal points appointed by targeted governments

Figure 3: Secretariat Structure



The secretariat structure is reviewed based on its efficiency in serving the expected results; identified gaps will be discussed under the effectiveness section.

Efficiency of the Structure in serving Component 1 and Component 2

These two components represent the basis of the end product of technical assistance for targeted countries and seem to be a heavy and burdensome task for one [1] department within the PARM secretariat.

Efficiency of the Structure in serving Outcome 1

The holistic approach to RAS adopted by PARM, which serves as a hallmark of its technical support and underpins the subsequent stages of the PARM process, should not be entrusted to external experts. The RAS phase necessitates a greater allocation of dedicated internal staff who possess the capacity to diligently oversee the RAS, assume leadership roles, compile valuable insights and best practices, and facilitate the periodic review and refinement of the RAS approach and methodology. PARM should drive policy discussions with governments in its capacity as the pioneer and thought leader in the area of ARM. Additionally, the efficiency of ARM's integration requires further dedicated efforts in order to follow-up closely with governments on potential policies and programs that may be suitable for integrating ARM,



and jointly identifying ways to move forward with such integration based on a clear strategy, milestones, and roadmap, which should also be championed by PARM’s core team.

Efficiency of the Structure in serving Outcome 2

The adopted structure and operational mode to design country projects are efficient and may be easily handled by design experts who can refer to previous outcomes of the PARM process. Thus, the actual practice may be maintained for the second half of PARM H2 and may be applied in other countries.

Efficiency of the Structure in serving Outcome 3

The results of Outcome 3 represent the setting of common ground to progress with the phases implemented under Components 1 and 2. Component 3 results set the stage and pave the way for other phases of the process, especially the capacity development activities and knowledge management. As these two activities serve as entry points to foster partnerships at country, regional, and global levels, the management, coordination, organization, monitoring, evaluation, and reporting of these 2 activities require more dedicated staff.

Moreover, knowledge management efficiency requires the adoption of more innovative, interactive, and responsive actions to members’ interests. Currently, the allocation of staff is sufficient; however, reach strategies require adjustments driven by ease of access, teasing, and advertising campaigns, among others.

Efficiency of PARM Community of Practice: FARM-D

The [Forum for Agricultural Risk Management in Development \(FARM-D\)](#) page defines FARM-D as a global interactive space for exchanges and peer-to-peer support on ARM, that brings practitioners together to share knowledge and advocate best practices for ARM in developing countries.

FARM-D has a mailing list of 9,920 contacts as of December 2022. To enhance FARM-D’s CoP platform, an online survey has been conducted from July to September 2022 to assess the needs of FARM-D users. Over 50% of users requested an interactive tool and new features to be added to the website. Consequently, PARM developed a new Community of Practice, which is linked to the current FARM-D website and provides users a space for exchange and interaction on ARM-related issues. The new interactive CoP platform was launched in early December 2022 and records 276 members as of July 2023, with a mere 46 active contributing members.

Additionally, there is a [web page for FARM-D](#), and it has a presence on social media; [LinkedIn](#); [Twitter](#); and [YouTube](#).

Figure 4: FARM-D Members Dashboard as of 8 May 2023



There are frequent and constant posts and events by the PARM team on all these platforms. However, despite this presence in numbers, there remains an issue of weak membership and interactivity. These results indicate the need to further promote FARM-D, change the type of interactions and content, stimulate further engagement, use social media ads, and explore other innovative ways to engage the members.

Efficiency of Monitoring and Evaluation

The PARM logical framework is incomplete and lacks an associated M&E plan with monitoring tools. In its current state, the logical framework may not effectively support results-based management. It fails to provide the necessary information for decision-making and formulating adjustments or modifications to improve the achievement of results.

Additionally, the monitoring and evaluation system of PARM could not be identified during the literature review or interviews. PARM’s theory of change should be revised and updated through a collaborative process involving all team members, including SC, and AC. It is important to establish a frequency for reviewing and updating the theory of change as part of the M&E plan.

All of the above M&E related findings suggest that PARM H2 requires a team of full-time M&E experts to support the monitoring of PARM’s different components and drive performance towards efficient results-based management.

Efficiency in Managing Fund and Budget

It is important to note that this section is not meant to be an audit of budget and expenditures. Instead, it examines operational practices that could be improved to achieve better results.

The country strategy states that PARM Horizon 2 funds will be allocated in different tranches, so the PARM secretariat is gradually proceeding to break down the process so that countries are targeted by batches.

...if they (PARM) work well with the country offices, government directorates and IFAD, they will be highly efficient.

KII Respondent, Madagascar

According to the third criterion for selecting targeted countries, all SC members have expressed their desire to see PARM continue its work in these countries. This commitment involves allocating an adequate budget not only to fulfill PARM's technical support obligations to the respective governments but also to capitalize on the opportunities presented by a participatory and inclusive process. It is important to ensure that PARM's support has the potential to create a lasting impact by providing additional financial and technical assistance to activities that directly reach the end users, including smallholder farmers, women, men, youth, and other vulnerable groups. Additionally, it is recommended that PARM add a criterion to ensure the availability of seed funds for potential projects designed for the targeted countries (to the pre-set criteria for the selection of PARM targeted countries).

At Country Level

- PARM can optimize its operations through further roles, responsibilities for CLO, and further support to Focal Points
- PARM has the potential to achieve high efficiency levels due to its collaboration with country offices, government directorates, and IFAD

Process and Field Missions

Stakeholders at the country level, including some AC members, perceive the transition between phases of the PARM process as lengthy. It is important to discuss and reach an agreement with government counterparts regarding a transition plan between phases. In addition, field missions have limitations in terms of time and effort, so it is advisable to explore alternatives such as engaging Country Liaison Officers (CLOs) and focal Points (FPs), and establishing National Groups within PARM to monitor progress and advocate for the advancement of the process.

Specifically, in Niger, the government respondents appreciate PARM's process but highlight challenges in the time it takes to transition from one strategic process to another, particularly from risk assessments to mobilization. Although this issue is beyond PARM's control due to factors such as COVID-19, national elections and, more recently, the Ukrainian war, it has resulted in delays and difficulties in mobilizing resources for this phase of the project.

During the MTE focus group discussion in Burkina Faso, participants exchanged contacts to facilitate coordinated efforts around ARM. Workshops for Capacity Development (CD) and Knowledge Management (KM) provide excellent opportunities to create networks and sub-groups among national

stakeholders, enabling them to follow up, monitor, and advocate for better progress in the process. This can serve as an alternative to repetitive field missions.

In PARM H2, the Risk Assessment Studies (RAS) continued to be conducted by external experts and consultants managed by PARM. When recruiting these consultants for each planned RAS, PARM follows IFAD procurement procedures and processes by launching a tender to select a service provider for the study. Considering the importance of this activity in the PARM process, it is recommended to either establish umbrella contracts with one service provider to ensure standardized quality and the incorporation of cumulative lessons learned from each RAS study or build the capacities of national experts to conduct the RAS. This would enable continuous follow-up, monitoring, and review of RAS activities, as well as more timely implementation.

Efficiency of Coordination Efforts

The MTE has already provided a separate report on the coordination efforts of PARM H2. Below are key findings retrieved from PARM H2's MTE Coordination Report:

- The current structure of PARM appears to be inadequate for effectively managing the extensive portfolio of PARMH2, particularly in relation to the Risk Assessment Studies (RAS) and Capacity Development (CD) components.
- PARM's mandate on ARM remains relevant to the G20, especially as PARM seeks to align with the G20's new shifting focus on addressing food insecurity risks to value chain risk management approach.
- The G20 meetings and working groups encompass numerous opportunities that PARM can potentially capitalize on. There is potential for enhancing PARM's communication and collaboration with the G20, moving beyond the annual obligations of the programs. This could involve PARM taking on more interactive roles within the G20 working groups, actively engaging with representatives of governments, particularly agriculture ministers, and striving to increase its visibility and impact.
- The relevance of PARM's institutional governance structure is acknowledged by a majority of SC and AC members. However, there is a need to enhance resource mobilization by aligning more closely with donors' processes and expected outcomes. Resource mobilization should be aligned with each donor process for the provision of funds and should be conducted at the design phase of these funds. It is recommended the timing for negotiating funding integration within the donors' process is clarified and the technical mandate of AC members is reinforced. Additionally, shorter intervals between AC meetings should be considered.
- It is suggested that PARM should reinforce its efforts to bridge the gap between its administrative coordination in Rome, its country-level implementation centered on governments, and its engagement with end beneficiaries (smallholder farmers and private sector actors). Local IFAD country offices can be used to achieve this closer connection. Country Liaison Officers need to assume a more proactive role in enhancing coordination at the national level.
- PARM strives to complement other IFAD programs, such as the Financing Facility for Remittances and INSURED. There is, however, room to improve its coordination with other global and regional initiatives, such as the framework of collaboration between IFAD and the



Green Climate Fund (GCF)³⁶ and ARC, by finding new entry points for alignment and partnership (for example, increasing collaboration with the ARC on CD and KM activities).

- PARM H2's activities are directly in line with its overall development objective. However, PARM H2 needs to re-assess its investment mobilization strategy for the funding of project implementation at country levels through financial facilities such as non-sovereign operations and credit lines, ensuring a stronger involvement of the private sector.
- There is a need to update PARM H2's logical framework and develop a theory of change that clearly articulates PARM H2's contribution to creating an enabling environment for ARM through policy change versus PARM H2's support to mobilize funding for ARM projects and how this transforms smallholder livelihoods and behavior over time.

Coordination Between PARM Secretariat and Targeted National Stakeholders

PARM is currently providing its services to countries where agriculture serves as a crucial pillar in their economies, food security, and trade. In these countries, PARM is actively seeking to establish national stakeholder ownership of knowledge, assessment, and management tools, as well as investment action plans. It is worth noting that PARM has been operating as a demand-driven service to targeted countries, and the design process has been executed seamlessly so far.

Best Practices Applied by PARM

- Responding to a demand expressed by the governments of targeted countries
- Adopting an integrated and holistic approach to AVC-RAS
- Establishing coordination mechanisms at the onset of the mission through appointed focal points from within the governments in consultation with governments
- Transferring knowledge and capacity development on ARM at the national level for a wide range of actors. However, until now, the capacity development training and the knowledge-sharing workshops were able to target the planned groups, which are only small groups of larger national stakeholders due to available human and financial resources
- Institutionalizing CD for ARM would ensure a lasting impact of CD in the country of operations and behavioral change, especially in the private sector.
- Achieving consensus through collective decision-making by engaged stakeholders among governments, and other direct actors in prioritizing areas of risk management
- Designing action plans on risk management priorities in consultation with all stakeholders
- Mapping and reaching out and/or involving all possible in-country stakeholders to engage them in the process, and mobilizing resources for the established action plan

³⁶ GCF article-press release (24 Sep 2018) GCF-IFAD agreement will help agricultural communities adapt to climate change: A key agreement signed today between GCF and IFAD will help pioneer new land-based pathways of climate action. GCF website: <https://www.greenclimate.fund/news/gcf-ifad-agreement-will-help-agricultural-communities-adapt-to-climate-change>

Coordination between PARM's Institutional and Governance Structure

The institutional governance structure of PARM is deemed pertinent by the majority of SC and AC members. However, three informants opine that the structure may be somewhat burdensome for an initiative with a limited budget, such as PARM.

Two key informants of the SC and AC have expressed concerns that PARM may be overly reliant on consultants due to the small size of their employed team.

Three members of the Advisory Committee identified opportunities for further coordination and collaboration with PARM, which go beyond technical expertise, including the World Bank. However, two members of the Steering Committee expressed concerns that not all members are equally engaged in supporting PARM. Additionally, one Steering Committee Key Informant affirmed that the government of their country is no longer interested in funding agricultural projects.

Factors such as political instability and COVID-19 have contributed to slowing down the resource mobilization process in countries like Niger and Ethiopia. Still, Steering Committee members believe that resource mobilization generally starts late in the in-country process and suggest that it should be initiated simultaneously with in-country projects. Further suggestions by two SC members included a recommendation that PARM should align with donor objectives as set for existing funding opportunities or align with potential funding opportunities during the funding design phase when they are discussed with the government or relevant donor departments. It is noteworthy to mention that a significant number of members across various levels of the PARM organization, including SC, AC, and secretarial staff, demonstrate a strong commitment to the PARM mandate and its associated efforts. This is particularly true of the leadership across PARM, who hold the mandate and sustainability of PARM in high regard and firmly believe in its mission.

Coherence

PARM's coherence can be assessed from both internal and external dimensions. Internal coherence will require an assessment of PARM's ability to consistently operationalize its broader policy frameworks, strategic mandate, and overall development objectives. Conversely, external coherence will aim to understand PARM's alignment with external policy commitments and its collaboration with other actors and initiatives in the ARM sector through key partnerships, notably with DFIs, governments, private sector partners, and CSOs.

The advent of PARM has reinforced the government's vision of agricultural risk management. Initially, most of the Government's initiatives were related to drought risk. PARM has enabled the Government to define and prioritise the main risks that the Government should face in terms of ARM
KII Respondent, Burkina Faso

Internal Coherence: Are PARM's Activities Aligned with Its Strategic Pathway and Development Objective?

PARM's development objective is focused on the integration of agricultural risk management (ARM) into the agricultural policies, institutional capacities, and investments of key stakeholders. This aims to promote a comprehensive approach to risk management from the global to the local level.

In general, the programmatic activities implemented by PARM have been in line with its overall development objective. These activities include country-level risk assessment studies, public sector advocacy through capacity development series, and knowledge management through its Community of Practice (FARM-D). The introduction of ARM project design for implementation under PARM H2 is a new activity aimed at ensuring that agricultural investments are sustainable, resulting in a positive impact on incomes, food security, and community resilience. However, based on KII discussions, PARM's effectiveness can be better evaluated through the implementation of concrete projects with funding provided at the country level.

At midterm, no funding has been secured for project implementation, indicating that PARM H2 activities have not been consistent with the overall ambition to sustain ARM activities through additional investments. In addition to the fact that resource mobilization under PARM's logical framework is set at the last stage (i.e., after project development), low funding can also be justified by weak private sector engagement, despite recommendations from the PARM H1 evaluation to prioritize such engagements.

Despite having an independent mandate, PARM is purposely aligning with the activities of IFAD to maximize efficiency and results. For instance, PARM has collaborated with the IFADs Financing Facility for Remittances project to conduct a feasibility study on the management of agricultural risks through remittances in Senegal. The joint report was published in December 2020. PARM also invites the IFAD country office regularly to present at CD workshops and invited IFAD Ghana to present at the gender panel of the ANDE conference (July 2022). The INSURED program, although funded by SIDA (a non-PARM donor), is implemented by PARM, creating a directly beneficial partnership through its core mandate of providing support on agricultural and climate risk insurance to governments. PARM has also organized joint panels with INSURED to share lessons at the IFAD 2022 climate change conference.

PARM's publication on Gender in Agricultural Risk Management in 2019 demonstrates its clear intentions to mainstream gender into ARM activities and to be coherent with IFAD's corporate-level commitment towards gender equity. This has been translated into the different country-level CD activities where gender representation has been used as a criterion for participants' selection (see Gender and Social Inclusion section). However, there is no gender outcome or indicator in the program's logical framework to measure the level of gender transformation vis-à-vis IFAD's standards.

PARM's collaboration with the private sector

Although it is the government's responsibility (and not PARM's) to mobilize funding for project implementation, PARM, in its role as a knowledge broker and facilitator, can foster in-country public-private partnerships (PPPs)³⁷ for long-term investment support. Public-private (and civil society) partnerships are considered indispensable for creating a favorable environment and governance arrangement for external investments. Collaborative ventures will involve long-term commitments between partners to share risks, costs, and resources in pursuit of shared objectives.³⁸ The counterfactual to

³⁷ Spielman et al (2007) define PPPs as collaboration between public- and private-sector entities in which partners jointly plan and execute activities with a view to accomplishing agreed-upon objectives while sharing the costs, risks, and benefits incurred in the process. <https://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/125270/filename/125271.pdf>

³⁸ Smyth et al. (2021) The role of public-private partnerships in improving global food security. *Global Food Security*, 31, 100588. <https://www.sciencedirect.com/science/article/pii/S2211912421000961>

this will be self-motivated, bureaucratic, and isolated efforts by the public sector, which, if successful, may lack sufficient accountability due to institutional incapacity. PARM has become increasingly aware of the role of the private sector in pooling investments into ARM. In 2022, PARM started identifying potential Non-Sovereign Operations (NSOs) that can attract private investors since NSOs typically involve direct financing and investment in projects and enterprises without government guarantees, focusing primarily on the private sector. Non-sovereign Operations refer to financing and investment operations that are not guaranteed by a State; this covers mostly private sector transactions but also non-sovereign guaranteed financing of eligible public sector enterprises, as well as financing of regional development finance institutions (DFIs)³⁹

NSOs can enable PARM to secure private investments in the following ways:

- **Risk Sharing and Mitigation:** NSOs can help mitigate risks for private investors by sharing the risks between the public and private sectors. This risk-sharing can make agricultural projects more attractive to investors who might otherwise be hesitant due to the perceived high risks in agriculture, especially in developing countries.
- **Leveraging Private Sector Expertise:** Through NSOs, PARM can leverage the expertise and efficiency of the private sector in project implementation. Private sector partners often bring in innovative approaches, technologies, and management practices that can enhance the effectiveness of agricultural risk management initiatives.
- **Creating Investment Opportunities:** NSOs can identify and structure investment opportunities in agricultural risk management that are attractive to private investors. This includes developing projects with clear revenue streams or benefits, such as improved agricultural productivity or access to new markets.
- **Building Credibility:** Participation in NSOs can enhance the credibility of PARM projects among private investors. The involvement of reputable non-sovereign entities indicates a level of due diligence and project viability, increasing investor confidence.
- **Facilitating Blended Finance:** NSOs can be a platform for blended finance, where funding from public or philanthropic sources is used to attract and de-risk private investment. This can be particularly effective in mobilizing capital for agricultural risk management projects in emerging and fragile markets of PARMs implementing countries.
- **Demonstrating Success and Impact:** Successfully implemented NSOs can serve as case studies or pilots, demonstrating the potential impact and financial viability of agricultural risk management projects. These success stories can be useful tools in attracting further private investment.
- **Capacity Building and Technical Assistance:** NSOs often include components of capacity building and technical assistance, which can improve the investment readiness of projects and enterprises in the agricultural sector, thereby making them more attractive to private investors.
- **Market Development:** By facilitating market development through NSOs, PARM can help create a more conducive environment for private investment. This includes developing supply chains, improving market access, and fostering an enabling regulatory environment.
- **Partnership Building:** NSOs allow for the formation of strategic partnerships between PARM, private sector entities, and other stakeholders. These partnerships can pool resources, expertise, and networks to achieve shared objectives in agricultural risk management.

³⁹ African Development Bank Group (2019) Policy on Non-Sovereign Operations
https://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/NSO_Policy-En.pdf

Additionally, PARM's risk analysis, which previously focused on the agricultural sector, is also being revised to assess risks by value chains to incentivize private sector companies (agribusiness and food companies) that operate within key value chains. Farmers organizations, processing companies, buyers, private investors, etc., have also participated in PARM CD workshops as a way of integrating private sector priorities in PARM risk studies and investment plans.

However, PARM's logical framework does not explicitly capture the role of the private sector and suggests the lack of a clear pathway as to how the inclusion of private sector companies is relevant to achieving PARM's mandate. From a strategic point, this undermines PARM's commitment to support government partners with funding mobilization, as elaborated in the logical framework.

Donors supporting PARM are urged to seamlessly incorporate ARM initiatives from PARM's targeted countries into organizational programs that operate within these nations. It is advisable for these donors to allocate seed funds for these initiatives when expressing interest in endorsing a specific country for PARM intervention support.

External Coherence: How Does PARM's Coordination Mechanism feed into the Global efforts on ARM?

Overall, PARM has been able to achieve coherence in implementing its mandate of institutionalizing ARM within targeted countries, regardless of the weak capacity of the targeted country governments and existing bureaucratic bottlenecks that usually constitute a hurdle to policy processes and change. This is evident in Burkina Faso and Senegal, where PARM's institutionalization of ARM into policy is clearly visible.

PARM's Capacity Development training series and Knowledge Management Platform, FARM-D, are useful channels for sharing knowledge across space and time; and increasing PARM's global visibility and leadership/ The most important being PARM's CD engagements with the private sector (microfinance institutions and farmers organizations), universities and integration of ARM into academic curricula and into the practices of the private sector.

In a survey conducted with users of the FARM-D platform (see [Annex E](#)), 100% (N=14) of the survey respondents agreed that FARM-D was a relevant source of ARM information, highlighting the following reasons for why they joined FARM-D CoP:

- To be abreast with real-time updates on agricultural risk management and practical solutions for improved agricultural practices
- To share practices and experiences in Agricultural Risk Management
- To improve literature and knowledge sharing
- To strengthen capacity building, awareness for academic research
- To discover new technologies in agricultural risk management

Partnerships

Managing risk requires multidisciplinary action and coordination at various levels. Partnerships between governments, technical partners, donors, and the private sector are crucial to creating synergies and effectively managing risks. The demand-driven integration of ARM into policies and practices is a key element for the sustainability of ARM interventions and to channel more investments into the agricultural

sector. PARM itself represents the partnership between a group of donors and strategic partners and has been facilitating collaborative relationships with host governments, donor governments, development partners, regional economic communities, farmers' organizations, academia and think tanks, and the private sector.

PARM adopts a partnership approach at the country level, which involves engaging directly with respective country governments, their ministries, and affiliated bodies, and indirectly with local farmers' organizations, NGOs, local universities or research centers, the local private sector, and small farmers entrepreneurs.

Figure 5: PARM's Stakeholder Engagement Approach



The aide-memoire signed with government counterparts has been relevant in ensuring alignment of expectations to better delineate the key steps of the PARM process, as well as the roles and responsibilities of both parties, avoid blockages, and ensure the smooth implementation of activities. This approach has been very critical in terms of opening potential ARM policy avenues for PARM's advocacy.

Based on PARM H1 recommendations, new partnerships have been fostered with other ARM programs through PARM's AC. These include Agrinatura, African Risk Capacity (ARC), and AUDA-NEPAD's Agriculture and Food Insecurity Risk Management (AFIRM).⁴⁰

⁴⁰ New Partnership for Africa's Development (NEPAD) and KfW. Project document: Agriculture and Food Insecurity Risk Management (AFIRM) Support to the Platform for Agriculture Risk Management (PARM). https://p4arm.org/app/uploads/2018/02/5.2.AFIRM-project-document_final.pdf
And European Microfinance Platform (e-MFP) (Mar 25, 2019) Official launch event of joint PARM/IFAD, FAO AND NEPAD series of learning course to bridge the knowledge gap agrikulturak risk management – 4th of April 2019. <https://www.e-mfp.eu/news-and-events/official-launch-event-joint-parmifad-fao-and-nepad-series-e-learning-courses-bridge>



PARM's methodology for RAS and development of ARM tools is complementary with those of other ARM programs led by the World Bank and with other initiatives such as Agrinatura's Farm Risk Management for Africa (FARMAF), an EU-funded program, focused on enhancing smallholder access to sustainable ARM tools and instruments including insurance, market information systems, and warehouse receipt systems. In 2021, PARM officially became a member of the [InsuResilience Global Partnership](#) (IGP) for Climate and Disaster Risk Finance and Insurance solutions, marking an important step in bolstering mutual collaboration. In that context, IGP and FARM-D jointly organized, since 2020, a LiveTalk series on "Gender and Climate Risk Finance" organized and promoted by FARM-D and the InsuResilience Global Partnership within the framework of their engagement together with the International Fund for Agricultural Development (IFAD). Six webinars have been organized to date.

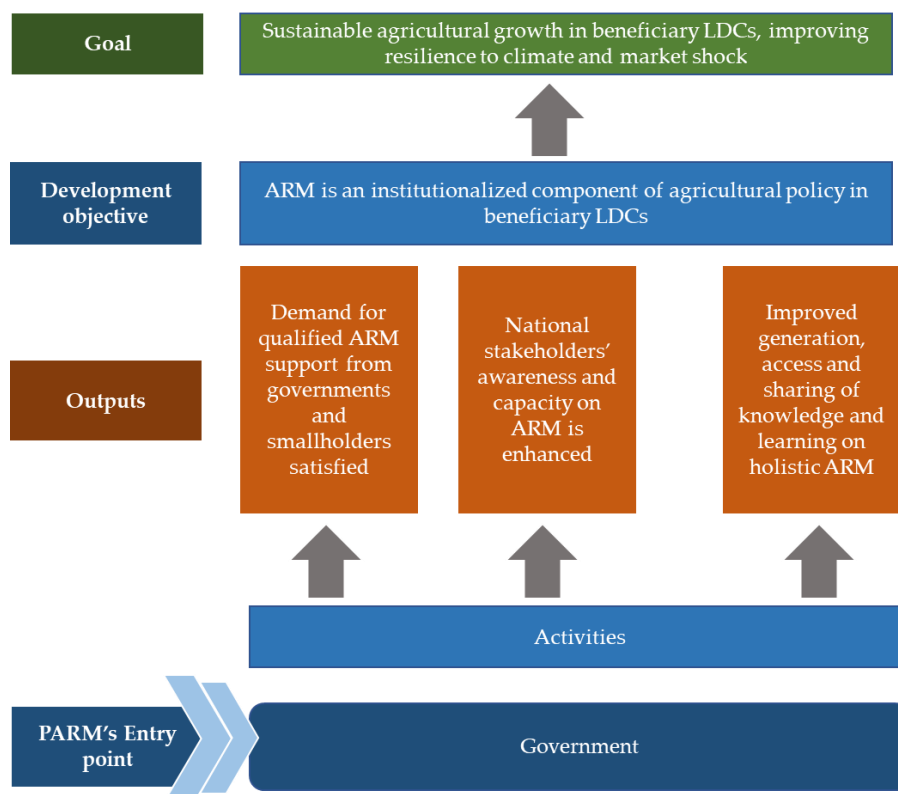
In addition to directly organizing its own CD series, PARM continuously strives to work collaboratively with sector organizations to ensure complementarity with capacity development, taking advantage of learning platforms like the Aspen Network of Development Entrepreneurs in 2022 to promote CD in ARM and gender mainstreaming as a tool. In August 2022, PARM partnered with FAO to organize two training workshops on ARM in the dairy value chain in Ethiopia using PARM methodology to train 45 experts from small and medium enterprises on ARM. In April 2021, PARM, in collaboration with the Smallholder and Agri-SME Finance and Investment Network (SAFIN) and the International Labour Organization's (ILO) Social Finance Programme, organized three webinars via FARM-D to present case studies from Agri-SMEs and financial service providers. Since 2022, FARM-D has hosted on its website the Inclusive Rural Finance (IRF) Network, which is a knowledge-sharing platform for fostering collaborative knowledge sharing and coordination among IRF practitioners at IFAD. Four webinars have been organized, among which three were designed for IFAD members and one for the external public. This collaboration helps FARM-D to strengthen its link with its own IFAD division. In 2023, PARM partnered with the Climate Bonds Initiative (an international organization working to mobilize global capital for climate action) to discuss how PARM Capacity Development can support the transition to sustainable agriculture in view of mobilizing capital for the transition. A webinar was held in June 2023 in collaboration with CBI and IDH (an NGO promoting sustainable trade), and a CD training will be held for the CBI community in August 2023.

The effective management of the former World Bank-led community of practice (FARM-D) also serves as a testament to PARM's ability to complement other partners in the ARM sector. However, there is an urgent need to enhance the quality of publications and explore novel dissemination and interaction strategies to engage local stakeholders more effectively.

PARMH2 has made minimal efforts in fostering partnerships with the private sector because the primary partners have, so far, remained the public sector (Figure 5: PARM's Stakeholder Engagement Approach), although some amount of prioritization has been given to the private sector through CD workshops since 2022. The medium to long-term role of private sector actors is not sufficiently emphasized or elaborated in PARM's logical framework or theory of change (see Figure 6: PARM's current theory of change.⁴¹

⁴¹ PARM H1 Final Evaluation Report

Figure 6 : PARM's current theory of change (Source: PARM H1 Final Evaluation Report)



In a similar manner, civil society organizations have not been sufficiently prioritized under PARM H2. This can potentially create an information asymmetry problem and minimize program relevance because of the slow flow of ARM information to the market (private sector) and producer levels (smallholder communities) that are most affected by agricultural risks. Weak private sector engagement can also justify the slow pace of securing external funding for project implementation.

Although PARM's main entry point is the government, government partnerships alone are not enough. 40% of in-country KII respondents acknowledge the need for stronger partnerships with the private sector. PARM, in its role as a knowledge broker and facilitator, should consider fostering in-country public-private partnerships (PPPs)⁴² as a (conditional) incentive for continuous support (for example, under PARM Horizon 3). Apart from reducing costs and aligning expectations, PPPs are designed to promote innovation that can transform knowledge and technology for social and economic relevance.⁴³

⁴² Spielman et al (2007) define PPPs as collaboration between public- and private-sector entities in which partners jointly plan and execute activities with a view to accomplishing agreed-upon objectives while sharing the costs, risks, and benefits incurred in the process. <https://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/125270/file/125271.pdf>

⁴³ Ibid

Impact

This MTE also considered pathways of potential transformative effects that PARM H2 has already instilled and others that might produce because of its activities.

The findings shared in previous sections infer that PARM has the following pathways of transformative change:

Table 9: PARM H2 Pathways of Transformative Change

PARMH2 has already instilled a transformative change at the following levels	Examples from reviewed countries
<p>PARM H2 Increased understanding and raised awareness on the integrated and holistic approach for all people reached throughout its different activities.</p>	<p>Ethiopia</p> <ul style="list-style-type: none"> • PARM's impact is primarily achieved through the strengthening of service providers' capacity at the grassroots and local levels. This approach allows PARM to indirectly bring about positive change in these communities. PARM's capacity development initiatives and learning events for local implementers have proven to be effective in enhancing their ability to address agriculture, risk management, and climate change issues. <p>Senegal</p> <ul style="list-style-type: none"> • Stakeholders unanimously agree that PARM provides significant value by increasing their awareness of the risks associated with their respective intervention sectors. As a result, each actor should be equipped to effectively manage these risks. • The actors have gained comprehensive knowledge of risk management, which was previously lacking or only superficially understood. They also have access to training materials that enable them to respond appropriately to specific situations.
<p>PARM H2 Initiated collective actions at national level</p>	<p>Ethiopia</p> <ul style="list-style-type: none"> • Agricultural risks are multi-sectoral, and PARM's efforts to bring together different actors have created awareness and a platform for collaboration. By encouraging stakeholders to work together, PARM has made a significant contribution towards improving the existing situation. • While PARM is not implemented directly at the local level, its efforts have had a positive impact through the development of local service providers and the promotion of collaboration among stakeholders. <p>Niger</p> <ul style="list-style-type: none"> • Stakeholders are working together to mobilize funds for the project designed by PARM for Niger Ethiopia, Burkina Faso, and Senegal

	<ul style="list-style-type: none"> Through capacity development workshops and the sharing of experiences in agricultural risk management, local actors have become aware of the different agricultural risk management tools adopted by others. These learning platforms have enabled them to consider the possibility of integrating agricultural risk management tools into their respective actions or the curricula of training and research institutes.
PARM H2 integrated ARM into national programs and policies	All targeted countries have initiated ARM in certain policies or programs, which would increase the potential to have related national implementing measures to regulate and orient the sector towards ARM.
PARM H2 integrated ARM into curricula and/or trainings of national stakeholders	At least 28 Stakeholders from Senegal and Burkina Faso, among others, have developed plans to integrate ARM into their activities.

PARM H2 also has the potential to create transformative change on the following levels	Identified opportunities
PARM H2 has the potential of widening the outreach of capacity development to reach small holder farmers, including women, youth, and other vulnerable groups, which would ensure that smallholder farmers have the necessary knowledge and know-how to manage the risks.	<p>Ethiopia, Niger, Burkina Faso, Senegal and Madagascar</p> <ul style="list-style-type: none"> It will be necessary to work directly with smallholder farmers and local producers to understand their needs and tailor capacity development components in response to their specific needs. This will be an efficient way to accelerate the impact on smallholder livelihoods. ARM focal points should be members of farmers' organizations, trained and financed to deliver the specific trainings to their colleagues. Local-level entry points and community-centered approaches to ARM design where the private sector and civil society can play a direct role.
PARM H2 has the potential to increase awareness of inclusive ARM among national stakeholders	PARM, having implemented an inclusive and integrated process with a gender mainstreaming lens, especially in the projects designed for targeted countries, has established the basis to create an increased awareness of inclusive ARM.
PARM H2 has the potential to increase the livelihood resilience of countries and smallholder farmers	<p>All targeted countries rely on agriculture as their main sector for their citizen's livelihood and economies. Policymakers who were already supported in identifying risk management options in the agricultural sector should be enabled to effectively improve this sector and respond to the climate risks they face while maintaining and enhancing agricultural policy.</p> <p>Niger</p> <ul style="list-style-type: none"> The designed project by PARM is expected to improve the living conditions of farmers in Niger. More precisely, to improve the storage of agricultural products and create buying and selling mechanisms favorable to small producers, as well as orient policies for more holistic approaches on ARM.

<p>PARM H2 has the potential of Contributing to stop climate change at longer term</p>	<p>All targeted countries are prone to recurrent, increased, and intensified climate change risks to agriculture. Wherever projects designed for targeted countries are implemented, the improved agricultural sector will contribute to stopping climate change.</p>
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All the potential transformative changes are to be monitored and evaluated whenever the project is implemented within targeted countries, as affirmed by different stakeholders interviewed at the country level. Yet, there is a significant challenge in mobilizing funds to determine what impact can be achieved for the different stakeholders, especially smallholder farmers.

Niger

- Almost all interviewers estimate that the impact of PARM can only be determined through the implementation of PARMN. According to a financial partner, the impact of PARM is difficult to appreciate at this phase.

Burkina Faso

- Beyond policy changes such as the integration of agricultural risk management into national policy through action 2.2.2, which states, "Access to agricultural risk management tools for stakeholders is improved" (PNIASP, p. 65), it is difficult to establish concrete examples of effectiveness and impact on climate change and livelihoods.

Sustainability

Resource Mobilization

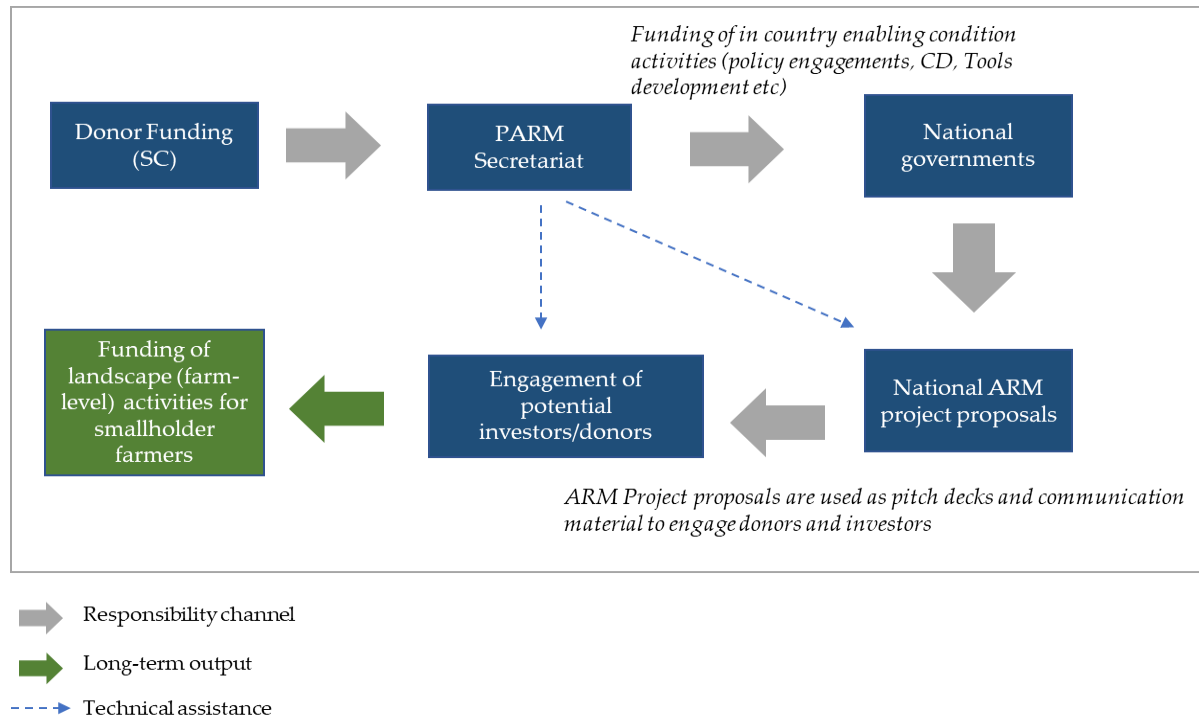
It is estimated that state capacities and resources in most Sub-Saharan African countries, notably in the Sahel, are more limited than in other parts of the world and will remain so in the coming decades, given the pace of demographic growth.⁴⁴ Given that PARM is designed to essentially provide technical support and facilitation to country governments in ARM policy, and not directly source for funding opportunities, the sustainability and continuity of results have become challenging for country governments. About 90% of country-based KIIs estimate that PARM's biggest challenge is the lack of a concrete funding mechanism for existing project ideas.

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(PARM MTE)

⁴⁴ SWAC/OECD (2021), Sahel to Come: What Today Tells us About Tomorrow, OECD Sahel and West Africa Club <https://issuu.com/swac-oecd/docs/sahel-to-come-brochure-en?e=13434135/93012730>

Figure 7: PARM's Current Approach to Resource Mobilisation



PARM's resource mobilization approach has been focused on supporting governments to negotiate funding agreements after the formulation of national project document reports, which are embedded within needs assessments according to context and country-level resource requirements (see Figure 7: PARM's current approach to resource mobilization). In this case, the project document serves as a communication tool assisting program visibility and a management tool that embeds the projects within national results-based management and budgeting frameworks. However, this approach has not proven to be very effective in delivering concrete results for project financing. PARM has, so far, not led a critical analysis of its external resource environment to discover important RM opportunities.

Sustainability through Replication and Scaling of PARMs Processes

There exist strategic channels for replicating PARM's holistic approach in time and space. These include the different KM and CD activities, which have the potential to ultimately contribute to the transmission of knowledge and experiences within both current and future generations. The role of academic institutions in integrating ARM into curricula is capital in forging the next generation of ARM-aware farmers. Moreover, the identification and prioritization of tools in collaboration with government institutions (for example, Ministries of Agriculture, Ministries of Finance, and relevant government agencies such as HC3N in Niger) and the setting up of specialized ARM Ministerial Committees in Niger, for example, will ensure political ownership and alignment.

There's a need to put in place local experts for the reinforcement of CD at the local level by training them on how to integrate ARM within local projects

In country KII respondent



However, there is the need to improve local ownership through a bottom-up approach (for example, introduce strategies to share risk management responsibility at the micro level with producers and communities).

Gender and Social Inclusion

PARM's gender strategy is a comprehensive document that provides background information to mainstream gender in PARM process and ARM as an integrated, inclusive, and holistic approach. It also provides tools and examples for every phase and step of the PARM process. The PARM team and engaged consultants are all committed to applying this strategy. However, this MTE looked at the results of gender mainstreaming in PARM H2.

Table 10 below provides a summary of the actual status of gender mainstreaming across the targeted countries.

Table 10: Status of Gender Mainstreaming in Targeted Countries through Different PARM Activities

Country	Gender in Risk Assessment study	Gender in Capacity Development	Gender in Knowledge management	Gender in the designed project for targeted country
Ethiopia	Study finalized in December 2016 - no gender analysis - no disaggregated data by sex	The great majority of CD training and tools is Gender-responsive and inclusive at the operational training level – women need to be properly integrated as contributors, trainers, and participants.	Platform established for knowledge-sharing, learning, management of indigenous knowledge, and development of strategies combining different ARM tools as well as policies and programs addressing constraints and broader issues. (Indicators to be gender, youth, and age disaggregated)	The project uses a gender responsive approach to strengthen women’s empowerment, it recognizes and responds to social and cultural norms and differences regarding gender roles and access to opportunities which may affect the equal distribution of benefits. It will spot where possible and build upon indigenous knowledge and socially inclusive local practices to identify and mitigate risks.
Burkina Faso	Study finalized in November 2021 Page 13 “Unlike other studies on agricultural risk analysis that PARM has had to produce in other countries, this study of agricultural risk assessment in Burkina Faso also uses a gender analysis that considers gender differences in the data collection and analysis to better understand the impact of risk and the ability to respond to its risks by gender”.	PARM capacity-building workshops witnessed the participation of nearly sixty percent (60%+) of women from all socio-professional categories. What’s more interesting is the diverse quality of participants, including women from different backgrounds, such as rural women’s associations, female intellectuals with doctoral degrees, small-scale farmers, and more.	Regarding the integration of agricultural risk management into policies, most women made numerous suggestions. At the end of the workshops.	The project uses a holistic, gender mainstreaming-sensitive approach to empower women, recognizing and addressing the social and economic needs of both women and men through its stated purpose. It should also be noted that the project’s explicit aim is to bring benefits to both women and men. This objective is reflected in the implementation of measures to ensure that women participate in and benefit from mixed activities as much as men. Target groups will be made up of both sexes to ensure a balance in activities. A key question will be addressed during project implementation: What type of change and at what pace do women beneficiaries want to see? Do they demand change, and how and when do they express themselves? Are they able to negotiate with the men around them, with the authorities, and are they supported in doing so? Equal access and participation for women and men was a key criterion defined in the project for opportunities, benefits and resources for all. The design of activities aimed at increasing gender knowledge and social inclusion, combating inequalities or ensuring women’s more equitable participation and decision-making power have been taken into account. The project has provided technical or economic alternatives, specific means for women’s basic interests (such as social and health services), and women’s strategic interests (e.g., improving their financial access or access to productive assets, or their active integration in value chains).

				<p>Unlike other agricultural risk analysis studies that PARM has produced in other countries, this agricultural risk assessment study in Burkina Faso uses a gender analysis that considers sex-specific differences in data collection and analysis to better understand the impact of risk and the capacities to respond to its risks by gender.</p> <p>Gender analysis shows that women appear to be more exposed to drought. Indeed, female plot managers report having experienced drought with an average frequency of 22%, whereas male plot managers report having experienced drought with a frequency of 19%. This suggests that women cultivate plots that are more exposed to drought, for example, on sandier soils, or it could indicate that they are more aware of low rainfall than men.</p> <p>On the other hand, the negative impact of drought on production was lower when a woman oversaw the plot (65kg less loss), which could indicate that women have better drought management skills than men. The most plausible explanation is that since women have less access to inputs, their production is less intensive and less sensitive to drought.</p> <p>It should be noted that the risk estimates revealed that the gender analysis of risks indicates that men and women in charge of plots are exposed on average to roughly the same frequencies of risks, apart from the risk of drought to which women are more exposed.</p> <p>Access to inputs, credit and responsibility for plots is reduced, which limits their exposure to risks, but also to the benefits of production. On the other hand, the impact of shocks is often greater when women oversee plots, which is linked to the decreasing marginal productivity of inputs. The less input used, the greater the impact on production. Finally, as a corollary to all this, women's productivity per hectare is most</p>
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				often lower than men's, except for groundnut production, where women often invest more than men.
Niger	Study finalized in 2016 Disaggregated data by gender were included in the study. But neither specific gender analysis nor mainstreaming approach.	There is no specific approach to include gender equality in the CD. There is no disaggregated data about CD participants. Though the interviewees mentioned the participation of women in CD related to their area of expertise.	Gender approaches not included in knowledge management	Gender mainstreaming approach and specific components of the project (sub-component 2.3) focused on women and youth. However qualitative analysis needs to be included, as a quantitative focus does not explain nor ensure gender mainstreaming.
Senegal	Study finalized August 2016 no mention of gender women are mentioned in one sentence	Gender mainstreaming remains a priority in all activities and planning. In the targeting of capacity-building projects, women are the first to be targeted, along with young people.	Gender mainstreaming involves ensuring that knowledge is managed and disseminated by data collection and analysis that shows gender perspectives and captures lessons learned and best practices addressing gender inequalities	<p>Agricultural Risk Management for Sustainable Agriculture Project Aide-Mémoire Dakar, 29 Septembre 2022</p> <p><i>Inclusive and gender strategy:</i> The project will adopt the following process:</p> <ul style="list-style-type: none"> (i) Identify the risks in the agro-sylvo-pastoral and fisheries sector on the activities of women, young people, and people with disabilities (ii) Identify women's producer organizations, youth organizations, and organizations of people with disabilities and train their leaders (iii) Establish public-private partnerships to improve their outreach to women, young people and people with disabilities (iv) Specifically fund activities that will have an impact on the living conditions of women, young people and people with disabilities (v) Commit to targeting women, young people and people with disabilities in the same way as men during interventions, this condition is to be clearly stipulated in the partners' terms of reference (vi) Disaggregate monitoring and evaluation indicators by gender wherever possible.

<p>Madagascar</p>	<p>Study finalized in May 2023. Gender analysis is applied. Gender mainstreaming in risk assessment studies in Madagascar considers the specific vulnerabilities, capacities, and needs of different genders in relation to various hazards, such as natural disasters, climate change, or socio-economic risks. This approach helps in identifying gender-specific risks, ensuring that interventions and disaster management plans are gender-responsive, and considering the diverse needs and vulnerabilities of women, men, girls, and boys. Among the findings The most exposed actors to the risks are small-scale producers, women, youth, and migrants/internally displaced people.</p>	<p>Gender mainstreaming in capacity development focuses on promoting gender equality and women's empowerment in Madagascar. It involves enhancing the skills, knowledge, and capacities of both women and men to address gender issues effectively. This may include training programs, workshops, and awareness campaigns that promote gender-sensitive approaches, gender analysis, gender-responsive planning, and gender mainstreaming in various sectors. By building the capacity of individuals and organizations, gender mainstreaming becomes an integral part of development efforts in Madagascar. It came out from the CD1 that when the Capacity of women is developed properly, they can pass it down to their children, making this process more sustainable. It is, therefore, important to include women in the process of coming up with skills tailored specifically for the empowerment of women. This includes targeted communication and</p>	<p>Gender mainstreaming in knowledge management involves ensuring that gender perspectives are integrated into the collection, analysis, and dissemination of information and data. It recognizes the importance of capturing gender-disaggregated data, conducting gender analysis, and documenting best practices and lessons learned in addressing gender inequalities. By incorporating gender considerations into knowledge management processes, policymakers, practitioners, and researchers in Madagascar can make informed decisions and develop evidence-based interventions that promote gender equality and social inclusion.</p>	<p>Gender mainstreaming in the design of projects for Madagascar entails integrating a gender perspective from the initial planning stages. This involves conducting gender analysis to identify gender gaps, inequalities, and opportunities in the targeted sectors. The project design in Madagascar incorporates strategies and actions that address these gender-specific needs and promote gender equality. It may include measures such as ensuring women's participation and leadership of the ARM initiations, addressing gender-based violence, promoting women's economic empowerment, and ensuring equitable access to resources and services such as seeds and fertilizers.</p>
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		<p>recruitment to ensure gender balance among participants, the adaptation of training materials and modalities, ensuring logistics (security, scheduling, mobility, childcare), facilitation language, methodology, and post-exercise services (practical application, learning retention, mentoring, etc.). These transformative approaches incorporate training for the learning community, training for women on investment opportunities, development of training materials, field schools, forums, caravan talks and specific training. It is equally central to train project partners working with populations on the gender approach and particularly on detection, prevention, mitigation and response to the risks of gender-based violence.</p>		
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Table 10 suggests that gender mainstreaming improved significantly with the introduction and adoption of the gender strategy. The most noticeable effective gender mainstreaming across all countries is at the level of projects designed and then at the level of capacity development.

Highlighted gaps in gender mainstreaming in respective countries can be resumed by increasing women's participation with attention to their gender roles and potential availability:

Ethiopia

- With regards to participants, it is encouraged that the regional coordinator of focal presence includes as many women as possible, even to make it a 50-50 ratio. However, it is important to note that the number of female participants in the learning event may not be well represented, particularly in pastoral areas such as the Afar Region, where there are only a few female extension workers available. This is often because female extension workers have responsibilities in their households, making it difficult for them to leave for a couple of days.

Disaggregate data and consider different roles of women in the designed projects

Niger

- There is no gender-disaggregated data in terms of people participating in capacity building and knowledge management training in ARM (Phase 1). Neither is the difference in the impact of agricultural risks on more vulnerable populations, such as children and women, considered in the risk analysis.

Senegal

- Unfortunately, gender mainstreaming is often oversimplified as equality between men and women. Thus, it is crucial to have a comprehensive understanding of the various elements for full integration of this dimension in all strategies for promoting agricultural risk management. This approach will enable effective support and foster real synergy among actors from diverse backgrounds.

Conclusion

Overall, PARM H2 demonstrates **commendable elements of performance across all six evaluation dimensions**, namely relevance, effectiveness, efficiency, coherence, gender, and coordination. However, there is a need for further reinforcement of initiatives to consolidate results and demonstrate impact and sustainability.

PARM H2 remains **highly relevant to the needs and global commitments**, aligning well with emerging global initiatives in food security, global warming, and other factors affecting the agricultural sector. It also continues to address the needs of targeted countries where agriculture plays a crucial role in their economies, food security, and trade.

In terms of **effectiveness**, PARM H2 performs **highly** in achieving the planned results related to Risk Assessment Studies (RAS), Agricultural Risk Management (ARM), integration, solution design, capacity development, and knowledge sharing.

Regarding **efficiency**, while PARM H2 demonstrates **high efficiency in delivering its intended outcomes**, there is a need to address the funding shortfall for implementing the proposed solutions in targeted countries. This can be achieved through new resource mobilization strategies, including involving steering committee members in identifying opportunities to align PARM H2 initiatives with their respective organization's programs during the design and decision-making phases.

In addition, PARM faces a critical need to expand its efforts in monitoring and learning from its own experiences in areas such as Risk Assessment Studies (RAS), Capacity Development (CD), and Knowledge Management (KM). It is crucial to ensure that staff members are dedicated to these activities on a full-time basis. This can be achieved by either enhancing the engagement capacities of existing staff or by adding additional dedicated staff members.

PARM already possesses good internal strategies that guide its performance. However, these strategies would benefit from reinforcement through a stronger design of results and a related Monitoring and Evaluation (M&E) plan. This would enable PARM H2 to effectively implement result-based management throughout all stages of its processes. By strengthening the design of results and implementing appropriate M&E tools, PARM can enhance its ability to track and assess the actual outcomes and impact of its initiatives.

To actively engage in emerging opportunities at the global, regional, and national levels, a review of PARM H2's mandate is necessary. The current mandate, which focuses on technical assistance, awareness raising, and capacity development, needs adjustments to enable PARM H2 to:

- Have an active role in improving practices in related sectors, especially within the emerging new initiatives at the global level, such as the G20 leader's reiterated commitment to food security and the newly launched Food and Agriculture Resilience Mission (FARM), initiated by France in March 2022
- Have an active role within the initiatives of the donors behind PARM, such as IFAD, with whom PARM has high synergy with multiple initiatives such as the framework of collaboration between Green Climate Fund and IFAD (IFAD GCF), the Regional Joint Program Sahel for emergency and rural development in the Sahel ([SD3C programme](#))
- Share experience with global stakeholders in the agriculture and climate change sectors

PARM's holistic, integrated, and inclusive approach, as applied in RAS, is one of PARM's strengths and is well appreciated by governments. However, many factors are affecting the real benefit of these studies. Thus, the real benefit from the RAS is affected by contextual factors, such as the political instability in targeted countries, and internal factors related to PARM, such as the effective contribution of PARM donors to complement PARM initiatives within the limitation of PARM through its mandate, and limited financial resources.

PARM is actively nurturing momentum in motivation, interest, collaborative efforts, and regulatory advancements at the country level. This is achieved through the application of its participatory, inclusive, empowering, and consultative approach and process, which culminates in the designed project. Numerous contacts are established to initiate partnerships with existing TFPs while engaging and empowering other national stakeholders, including the private sector. The national stakeholder's engagement includes efforts to create opportunities for transferring knowledge on agricultural risk management, including PARM's holistic approach, and for continuous capacity development through universities, training centers, organizations, and other stakeholders.

All these efforts are threatened to disappear and lose their effectiveness with instilled impact initiatives if the designed projects by PARM do not secure the necessary funds for implementation. Nonetheless, other factors are also threatening these initiatives, such as the lack of reinforcement of collaborative efforts with national stakeholders beyond the government at the national level, and the political stability to ensure commitment to the integration of ARM in policies and regulations is fulfilled, as well as the integration of ARM into a wider spectrum of national policies and programs.

PARMH2 encompasses additional elements that can be regarded as strengths, contributing to its overall effectiveness. These elements include the affordability and open access availability of its developed curriculum on Agricultural Risk Management (ARM), which incorporates an institutionalization module. Furthermore, PARM H2's published research findings organized global and regional events (both online and in-person), and its online community of practice all serve as sources of strength.

These strengths not only enhance PARM H2's capabilities but also create opportunities for the establishment of new partnerships. They also facilitate the expansion of awareness-raising efforts surrounding ARM, broadening the reach and impact of PARM H2's initiatives.

This MTE has provided several actionable recommendations for short-term implementation, which involve modifying the operational approach of PARM H2 and adjusting the coverage of technical support. These recommendations include guiding governments and national stakeholders towards a cyclical RAS process, mainstreaming gender and youth transformative roles, and enhancing public and private sector infrastructure. Many of these recommendations can be implemented without requiring additional budgetary implications.

There are also other recommendations that would entail budget implications, primarily related to monitoring and evaluation (M&E) and optimizing the utilization of experts. To minimize these implications, it is suggested to identify areas for budget reallocation, e.g., reducing the costs associated with consultants and replacing them with fixed-term experts. Additionally, the MTE suggests a comprehensive tool to enhance the Community of Practice (CoP) through the efforts of existing staff rather than incurring significant costs for PARM H2, as previously done.

In terms of resource mobilization, it should be addressed through enhanced coordination and collaborative networking between the secretariat and other elements of PARM's structures. Furthermore, resource mobilization should adopt different entry points for ongoing and future projects. These entry points include involvement during the design phase or decision-making level of donor-funded programs in the agriculture sector for targeted countries involving steering committee members. For future country engagements, two additional entry points may be adopted: ensuring the availability of seed funds for project design and promoting proactive engagement of counterpart governments in securing funds for the designed projects, especially through negotiations with their respective donors.

The sustainability of PARM H2 interventions in targeted countries, as well as the sustainability of PARM H2 itself, necessitates focused attention on its governance structure. This entails more active engagement and contribution from the PARM H2 governance structure, extending beyond financial provisions. It

involves strengthening linkages and integration with the existing initiatives of SC and AC's respective organizations.

Recommendations on Elements Defined in the Purpose and Scope

Relevance

Improving PARM's relevance will require reviewing the criteria and approach for selecting target countries and beneficiaries. Thus, it is recommended that PARM should use a clustered approach in designing its strategies for targeted countries while taking into consideration transversal risks affecting countries of the Sahel.

Adopting a Clustered Approach

Given that, every country has its own decision-making process that takes place in a unique political economy⁴⁵ informed by geophysical components such as climate and landscape, PARM's strategic approach should be flexible and tailored to respond to country-specific realities. Tailored approaches can be introduced based on a country's vulnerability index or on the level of policy responsiveness or political will. Achieving this could involve clustering countries with similar characteristics and designing intervention packages that align with immediate country needs. For example, in countries where political will is strong, and ARM policies and tools already exist, PARM could prioritize support for resource mobilization or increase stakeholder engagements to gauge external investments.

Renewing Risk Assessment Studies

About 45% of KII respondents indicated the necessity to renew risk assessments in previous PARM supported countries, suggesting that new risks could have emerged to replace previously prioritized risks. Renewing risk assessments will ensure that PARM's strategy remains responsive to the demands and priorities of country governments. Additionally, PARM could ensure that both macro- and micro-level risk management procedures are followed. While macro-level actions are carried out at the national level, where ARM strategies are incorporated into sectoral growth and investment as well as policy decisions, micro-level actions are carried out by individual producers or a community, with inclusive risk management decisions tailored to protect assets and improve resiliency.

Effectiveness

Entry point for resources mobilization for designed project

PARMH2 is recommended to initiate the engagement of TFPs and other donors at the following 3 entry points:

- At the decision-making phase of TFPs and other donors' programs. This phase is the pre-design of one of these programs that are implemented in PARM H2 targeted countries. Based on PARM experience and the findings of this MTE, funded programs that are active at the national level have limited flexibility to accommodate emerging initiatives such as the projects designed by PARM since their design, budget, and activities will be already set before the implementation starts. TFPs and other donors need to make the decision to integrate ARM designed projects in their own national-level programs at the design phase of funding programs before they reach the country level.

⁴⁵ World Bank (2016) <https://documents1.worldbank.org/curated/en/586561467994685817/pdf/100320-WP-P147595-Box394840B-PUBLIC-01132016.pdf>

- During discussions between donors and targeted countries for potential support. Counterpart governments need to be proactive in seeking support for designed projects by PARM H2 with their interested donors in funding agricultural projects at the national level.
- At the selection phase of targeted countries, when verifying the third criteria set by PARM H2 for country selection. This entry point requires not only an expression of interest by SC members in the country but also requires active engagement in linking PARM efforts with existing funded programs of their respective organizations in targeted countries.
- At the selection phase, ensure the availability of potential seed funds from existing programs funded by the SC members.

Broaden Capacity Development of Targeted Groups

In Niger, Senegal, and Burkina Faso, stakeholders recommend broadening the scope of workshops and capacity building sessions to reach the direct beneficiaries of PARM intervention. There is a need to train and establish local ARM focal points that can reinforce capacity development at the local level. Capacity development activities should also be extended to reach more stakeholders and bridge the knowledge gap at the grassroots level through smallholder farmers organizations, research institutions, and private sector partners, to facilitate the transfer and dissemination of knowledge and increase its outreach and visibility.

Provide Easily Accessible Capacity Development

Develop on-demand e-learning courses that provide PARM curricula in easy/bite-size modules for non-specialist learners such as smallholder farmers, as well as for different levels of specialists such as beginners, mid-level, and advanced. This approach will enable beneficiaries to access learning at their own convenience rather than just via workshops. It will also facilitate quicker uptake and reduce mission visits.

Theory of Change, Results Design with Relevant M&E Plan

The design of the results of PARM H2 requires revision and further enhancement so that they are based on a reviewed Theory of Change (ToC), with clearly identified assumptions and mechanisms that should be relevant to the ambition and capacities of PARM H2 counterpart governments and context.

Measure Outcomes and Impact from PARM H2 CD Strategy

- **Monitor behavioral change:** The KM and CD strategy also acknowledges the importance of consistent follow-up but do not clearly establish a mechanism for eventually assessing behavioral and social change practices
- **Generate and integrate learning:** The last CD and KM report on PARM's website dates as far back as 2017/2018, implying the need to reinforce the monitoring of CD activities and to generate learning curves that will inform adaptive measures
- **Monitor the completion of online courses through the certificates:** The online learning and CD materials available at the [FAO e-learning academy](#), are in both English and French; however, the academy provides only English certificates of attendance, which does not allow proper monitoring/recognition of courses completed and finalized in French

Adjust PARM H2 Process

Although all MTE interviewees consider the process applied by PARM in targeted countries as relevant and efficient, highlights from the MTE findings suggest the need to consider adding further steps and or

stressing the quality implementation of certain steps as detailed in Table 6: Suggestions for the Adjustment of PARM H2 Process (p.35).

Amalgamate PARM Strategic and Planning documents.

As there are no specific documents that present the design framework for the results for PARM H2, nor an M&E plan, and no detailed M&E reports; PARM H2 strategic and planning documents need to be amalgamated into comprehensive strategic and planning documents and integrated/combined. In particular, the monitoring tools and plan and details of how the actual indicator numbers are calculated must be clarified.

Cover Emerging Risks in RAS

RAS should be able to identify and find solutions for emerging risks at local, national, and global levels that might affect certain countries, e.g., COVID-19, locusts, conflicts and trade restrictions. Additionally, evidence from targeted countries shows that RAS does not consider the climate difference within different geographic areas of a targeted country.

Similarly, it is recommended that security and conflict are considered cross-cutting themes, like gender, and are mainstreamed in the RAS and ARM. as started in Madagascar.

Enable Governments to Follow-Up on RAS

In the context of the continuous climate change at the global level, widespread existing pandemics such as COVID-19 or similar ones, and the effects of conflicts and insecurity on the global economic situation and food security, PARM is recommended to consider assessing and suggesting ways for governments to follow-up on RAS, such as steps that include Risk Monitoring, and Risk Assessment Reevaluation, as suggested in the World Bank Group (2016) Agricultural Sector Risk Assessment: Methodological Guidance For Practitioners.

Updates on Webpages and Social Media

The last CD and KM reports on PARM's website date as far back as 2017/2018. The update on PARM's country status is recommended to maintain a stable, regular, and frequent status of news with constant interactivity.

FARM-D

There is a need to further promote FARM-D, change the type of interactions and contents, stimulate further engagement, use social media ads, and explore other innovative ways. Additionally, it is recommended that FARM-D consider applying the comprehensive suggestions provided by the guidebook developed by Catana, C. et al. (2021).⁴⁶ Furthermore, FARM-D should adjust reach strategies to facilitate ease of access, teasing campaigns, and advertisement campaigns, among others.

Conduct a Comparative Study Between Applied Approaches of RAS by Other Actors in the Sector and PARM

Based on the findings presented, many actors in the agriculture sector are applying ARM. Some among them are applying it for a specific risk, and others for a more detailed matrix of risks such as WB. More

⁴⁶ Catana, C. et al. (2021). The Communities of Practice Playbook: A playbook to collectively run and develop communities of practice. European Commission, and Joint Research Centre (JRC). European Commission website: https://op.europa.eu/webpub/jrc/communities-of-practice-playbook/assets/cop_online_version_light.pdf

comparative studies are recommended to establish similarities, differences, best practices and challenges as a way to improve the approach applied by PARM.

Efficiency

Modify the composition of PARM H2 Team with Additional RAS Experts, CD Experts and M&E Team

It is important to consider modifying PARM H2's full-time team. MTE evidence shows that the PARM team is too small to handle the portfolio of PARM and requires a review in terms of the number of full-time dedicated staff, as well as the focus of tasks assigned. Furthermore, it is evident that PARM H2 needs a team of M&E experts to support PARM H2 in transitioning towards strong result-based management.

While we appreciate that PARM has budgetary limitations, it is suggested that funding currently allocated to consultants be reallocated to either contribute to increasing PARM staff or ensure consultants with the required skill sets (as specified above) are engaged.

Alternatives for Follow-Up with Counterpart Governments

The transition between phases of the PARM process is perceived as lengthy by stakeholders at the country level, including a few AC members. It is essential to engage in discussions and reach agreements with government counterparts regarding a transitioning plan between these phases, particularly due to the time and effort limitations of field missions. Therefore, it is necessary to explore alternative approaches, such as engaging Country Liaison Officers (CLOs), Focal Points (FPs), and establishing National groups under PARM's guidance. These measures would facilitate effective follow-up and regular updates to national counterparts regarding the progress of the process.

Optimize Country Operations

The following actions are suggested to the following fields and actors to optimize country operations.

RAS

- Further follow-up for RAS in a way that would reinforce RAS practice by the government and local actors themselves. The reinforcement may start with CD and then involve trained key technical actors at the national level in implementing the study while supported by PARM for technical, management, analysis, and reporting.
- Consider in-house management of RAS with a minimal role for consultants. A general/standardized contract should be developed for RAS consultants to ensure quality and coherence in delivery.

Counterpart Governments

- To ensure effective integration of Agricultural Risk Management (ARM) and garner necessary support, it is crucial that targeted governments not only express their demand for Risk Assessment Studies (RAS) and technical assistance but also demonstrate ownership of the required actions. It is imperative for these governments to be aware and prepared to actively engage in discussions regarding the designed project with potential donors. By exhibiting ownership and proactively participating in these discussions, targeted governments can enhance their chances of successful integration of ARM and secure the support needed for its implementation.

Country Liaison officers

- Elaborate quarterly action plans at the country level in consultation with the government. For example, the TOR of CLO in Senegal suggests the elaboration of monthly action plans at the country level in consultation with the government; however, the evaluation team did not find any of these action plans among the H2 documents
- Strengthen coordination between IFAD and PARM at the country level (e.g., integration between IFAD and PARM-designed projects). The TOR of CLOs also states close coordination with IFAD programs in the country. At present, there has been no tangible integration between IFAD country teams and PARM-designed projects
- Increase CLO responsibility (for example, follow-up and network with contacts established after CD and KM activities, advocate for ARM integration or ensure further ARM integration into policy through participation in national events). Contacts and networks established for and during CD and KM are only followed up by the secretariat. CLO should have a further role with these contacts and networks, such as collaborating to advocate for ARM integration or ensure further ARM integration in their practices
- The allocated number of days appears to be insufficient, considering the tasks that need to be accomplished

In Country Focal Points

- Review incentives/benefits for Focal Point (current responsibilities are not matched with adequate financial or professional recognition). The MTE team has not identified any TOR elaborated for them. However, from their point of view, many additional tasks to their existing ones at the ministries are required by them without any financial or professional recognition.

Reporting

- PARM should require more frequently written reports from country liaison officers and FPs on the results level. It is important to enhance the quality of reporting to incorporate more analysis, figures, details, and achievements at the country level.

Reinforce Result Based Management

PARMH2 has a critical need to reinforce result-based management, starting by reviewing the results design and designing an M&E system and M&E strategy. Providing staff members with necessary capacity-building resources is also essential.

Coordination

PARM has the potential to initiate interactions with the delegates of G20 members.

According to one key informant interview, PARM should have an adaptive and flexible agenda that aligns with changes in the global agenda. Therefore, PARM should actively participate in global discussions and be able to reflect changes through modifications to their mandate and services. This could include adding new incentivizing elements for both governments and the private sector.

Coordination between PARM's Institutional and Targeted Stakeholders

Although the process and approaches applied by PARM to coordinate with in-country stakeholders are good practices, further actions are recommended to ensure more effective coordination, including the following:

- The process of transitioning to local ownership is a complex management task that demands careful planning and execution. It is crucial to initiate this process before setting up the PARM phases in targeted countries. The task requires extensive discussion and agreement among all the partners, donor coordination, and sector-wide approaches. The main stakeholders must demonstrate their willingness to mobilize and motivate human and financial resources from within the government or externally to achieve the action plan resulting from PARM's intervention. Establishing clear expectations is a critical process that should be initiated prior to the setup phase. It is essential that both PARM and key stakeholders engage in a collaborative effort to discuss, clarify, and establish a roadmap for meeting each other's expectations. Additionally, applying a Results-based Management framework for interventions at the country level, where partners would plan for results from the intervention and set benchmarks and indicators, would enable targeted impact.
- Review of the Liaison Officer's role be conducted to incorporate more proactive measures in enhancing coordination at the national level, as well as in mobilizing resources and aligning policies with PARM (1 KII).
- Capacity development options should be simplified so they are better understood by smallholder farmers in a more structural way throughout the material development and provision (2 KIIs).
- According to a Key Informant, it is advisable to not only focus on expanding into new countries but also to carefully assess any gaps in previously targeted countries and establish sustainable practices before moving on to another country or continuing to operate in certain countries (1 KII).
- Discuss and suggest with targeted governments Agriculture Risk management practices applied by other countries, whenever relevant for targeted countries, such as those mentioned in the survey conducted by FAO and OECD 2021 for G20 under Italy's Presidency:
 - Setting of market observatories or early warning systems
 - Introducing permanent mechanisms to facilitate communication between governments and key sector stakeholders
 - Engagement and dialogue between government
 - Emergency income stabilization tools
 - Support for farmers and food companies
 - Targeted technical assistance on risk management

Coordination between the Secretariat, Steering Committee and Advisory Committee

It is recommended that each of the elements of the PARM structure review ways to be more involved in the achievements of the PARM mandate, as follows:

Steering Committee

- Establish and amend its own rules of procedure, and maintain appropriate coordination to establish further coordination mechanisms to increase strategic partnerships for PARM
- Develop partnerships with donors and government organizations, consistent with PARM's mandate

- Review the composition of members and revise based on willingness to contribute to the achievement of results established for PARM, especially in terms of resource mobilization

Advisory Committee

- Establish and amend its own rules of procedure, and maintain appropriate sub-committees, including establishing a regional committee, with regular reviews of subcommittee operations
- Review the composition of members and select, based on technical expertise to contribute to the achievement of results established for PARM

Common at All Levels

- Set mechanisms for frequent updates and communication between the different structural elements
- Reconsider the interval between SC and AC meetings; and consider remote meetings to facilitate more ongoing/regular communication/action (2 KII)

Gender and Inclusion

Initiate intentional targeting and systematic reporting on gender, youth and other vulnerable groups

- All PARM staff members are adhering to the gender strategy and applying it. However, further efforts are required to reinforce collecting and reporting disaggregated data by sex, age, ethnicity, disability or other characteristics of targeted groups. In addition, further efforts are required to intentionally enable women, youth and other vulnerable groups to take part in decision-making around ARM at the national and local levels.

Coherence

PARM's coherence can be improved by strengthening alignment at a sectoral (enhancing partnerships) and thematic level (incorporating new themes related to security and conflict)

Enhancing Strategic Partnerships with The Private Sector

About 95% of all in-country KII respondents acknowledge that the role of the private sector is indispensable in ARM. Government partnerships alone are not enough to ensure the sustainability of PARM's in-country interventions. It is therefore recommended that PARM should revise its approach to engaging private sector actors in all processes. One way of doing so could be to update PARM's logical framework to include indicators on private-sector collaboration and introduce a theory of change to establish a logical path for pooling external investments while supporting public-private partnerships. In addition, PARM should also find entry points at the regional level through collaboration with regional initiatives such as the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), Global Alliance for Resilience (AGIR Sahel and West Africa and other regional initiatives led by the African Development Bank). Specific avenues for collaborating with the private sector can include the following:

- **Develop a Clear Value Proposition:** Articulate a compelling business case that aligns with the interests of private sector entities. This involves demonstrating how collaboration with PARM can lead to mutual benefits such as corporate social responsibility fulfillment, access to new markets, or development of new products tailored to the agricultural sector.
- **Identify and Engage Relevant Stakeholders:** Research and identify private sector players who have an interest in agricultural risk management. This could include companies in the agriculture supply chain, financial institutions, technology firms, and agribusinesses. Engage these stakeholders through targeted communication and networking events.

- **Create Partnership Models:** Develop various models of partnership that can cater to different types of private sector entities, such as joint ventures, corporate sponsorships, or public-private partnerships. Tailoring the model of engagement to the specific interests and capabilities of each private sector partner can increase the attractiveness of collaboration.
- **Showcase Success Stories:** Share success stories and case studies where private sector collaboration has led to positive outcomes. This can help in building trust and demonstrating the practical benefits of partnership with PARM.
- **Facilitate Knowledge Exchange:** Increase private sector participation in PARMs forums, workshops, and conferences and allow opportunities for private sector entities to share their expertise and learn about the latest developments in agricultural risk management. This exchange of knowledge can foster innovation and stronger collaboration.
- **Provide Incentives:** Consider incentives that might attract private sector participation, such as tax benefits, recognition, or access to unique research and data that can inform their business strategies.
- **Strengthen Policy Advocacy:** Work with government partners to advocate for policies that encourage private sector involvement in agricultural risk management. This could include incentives for investment in risk management tools or policies that create a more favorable environment for such investments.
- **Engage in Joint Research and Development:** Collaborate on research and development initiatives that can lead to new tools and technologies for agricultural risk management. Given PARM's recent RAS approach on value chains, an ideal opportunity will be to collaborate with the private sector to research key value chains and their specificities vis-à-vis ARM. The private sector's resources and expertise can significantly contribute to innovative solutions.
- **Regular Feedback and Adaptation:** Establish a feedback mechanism to regularly assess the effectiveness of the partnerships and make necessary adjustments. Continuous adaptation based on the needs and feedback of private sector partners can enhance the sustainability of these collaborations.

Impact

The impact instilled by PARM interventions is derived from both planned and unplanned results. In addition to the intended outcomes, PARM initiatives have sparked collaborative efforts among local stakeholders, leading to unforeseen positive outcomes. It is crucial to monitor and closely assess these collaborative endeavors to identify opportunities for further investment in such initiatives. By recognizing and supporting these emergent partnerships, PARM can amplify its impact and contribute to sustainable development in the targeted regions.

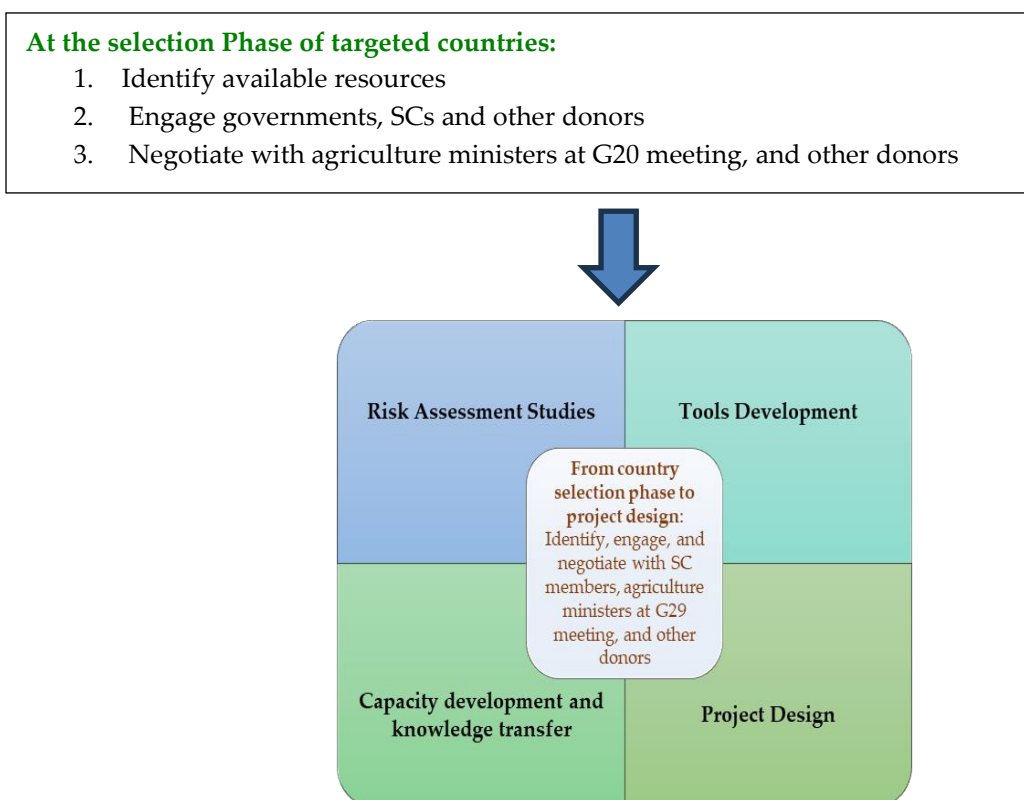
Sustainability

Good relations with resource partners [donors] should start at the selection phase of targeted countries when verifying the compliance of targeted countries with the third criteria set by PARM H2 to select a specific country and should be continuous throughout the design stages of a program. Resource

mobilization is a process and continuous dialogue, and engagement of resource partners is necessary to build relationships and trust.⁴⁷

Although it is not PARM's responsibility to mobilize resources, all KII respondents have insinuated that the lack of funding for project implementation will largely undermine PARM's efforts and results achieved thus far. It is, therefore, crucial for PARM to develop a resource mobilization plan and strategy describing how specific resource partners will be targeted and for which resources. It is recommended that PARM should prioritize resource mobilization from the outset (i.e., during the selection phase of targeted countries) and throughout all stages of its process rather than after project development (see Figure 8: AG's Proposed Resource Mobilization Approach).




Figure 8: AG's Proposed Resource Mobilization Approach















⁴⁷ FAO (2012) A guide to resource mobilization <https://www.fao.org/3/i2699e/i2699e00.pdf>







The table below provides a summary of recommendations with potential implementation options and budgetary implications.




Table 11: Summary of Recommendations






Recommendation	Short-Term	Mid-Term	Long-Term	Budgetary Implications
<p>Review the Targeting Strategy Improve PARM’s relevance by reviewing the criteria and approach for selecting target countries and beneficiaries and using a clustered approach in designing its strategies for targeted countries. This could involve clustering countries with similar characteristics and designing intervention packages that align with immediate country needs.</p>				No budget implications; requires a change in strategic orientation
<p>Renew Risk Assessment Studies PARM could make sure that both macro and micro-level risk management procedures are followed. While macro-level actions are carried out at the national level, where ARM strategies are incorporated into sectoral growth and investment as well as policy decisions, micro-level actions are carried out by individual producers or a community.</p>				No budget implications; requires a change in strategic orientation
<p>Entry Point for Resource Mobilization of Designed Project To initiate the engagement of TFPs and other donors at the following 3 entry points:</p> <ul style="list-style-type: none"> • At the decision-making phase of TFPs and other donors programs that are implemented in PARM H2 targeted countries • During discussions between donors and targeted countries for potential support. • At the selection phase of targeted countries when verifying the third criteria set by PARM H2 for countries selection. 				No budget implications; requires a change in strategic orientation

<ul style="list-style-type: none"> At the selection phase ensure the availability of potential seed funds from existing programs funded by the SC members 				
<p>Broaden Targeted Groups for Capacity Development Train and establish local ARM focal points who can reinforce capacity development at the local level</p>				No budget implications; requires a change in strategic orientation
<p>Develop e-learning courses so that PARM CD is available on-demand (rather than just via workshops)</p>				Involves budget implications but the benefits would result in greater impact
<p>Measure Outcomes and Impact from PARM H2 CD Strategy</p> <ul style="list-style-type: none"> Monitor behavioral change Generate and integrate learning Monitor the completion of online courses 				No budget implication but change in actual practices
<p>Theory of Change, Results Design with Relevant M&E plan</p>				Involves budget implications but the benefits would be higher and ensure cost effective and efficient result based management
<p>Amalgamate PARM Strategic and Planning Documents PARMH2 strategic and planning documents need to be amalgamated into comprehensive strategic and planning documents and be integrated into each other especially the monitoring tools and plan</p>				No budget implication but change in actual practices
<p>Adjust PARM H2 Process Consider adding further steps and or stressing the quality implementation of certain steps</p>				No budget implication but change in actual practices

<p>Cover Emerging Risks in RAS</p>				<p>No budget implications; requires a change in strategic orientation</p>
<p>Enable Governments to Follow-Up on RAS PARM considers assessing and suggesting ways for governments to follow-up on RAS such as steps that included Risk Monitoring, and Risk Assessment Reevaluation</p>				<p>No budget implications; requires a change in strategic orientation</p>
<p>Updates on Webpages and Social Media PARM maintains a stable, regular, and frequent update of news with constant interactivity.</p>				<p>No budget implication but change in actual practices</p>
<p>FARM-D There is a need to further promote FARM-D, change the type of interactions and content, stimulate further interactivity, and consider applying the comprehensive suggestions provided by the guidebook developed by Catana, C. et al. 2021</p>				<p>No budget implication but change in actual practices, as well as strategic orientations.</p>
<p>Conduct a Comparative Study Between Applied Approaches of RAS by Other Actors in the Sector And PARM's Approach</p>				<p>Involve budget implication but the benefits would be higher and ensures integration of lessons learned from actors in the sector</p>
<p>Increase the Size/Composition of PARM H2 team with additional RAS experts, CD experts and M&E team The PARM team is too small to handle the portfolio of PARM and requires additional M&E experts to support PARM H2 in transitioning towards a strong result-based management. <i>Funds can be re-allocated to ensure experts/consultants with the required skills are engaged.</i></p>				<p>Involve budget implication but the benefits would be higher and ensure cost effective and efficient result-based management</p>

<p>Alternatives for Follow-Up with Counterpart Governments It is essential to engage in discussions and reach agreements with government counterparts regarding a transitioning plan between PARM H2 phases</p>				<p>No budget implications but change in actual practices.</p>
<p>Optimize Country Operations Further follow-up for RAS, and to reinforce RAS practice by the government and local actors.</p>				<p>No budget implication but change in actual practices.</p>
<p>Optimize Country Operations Consider in-house management of RAS with a minimal role for consultants</p>				<p>Involve a reduction of consultants cost to allow for a re-allocation of these funds to full time PARM H2 experts</p>
<p>Optimize Country Operations Counterpart governments should be aware and prepared to actively engage in discussions regarding the designed project with potential donors</p>				<p>No budget implication but change in actual practices, as well as a change in strategic orientation</p>
<p>Optimize Country Operations Country Liaison officers elaborate quarterly action plan at country level in consultation with the government, and strengthen coordination between IFAD and PARM at the country level (e.g. integration between IFAD and PARM designed projects)</p>				<p>Involve budget allocation by increasing CLO responsibility but the return on investment should be much higher in terms of achieved results effectiveness, as well as the impact, and the sustainability of results.</p>
<p>Optimize Country Operations Review incentives/benefits for Focal Points (this could be non-financial such as professional recognition, other benefits, etc.)</p>				<p>Involve budget allocation by providing in-country Focal Points with more incentives but the return on investment would</p>

				be much higher in terms of achieved results effectiveness, as well as the impact, and the sustainability of results.
PARM Initiate Interactions with Delegates of G20 Members				No budget implication but change in actual practices, as well as a change in the strategic orientation
Coordination Between PARM's Institutional and Targeted Stakeholders Although the process and approaches applied by PARM to coordinate with in country stakeholders are good practices, further actions are recommended to ensure more effective coordination.				Involve budget allocation but the return on investment would be much higher in terms of achieved results effectiveness, as well as the impact, and the sustainability of results.
Coordination between the Secretariat, Steering Committee, and Advisory Committee <i>Steering Committee</i> Establish and amend its own rules of procedure and maintain appropriate coordination to establish further coordination mechanisms to increase strategic partnerships for PARM. <i>Advisory Committee</i> Establish and amend its own rules of procedure, and maintain appropriate sub-committees, including establishing a regional committee, with regular reviews of subcommittee operations. <i>Common at All Levels</i>				No budget implication but change in actual practices, as well as a change in the strategic orientation

Set mechanisms for frequent updates and communication between the different structural elements.				
<p>Gender and Inclusion Initiate intentional targeting and systematic reporting on gender, youth and other vulnerable groups (ensure disaggregated data); and ensure gender is integrated into M&E and the logframe</p>				No budget implication but change in actual practices, as well as a change in the strategic orientation
<p>Coherence PARM's coherence can be improved by strengthening alignment at a sectoral (enhancing partnerships) and thematic level (incorporating new themes related to security and conflict)</p>				No budget implication but change in actual practices, as well as a change in the strategic orientation
<p>Enhancing Strategic Partnerships with the Private Sector PARM should revise its approach to engaging private sector actors in all processes to integrate public-private infrastructure for enhanced collaboration at country level</p>				No budget implication but change in actual practices, as well as a change in the strategic orientation
<p>Impact It is crucial to monitor and closely assess the collaborative endeavors at country level to identify opportunities for further investment in such initiatives</p>				No budget implication but change in actual practices, as well as a change in the strategic orientation
<p>Sustainability Maintain good relations with resource partners [donors], and continuous collaboration at decision making level to ensure the implementation of designed projects</p>				No budget implication but change in actual practices, as well as a change in the strategic orientation

Lessons Learned

Programme Design and Strategy

- A constant alignment of PARM's mandate with the global agenda and focus on actions of active actors is a must, to ensure contribution and effective coordination at the global level
- A consolidated design system would reinforce the result-based management

Coordination and Implementation

- Early discussion and agreement, especially on expectations of different parties from each other, is essential to maintain ownership and motivation of different stakeholders at country level
- Proactive engagement between the different structure levels of PARM would ensure a better contribution to the realization of its mandate
- Key phases such as RAS, ARM integration, and CD in the adopted process by PARM require a full-time dedicated staff member to manage, monitor, report, and facilitate the exchange of learning

Impact

- Instilled impact of PARM intervention is resulting from both planned results as well as unplanned results, such as the initiation of collaborative efforts among local stakeholders

Sustainability

- PARMs sustainability, although evident via collaboration with country governments and institutions for policy dialogues, remains highly hinged on financing. Studies suggest that policy interventions are the most complex to measure and finance⁴⁸ because of the difficulty of demonstrating impact and attribution in the long run. Programs like PARM must increase efforts to ensure a clear approach and methodology to measure and showcase concrete results that will incentivize funding for continuity.

⁴⁸ European Labour Authority (2022) Measuring the effectiveness of policy approaches and performance of enforcement authorities <https://www.ela.europa.eu/sites/default/files/2023-02/Output-paper-from-plenary-thematic-discussion-measuring-the-effectiveness-of-policy-approaches-and-performance-of-enforcement-authorities-%282022%29.pdf>

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Annex B: List of Key Informant Interviews and Focus Group Discussions

Table 12: List of Key Informant Interviews and Focus Group Discussions

Organization	Role	Date	Gender
PARM (Implementation Team)	FARM-D focal point	27 Apr 23	F
PARM (Technical Advisory Team)	Lead Technical Advisor, Consultant	27 Apr 23	M
PARM (Implementation Team)	Admin/business assistant	27 Apr 23	M
PARM (Implementation Team)	Country Programme Analyst	27 Apr 23	F
PARM (Implementation Team)	KM, Communications and Partnership Specialist (also in charge of the reports)	27 Apr 23	F
PARM (Implementation Team)	Capacity Development Expert	27 Apr 23	F
PARM (Implementation Team)	Technical Specialist in charge of the country operations	27 Apr 23	M
PARM (Administration)	(Former Administrative Assistant of PARM)	28 Apr 23	F
PARM INSURED	Manager of PARM and INSURE, Lead Technical Specialist	28 Apr 23	M
PARM (Technical Advisory Team)	Senior Technical Advisor, Consultant	28 Apr 23	M
Burkina Faso	Country Liaison Officer in Burkina Faso	01 May 23	M
Ethiopia	Country Liaison Officer in Ethiopia	02 May 23	F
Senegal	CLO & Mobilisation Resource Analyst	02 May 23	F
Steering Committee	KfW	03 May 23	F
Burkina Faso	Focal Point of the Ministry of Agriculture for PARM interventions	03 May 23	F
Advisory Committee	Agricultural Economist	04 May 23	M
Ethiopia	IFAD Country Director	04 May 23	F
Niger	EU Representative	04 May 23	F
Steering Committee	AFD Agence Française de Développement (AFD)	05 May 23	M
IFAD staff	PMI, IFAD	05 May 23	F
Burkina Faso	Rural donor representative in Burkina Faso	05 May 23	M
Burkina Faso	Representative of Producer Organisations, beneficiaries of PARM results	05 May 23	M
Burkina Faso	Representative of the Ministry of Agriculture, partner of PARM	05 May 23	M
Ethiopia	Agriculture Extension officer at FAO	05 May 23	M

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Madagascar	Centre d'Appui et de Formation Professionnelle Agricole - Antsirabe	05 May 23	F
Madagascar	Directeur de la formation au CFP et à l'Université MAGIS de Bevalala	05 May 23	M
PARM	Head of the design team that supports the PARM team	08 May 23	M
PARM	Focal point to implement design and digital solutions (web, social).	08 May 23	M
Burkina Faso	Enseignant Chercheur – Centre Universitaire de Tenkodogo	08 May 23	F
Burkina Faso	Député à l'Assemblée représentant les organisations de producteurs	08 May 23	M
Burkina Faso	Présidente de l'Association Professionnelle des Systèmes Financiers Décentralisés du Burkina Faso (AP/SFD-BF)	08 May 23	F
Burkina Faso	Assistante Suivi-Evaluation dans l'organisation des producteurs	08 May 23	F
Madagascar	Agent de Liaison PARM Madagascar	08 May 23	F
Niger	Banque Agricole du Niger : BAGRI	08 May 23	M
Niger	Agricultural Engineer/Zootechnician SIRP/3N Initiative Assistance Liaison Officer	08 May 23	F
Niger	Fédération des Unions Générales des Producteurs du Niger : FUGPN Mooriben	08 May 23	M
Niger	MicroFinance : Taanadi	08 May 23	F
Senegal	CNFTEIA (St louis) centre de formation	08 May 23	F
Burkina Faso	Experte Genre Sécurité Alimentaire	09 May 23	F
Senegal	ISAE (UCAD) université	09 May 23	M
Senegal	OP- Coopec/Resopp	09 May 23	M
Senegal	CFPH (Cambérène) Centre de formation	09 May 23	F
Advisory Committee	Director	10 May 23	M
Madagascar	Head of the Food Security Department, Ministry of Agriculture	10 May 23	F
PARM (Technical Advisory Team)	Senior Gender Advisor, Consultant	11 May 23	F
Burkina Faso	Ecole Normale Supérieure (ENS) / Laboratory of Fundamental and Applied Entomology (LEFA) Trainer in Appreciative Approach Coach in Women's empowerment	11 May 23	M
Steering Committee	European Commission	12 May 23	M
Madagascar	FORMAPROD	17 May 23	M

Senegal	ANCAR Agence de développement et recherche	19 May 23	M
IFAD staff	IFAD (former focal point)	22 May 23	M
IFAD PARM	Project Design Lead in Ethiopia, Burkina Faso and Senegal	24 May 23	F
Advisory Committee	Lead Agribusiness Specialist	24 May 23	M
Advisory Committee	Director of Industry and Agriculture The Common Market for Eastern and Southern Africa (COMESA)	24 May 23	F
Advisory Committee	World Food Programme	25 May 23	M
Advisory Committee	European Commission	25 May 23	F
Steering Committee	Associate Knowledge Management, IFAD	25 May 23	F
Niger	Director of Studies, Programmes and Perspectives, HC3N	25 May 23	F
PARM INSURED	Program Assistant/Analyst	26 May 23	F
Steering Committee and IFAD staff	Director of IFAD's Sustainable Production, Markets and Institutions Division	30 May 23	F
Niger	Agence Française de Développement	30 May 23	M
Steering Committee & Advisory Committee	Program Officer AFIRM, The New Partnership for Africa's Development (NEPAD)	01 Jun. 23	M

Annex C: Key Documents Consulted

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- PARM (2021) Back to office report: Mission to Dakar, Sénégal, 12-17 December 2021
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- PARM (2020) Aide-Mémoire PARM H2 Engagement with Ethiopia
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- Ethiopia_CD4ARM Project Design Report FINAL
- PARM (2016) Ethiopia Risk-Assessment-Study
- PARM (2022) Aide-Mémoire: PARM Project Design
- Back to Office Report: Inception Mission in Niamey (September 30 – October 03, 2019)
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- GoN (2023) Project Design Report: Niger Market Risk Mitigation Project (PARMN)
- PARM (2022) Aide-Mémoire Engagement PARM Madagascar
- Back to office report: Capacity Development (CD1) Mission to Antananarivo, Madagascar (22-30 November 2022)
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- Back to office report: Mission to Ouagadougou, Burkina Faso, (18 April 2023).
- BTOR - PARM Mission Burkina Faso, Ouagadougou (November 11-14, 2019).
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- Government of Burkina Faso (2021), National Agro-Sylvo-Pastoral Investment Strategic Plan (2021-2025), Final Version
- PARM, CIRAD, IRAM (2021) Agricultural Risk Assessment Report Impact of the security crisis on access to water in Burkina Faso

Annex D: Data Collection Protocols



Data Collection
Protocol.pdf



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Annex E: MAXQDA Coding Results



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