



Capacity Development

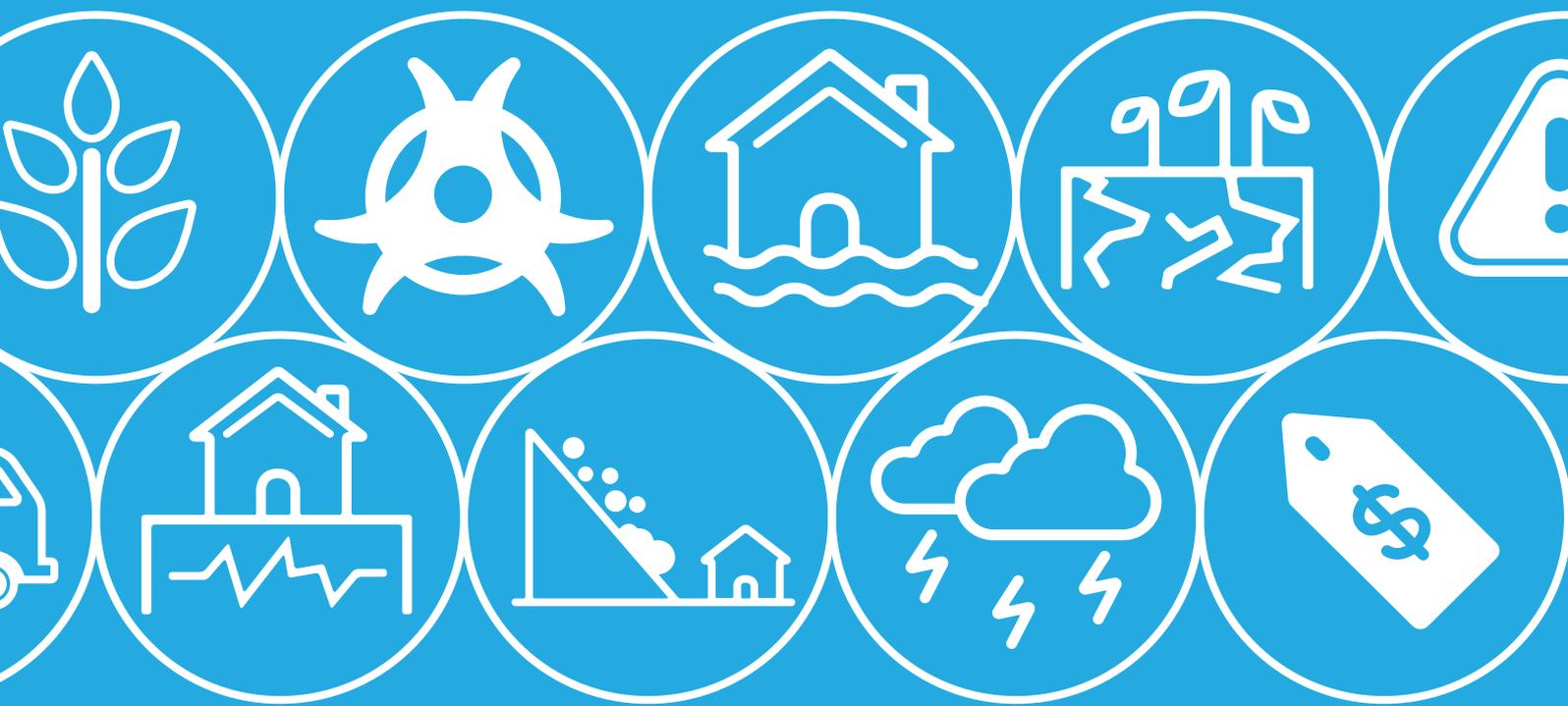
Uganda

CAPACITY DEVELOPMENT SEMINAR ON
AGRICULTURAL RISK MANAGEMENT

PARM learning event for National Stakeholders

VOLUME I

MAIN REPORT



1-2 July, 2015 | Kampala, Uganda



CAPACITY DEVELOPMENT SEMINAR ON AGRICULTURAL RISK MANAGEMENT (ARM)

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VOLUME I **MAIN REPORT**

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July 2015

Acknowledgement

This report is drawn from the implementation of the Capacity Development Seminar on Agriculture Risk Management, organized by PARM/IFAD and held in Kampala on 1 - 2 July 2015.

I wish to acknowledge valuable contributions made by PARM/IFAD colleagues, namely Karima Cherif, Massimo Giovanola and Jesus Anton. Many thanks also to Charles Mukuma and Daniel Lukulwase for their support in the preparation and implementation of the Seminar. I wish also to thank various partners (MAAIF, FAO, GIZ/Agrufin, UCA, EAGC) for making time available to participate in the Seminar. While I acknowledge the contributions made by all the partners in various ways, I take full responsibility for the contents of the report.

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1. Background and objectives

The Platform for Agricultural Risk Management (PARM) is a multi-donor partnership between developing nations and development partners to make risk management an integral part of policy planning and implementation in the agricultural sector. To this end, PARM aims to “*enhanced institutional capacities and synergies between stakeholders*” (Result 4) through the implementation of a programme on Capacity Development (CD) in nine targeted countries.

The overall objective of CD is to support stakeholders in the achievement of nationally owned solutions based on increased capacity on assessment, tools and policies on Agriculture Risk Management (ARM). The CD programme has been conceived as a learning process along with national stakeholders (public and private) and representative organizations of smallholder farmers, having an implementation timeline of four years; this programme is structured in a range of activities - seminars, workshops, trainings, e-learning etc. - that all contribute to support individuals, institutions (organizational development) and the enabling environment (policies and strategies).

In Uganda, a component of ARM has been recently incorporated in the Agricultural Sector Strategic Plan (ASSP), developed by the Ministry of Agriculture, Animal Industry & Fisheries (MAAIF). Building on the momentum, a first CD Seminar was organized by the PARM/IFAD in collaboration with the MAAIF. This was part of a broader initiative in partnership with NEPAD to support African countries to mainstream ARM.

The CD Seminar on ARM was held in Kampala, Uganda, for two days (1-2 July 2015) with about 50 participants of national stakeholders, mainly central and local governments, farmer organizations, rural finance institutions, non-governmental organizations etc.

The objectives of the Seminar were to enhance participants’ to:

1. Enhance knowledge and technical skills of the stakeholders on ARM and ensuring a common understanding of the holistic approach.

In addition, the Seminar aimed at:

2. Bring relevant experiences of the participants on ARM in Uganda and reinforcing team building among key stakeholders, and
3. Identify training needs of smallholder farmers to design a plan on capacity development on ARM in Uganda.

The three objectives were achieved across the implementation of four sessions in the Seminar with contributions of the participants in open discussions and group work that followed the speakers’ presentations.

The four sessions were focused on the following topics: i) understanding risks in smallholder farming, ii) risk assessments: methods and tools, iii) information systems, and iv) risk responses/strategies and instruments. See the agenda of the Seminar (Annex 1).

2. Evaluation

2.1 Impact

The seminar served to strengthen the capabilities of the participants, particularly with regard to understanding risks and factors, considered as major sources of agriculture risks, as well tools and instruments for ARM. Through this initiative, the participants are now better equipped to assess risks and analyze pros & cons of instruments that have been piloted in ARM in Uganda, such as insurance for smallholder farmers, credit schemes, contract farming, warehouse receipt system etc.

Civil servants, program officers, coordinators and representatives of farmer organizations have enhanced their knowledge of the holistic approach in ARM, which emphasizes the importance of the whole farm along with the interdependence of different risks; the holistic approach also points to the whole set of policies and strategies available and not on a single strategy or policy instruments.

The seminar covered most of the topics on ARM with regard to smallholder farming. The sessions were well-balanced between theory and practice. The group work enabled the participants to apply concepts and tools presented in each session and, at the same time, encouraged their participation.

To round out the seminar it is recommended further initiatives of widening participation of farmers' organizations - particularly from those areas in Uganda that are frequently impacted by risks in agriculture - and of key actors operating in the agriculture value chain for those products that are important sources of income for the smallholder farmers. It is also recommended that additional guidance material on ARM shall be prepared and included in the next CD initiatives. (This additional guidance will help prepare the participants for the group works and exercises).

2.2 Participant Evaluation Results

Participants were requested to mark the degree to which they evaluate some statements regarding the Seminar. The scale used was as follows:

Poor Average Excellent

1 2 3 4 5

The questions on the evaluation focused on essential elements of the Seminar, such as achievement of the objectives, learning process, quality of the presentations as well as management and administration of the sessions:

Results were as follows:

QUESTIONS	AVERAGE RANKING
a. Do you feel the seminar's objectives were achieved?	4,06
b. How would you rate the format of the sessions?	3,94
c. How would you rate the learning process of this seminar for bringing in participants' experience and knowledge?	4,33
d. How would you rate the allocation of time for the seminar sessions?	3,50
e. How would you rate the administration of the sessions (facilities, logistics and support)?	4,14
f. How would you rate the quality of the presentations by the speakers?	4,46
g. How would you rate the quality of the facilitations?	4,26
j. How useful do you think the learning from the sessions will be for your organization?	4,55

Analysis:

According to the participants, the Seminar was particularly successful in enhancing their knowledge and bringing experiences on ARM. They assigned a somewhat lower ranking to the objective of identifying training needs of smallholder farmers, as pointed out in the comments of the participants "Farmer's voices were not heard, more technical personnel than farmers".

The participants considered the duration of the Seminar far too short (and, as a result, too dense). They recommended additional days for this Seminar to better discuss topics and "... to adequately source information from stakeholders". A longer time will enable participants to reflect and gain comprehension.

The participatory approach and team building between and among the various institutions and organisations that joined the Seminar was considered very useful and succeeded in

creating a constructive environment, one in which everyone feels his/her input is valued and appreciated.

Most importantly, the working groups' sessions were evaluated as excellent; the participants felt themselves as valued individuals engaged in the discussion: "...the approach of group discussions provided an in-depth understanding of the topic and also emphasised information sharing among participants".

The sessions were appreciated by the participants although (as mentioned) the challenge was time constraint, particularly in the second day that was considered as too congested with many presentations. The session presentations were of high quality ("they were direct to the point", "informative and articulated", "all knowledgeable of their subject matter" etc.) with the speakers having valuable information to share; it was suggested that the provision of materials presented shall be improved to enable the participants to increase their stock of knowledge.

Participants were asked suggestions how to change and improve the Seminar. Main comments are summarized in the following table:

KEY ISSUES	COMMENTS
Time allocation	More time required especially for day 2 presentations and group work
	Need for strict time keeping and the sessions should be overloaded
	More time allocation and discussions needed
Time management, discussions and presentations	Time management and share presentations with participants through e-mails to be used in their institutions/departments and sectors
	More discussions and lesser presentations
	Reduce on presentations or increase number of days to cover everything without being rushed
	Cover appropriate content within the available time
Policy makers and strategic plans	The seminar did not seem to identify policy makers as key stakeholders in the holistic approach
	Improve on action to reduce risks and formulation of strategic action plans by participants
Seminar	It would commend the seminar and need for more seminars in future
	Don't expect any change per now
Farmer organizations	More farmer representation would be better
	Farmer's leaders (organisation) mobilized at district level

Further, it was pointed out that the experience from farmers was not sufficiently brought in the Seminar, as reported in the evaluation comments “this is good but the farmers also need to give their experience in all categories of risks, karamoja (drought), mbale (landslides), kabale (hills)”.

It should be noted that one of the major goals of the Seminar was also to identify training needs of smallholder farmers. The presence of some representatives of Farmer Organizations (key stakeholders of the ARM) was appreciated and also contributed to get relevant inputs and ideas from the “field”. However, their participation was far too low and did not sufficiently indicate the learning needs of the smallholder farmers that are at risks in agriculture (“need for more farmers in such sectors as they suffer the risks the most”). For next CD initiatives, participation and contributions from farmer organizations should be more encouraged in order to better fit the ARM training approach and goals.

Participants were asked comments how useful the learnings from the sessions were for the organization they belong to:

COMMENTS	KEY WORDS
Sharing the knowledge acquired with the rest of the staff	Knowledge sharing
Planning purposes	Planning
All sessions are relevant to the work that we do in MAAIF. Several key lessons have been learnt and the missing gaps will be addressed	Key lessons
As a student of agricultural and rural innovation will help me in dealing with the risks of agriculture faced by smallholder farmers. Thus they will help me teach farmers on how to mitigate them	Knowledge teaching
MOFPED is working on developing an agricultural financing policy to guide developments and address the gaps so the information is really relevant to this process.	Policy
Going to disseminate the useful information to my fellow farmers to improve on food security. Information dissemination is paramount	Dissemination among farmers
Inform all the stakeholders, TPC, for planning in preparation to manage ARM	Planning Management
Apply knowledge in my work at farmer level. Rethinking the marketing risks and how to address them. It has widened the knowledge	Apply knowledge Market risks
There are several information gaps on some aspects of agriculture in my organisation. The knowledge gained will go a long way in informing policy makers	Knowledge/gaps Information policy makers
The learning is useful to my organisation to terms of reforming and restructuring the operation of the farms and I expect such training be conducted again for more knowledge	Additional training for more knowledge
Design of ARM tools and programs	Design ARM tool/programs

Very useful as this knowledge can be good for research	Research
Very useful as farmers have always requested for ways to reduce losses due to the several	Reduce losses
It will help farmers in my community	Supporting farmers
It will take time because I have to train farmers' leaders first before reaching all the farmers	Training farmers' leaders
Quite useful because it will create a lot of awareness if adopted and sustained	Awareness
Roll down this process to the districts to enable smallholder farmers in Uganda to better manage agricultural risks	Roll down the process to the districts

2.3 Learning process

The Seminar was designed according to adult learning principles with brief content presentations followed by open discussions and group work to enable participants to apply the lessons learned to realistic case studies. The agenda was prepared in a way that the participants could spend nearly two thirds of a day (spread over two seminar days) working on topics supplied by the facilitation team and linked with the contents explained by the speakers in the presentations. As it was a major intent of the Seminar to bring experience on ARM while reinforcing team building among key stakeholders, the very fact that participants worked in groups and delivered results of the discussion was viewed by the organizers as a success. It was ensured that the participants took ownership of the Seminar, to add input, to ask questions to help teach.

As mentioned the learning process of the Seminar was much appreciated and highly rated by the participants in their evaluations. The facilitation team found that the group work produced some impressive results, demonstrating in their presentations that participants had grasped many of the essential elements of the ARM, e.g. method in risk assessment, information systems, tools for risk management etc. The group work is an exercise worth repeating in the future.

An example of group work for a risk assessment exercise as follows (see also the Annex 3. Group Work):

1. Split up according to common interest/knowledge (e.g. commodity/area/etc.).
2. Develop an overview/map of your commodity/area/etc. based on value chain, timeline, or similar.
3. Assign risks for each step.
4. Assess frequency and severity of each risk (quantification might not be possible; simple ranking into high, medium, low severity and frequency might be enough).

5. Prioritize risks based on your assessment; identify two top priority risks.
6. Identify root causes of two top priority risks.

2.4 Next Capacity Development Initiatives

The Seminar was an opportunity to share local experience and knowledge and to identify capacity development gaps that need to be tackled in Uganda. Among the areas identified were: access to information systems, basic risk assessment techniques and targeting the districts, how to collect relevant information, analysis, and reporting back to the smallholder farmers (see Annex 2. Document presented in the Steering Committee).

The information collected in the Seminar will serve to design a CD Plan that integrates the ARM process, holding ARM trainings on a regular basis. In Uganda, a second seminar will take place in October 2015 to assess learning needs and skill gaps at district and farmer organization level. The CD material, which is being developed by PARM/IFAD, will be piloted in this second seminar. Material will be adapted to be applied in those districts that will be selected with national partners. In this regard, in the first Seminar, it was recommended that participants should be selected from those districts that represent different micro-ecological zones of Uganda. These also represent the selected commodities that have been proposed in the strategic plan of the agricultural sector.

The second seminar should be implemented in 4 days to roll down the learning process to the districts with a similar approach through presentations, group discussion and specific exercises.

Further, in the follow up of the Seminar, it was advised to have a wider focus on the following aspects:

- “expand the scope of stakeholders to represent all stakeholders along the entire commodity value chain (production-consumption);
- include commercial farmers and processors because they play a big role in the agricultural sector and we also need to learn a lot from them;
- the scope of presentations (topics) and case studies should cover as much as possible the critical areas along the value chain including policies and trade (regional and international) risks. Policy and trade risks impact a lot on production and prices of agricultural commodities;
- the case studies on severity and impacts should include Market and a non-market value (use and non-use values) of economic losses. This is to stimulate the thinking of policy makers.”

3. Participants

About 50 participants attended the Seminar, including farmers, farmers' organizations and local government representatives from 6 districts (namely Bududa, Kisoro, Katakwi, Kasese, Agago, Arua). The outcome of the Seminar was a group of civil servants, farmers and district representatives with significant increase awareness and knowledge on ARM. The participants were fully engaged in the Seminar. Facilitators were pleased with the continuous fine attendance throughout the two days.

The list of participants who completed the Seminar is included as Annex 3 of this report.

The participants were from the following institutions and organisations:

- District Local Governments (Bududa, Kisoro, Katakwi, Kasese, Agago, Arua)
- Dairy Development Authority (DDA)
- Eastern and Southern Africa Small Scale Farmers Forum (ESAFF - Uganda)
- Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)
- Plan for Modernization of Agriculture (PMA/MAAIF)
- Insurance Regulatory Authority (IRA)
- Mahango Mambule Farmers Organic marketing cooperatives
- Arua Cassara Cooperation Society
- Kisoro District Farmer Forum
- Uganda Agribusiness Alliance
- Makerere University
- Ministry of Finance, Planning and Economic Development (MOFPED)
- Uganda Investment Acronym (UIA)
- Strategic Analysis and Knowledge Support System (SAKSS Rwanda)
- Bududa - Nanyeke Farmers
- Food Policy Research Institute
- Easter Africa Grain Council (EAGC)
- Comprehensive Africa Agriculture Development Programme (CAADP National Platform)
- Ministry of Water and Environment (MOWE)
- MAAIF / PASCI
- Ministry of Trade, Industry & Cooperatives
- German Development Program (GIZ/Agrofin)
- Netherlands Development Organisation (SNV)
- Vegetable Oil Development Program (VODP2/MAAIF)
- Uganda Cooperative Alliance
- Uganda Environmental Education Foundation (UEEF)
- Parliamentary Forum, Food Security and Development

4. Facilitators / Presenters

The Seminar was organized and facilitated by Francesco Slaviero of PARM/IFAD that was contracted to design the seminar and test launch it in Kampala, and Charles Mukuma of the MAAIF. The Seminar also benefited greatly from presentations by:

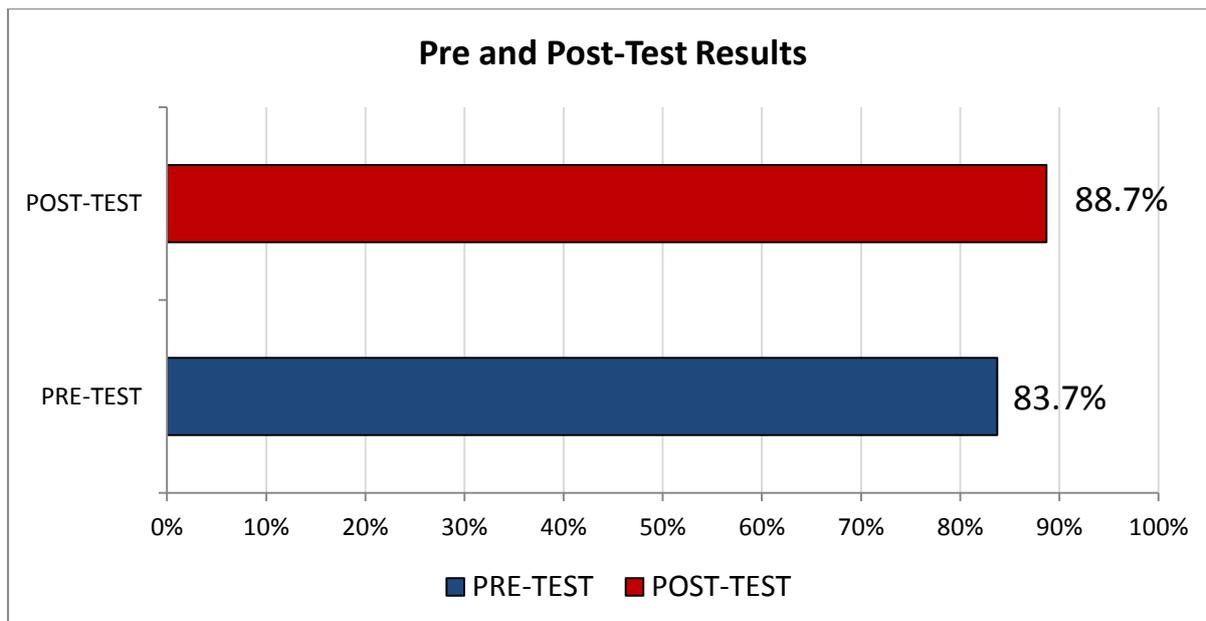
- Anton Jesus, PARM/IFAD Rome (who presented holistic approach in ARM)
- Jan Kerer, PARM/IFAD (who presented methods and tools in risk assessment)
- Agnes Atyang, PARM/IFAD (who presented Agricultural Risk Management Information Systems in Uganda)
- Deus Senzira, MAAIF/Uganda (who presented Early Warning Systems in Uganda)
- Andrew Keith Mutengu, FAO/Uganda (who presented Drought Early Warning System in Karamoja)
- Samuel Sentumbwe, Uganda Cooperative Alliance/Uganda (who presented the Cooperative Model of Financing Agriculture)
- Munya Daka, Kungula Scheme/Uganda (who presented the Kungula Insurance in East and North Uganda)
- Julius M.Segirinya, GIZ/Agrufin/Uganda (who presented the Rural Finance and tools for ARM)
- Charles Sembatya, VOPD Phase 2/Uganda (who presented the Vegetable Oil Development Project - Phase 2)
- Kennedy Igbokwe, FAO/Uganda (who presented Promoting Community-based Climate Smart Agriculture Using Farmer Field School)
- Lillian Bazaale, East Africa Grain Council/Uganda (who presented Warehouse Receipt System as a Risk Management Instrument).

The following seminar activities took place:

- ✓ Pre-test, post-test
- ✓ Presentations
- ✓ Key Questions
- ✓ Group Work
- ✓ Group reports/feedback
- ✓ Final evaluation

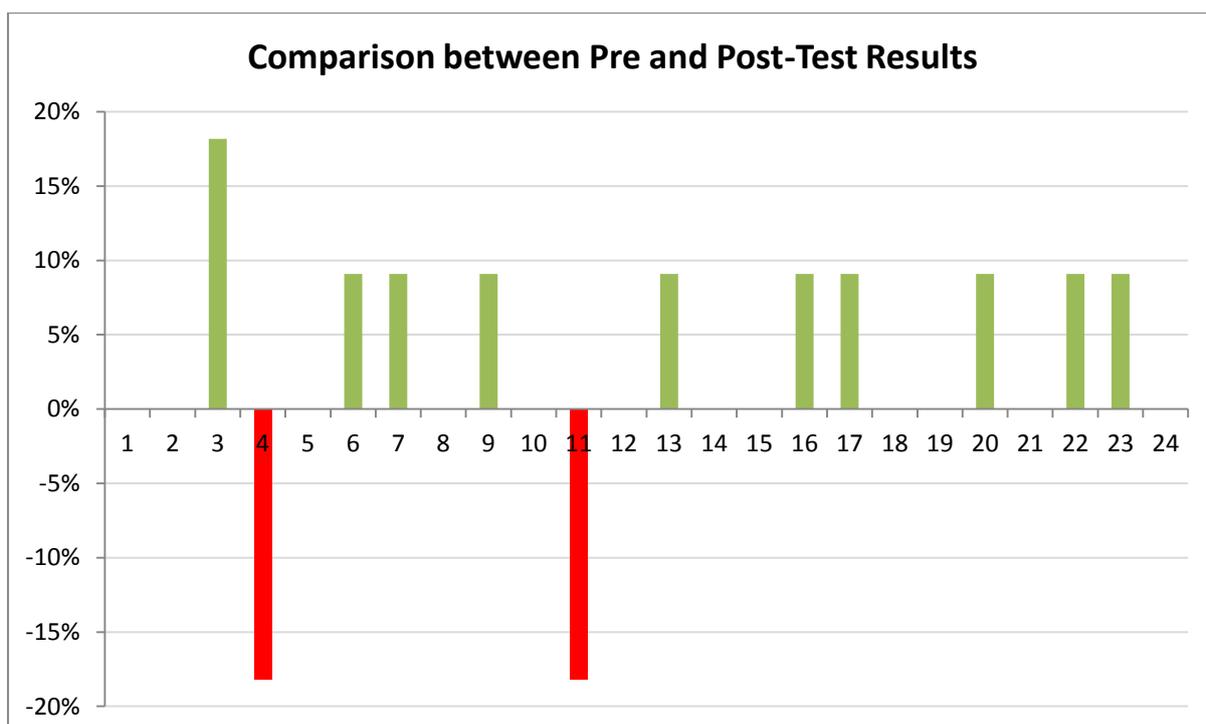
5. Pre and Post Test Results

Participants were given identical multiple choice tests at the beginning and at the end of the Seminar to assess the degree to which they improved their knowledge of key concepts on ARM. 38 and 33 participants submitted the pre and post-test respectively; results showed a significant improvement by 4% in the final score, i.e. from 83,7% in the pre-test to 88,7% in the post-test:



The test indicated advanced knowledge on Agricultural Risk Management, particularly in key concepts on risk frequency and severity, covariate risks, risks responses, strategies and instruments for smallholder farmers.

As shown in the next graph, out of the 24 participants who filled in both test form (pre and post-test), 10 participants improved their performance (green bars) although 2 had a final score lower than that of their pre-tests (red bars). Other 12 participants had the same score in both tests. Evidence on the improvement of performance is also given by the fact that the number of participants with a score below the average dropped from 15 in the pre-test to 10 in the post-test.



It should be noted that, in the pre and post-test, the questions that recorded the highest number of wrong answers by the participants regarded the topics on correlation of risks, risk management and tools, specifically:

- When many rural communities are affected by a negative event at the same time, how do you consider such risk:
 - i) Localised risk (idiosyncratic)
 - ii) Widespread risk (systemic)
 - iii) Both

- What are the key elements of risk management for smallholder farmers:
 - i) Risk Reduction (mitigating risk)
 - ii) Risk transfer (insuring against risk)
 - iii) Risk Coping (accepting risk)
 - iv) All the above

- Risk in agriculture can be transferred by the smallholder farmers through:
 - i) Early Warning Information Systems
 - ii) Credit schemes
 - iii) Agriculture Insurance

ANNEX 1. AGENDA OF THE SEMINAR

	Title	Purpose	Method	Trainers
Day 1: Setting the stage; overview on main concepts in ARM and holistic approach; methods in risk assessment and measuring				
Day 1	Overview on risk in smallholder farming			
08:30 - 9:00	SESSION 1: Opening and introduction a) Introduction of the event	Opening remarks		Chairperson J.Anton M. Soumare
9:00 - 9:30	b) objectives, agenda, evaluation test	Presentation of the training objectives and agenda Introduction of the participants Individual test (Ex-ante)	PPT Test	F.Slaviero Participants Test
9:30 - 10:00	SESSION 2: 2.1. Understanding risks in smallholder farming	- The concept and key components of agricultural risk - Source of risks in agriculture, factors and likely effects in small farming systems (with specific examples on Uganda)	PPT	F.Slaviero C.Mukama
10:00 - 10:30	Team building	Key questions for participants: What are the type of risks and their effects on farmers and farmers' organizations in your context?	Brainstorming on risks	F.Slaviero C.Mukama
10:30 – 11:00	2.2. Rethinking risks in smallholder farming through a holistic approach	- How to understand farming risks through a holistic approach perspective?	PPT	F.Slaviero J.Anton
11:00 - 11:15	<i>Coffee break</i>			
11.15 - 12:15	Working in groups	Teams attribution, each team will work on a specific topic	Working group exercise	F.Slaviero C.Mukama
12:15 – 13:00	Group work presentation	Each team will present the results of the group discussion/work	Presentation	rapporteurs
13:00-14:00	<i>Lunch</i>			
Day 1	Risk assessments: methods and tools			
14.00 - 14:30	SESSION 3: 3.1. Tools for Risk assessment a) Methods	- Risk assessment and tools in small farming systems	PPT	J.Kerer
14:30 – 15:00	Team building	Key questions for participants: How do you identify	Brainstorming on	J.Kerer

	Title	Purpose	Method	Trainers
		your risks? How do you measure risks?	assessing risks	C.Mukama
15:00 - 15:30	b) Estimation/Measuring risks	- Risk analysis: quantification of impacts on livelihood of farmers	PPT	J.Kerer
15:30 – 16:00	<i>Coffee break</i>			
16:00 - 16:30	Working in groups	Teams attribution, each team will work on a specific topic	Working group exercise	J.Kerer F.Slaviero C.Mukama M.Giovanola
16:30 - 17:30	Group work presentation	Each team will present the results of the group discussion/work		rapporteurs
17.30	Closing Remarks	Day Evaluation, wrap up		Chairperson
Day 2: Information on risks; early warning systems; risks responses/strategies and instruments				
Day 2	Risk information			
08:30 - 9:00	SESSION 4: 4.1. Mapping of Agricultural Risk Management Information Systems in Uganda	- Main information sources and systems - Aspects of production data/Info - Access to market information	PPT	A.Atyang
9:00 - 9:30	Team building	Key questions for participants: which sources information do you use to assess your risks? Are they useful? Are they used by farmers?	Brainstorming on information access	A.Atyang F.Slaviero
9:30 – 10:00	4.2. Early warning systems in Uganda	- Strengths, challenges and support required to improve the information systems	PPT	D. Senzira Early Warning System (MAAIF)
10:00 - 10:30	4.3. Increase the resilience of livelihoods to threats and crisis - Drought Early Warning System (DEWS) in Karamoja	- Example of Early Warning at lower level, gaps/challenges, other knowledge	PPT	A. Keith Mutengu, FAO Uganda
10:30 – 11:00	<i>Coffee break</i>			
11:00 – 12:00	Working in groups	Teams attribution, each team will work on a specific topic	Working group exercise	A.Atyang F.Slaviero C.Mukama
12:00 – 13:00	Group work presentation	Each team will present the results of the group discussion/work		rapporteurs
13:00 – 14:00	<i>Lunch</i>			
Day 2	Risk Management instruments			
14:00 - 14:45	SESSION 5: ARM instruments			

	Title	Purpose	Method	Trainers
	5.1. Cooperative Model of Financing Agriculture	- Uganda Cooperative Alliance: the area cooperative enterprise model	PPT	S.Sentumbwe (Program Officer - UCA)
	5.2. Kungula Insurance in East and North Uganda	- Kungula Insurance, the role of Agrifin Insurance	PPT	M.Daka (head Kungula Scheme)
	5.3. Rural Finance and tools for ARM	- Tools for Agriculture Credit Risk Management, constraints for reaching final beneficiaries	PPT	J.M.Segirinya (Specialist – GIZ/Agrufin)
14:45 - 15:00	Team building	Key questions for participants on main instruments in place in Uganda	Brainstorming on ARM instruments	C.Mukama
15:00 - 15:30	5.4. Vegetable Oil Development Project - Phase 2	- Contract farming: Vegetable Oil Development project (VOPD), objective, business model, oil seeds development, lessons learned	PPT	C.Sembatya (Hub Coordinator, VOPD Phase 2)
	5.5. Promoting Community-based Climate Smart Agriculture Using Farmer Field School	- Climate Smart Agriculture (CSA), pillars, food systems, farmer field school approach, components of community based adaptive capacity	PPT	K.Igbokwe (Project Manager, GCCA - FAO)
	5.6. Warehouse Receipt System as a Risk Management Instrument	- Warehouse Receipt Systems (WRS), essential features, model, benefits, challenges, recommendations	PPT	L.Bazaale (Country manager, East Africa Grain Council)
15:30 – 16:00	<i>Coffee break</i>			
16:00 – 17:00	Working in groups	Teams attribution, each team will work on a specific topic	Working group exercise	F.Slaviero, M.Giovanola C.Mukama
17:00 - 17:30	Group work presentation	Each team will present the results of the group discussion/work		rapporteurs
17:30 – 17:45	Test Evaluation	Final individual test (ex-post) Seminar Evaluation	test	F.Slaviero C.Mukama
18:00	Closing	Seminar wrap up and conclusions		Chairperson

ANNEX 2. DOCUMENT PRESENTED IN THE STEERING COMMITTEE ON 3 JULY 2015

PARM SEMINAR ON AGRICULTURAL RISK MANAGEMENT (Kampala 1-2 July 2015)

This Seminar was organized by the **Platform for Agricultural Risk Management (PARM)** in collaboration with the Ugandan Ministry of Agriculture MAAIF. It is part of a broader initiative in partnership with NEPAD to support African countries to mainstream Agricultural Risk Management. In the case of Uganda, an Agricultural Risk Management component has recently been included in the Agricultural Sector Strategic Plan (ASSP). This is a great opportunity that will require developing capacities to work in the area of Risk Management.

The seminar was attended by about 50 participants, including farmers, farmers' organizations and local government representatives from 6 districts. The method of work was very participatory - each technical presentation was followed by discussions and group work - with attendants breaking into lively group discussions and bringing knowledge and experience on ARM.

The following topics were discussed:

- Main concepts needed for Agricultural Risk Management (ARM). the concept of risk from the perspective of the smallholder famers and farmers organizations, key elements in risk, types of risks at farm level, linkages and correlations among different risks, and how to analyse risks through a holistic approach.
- Risk Assessment: methods and tools. Key factors/drivers that need to be identified in risks, how to assess risks based on frequency and impacts on smallholders farmers, how to analysis risks in value-chain for those crops that are produced by smallholder farmers.
- Information on Agricultural Risks. An analysis of the main systems to get relevant and timely information on risks, especially those identified as most frequent and severe for smallholder farmers. the presentation and discussion also concerned the early warning systems in Uganda and their limitations in providing useful information to the smallholder farmers
- Main ARM instruments. Main tools that have been piloted in rural communities, such insurance for smallholder farmers, credit schemes, contract farming, warehouse receipt system etc. Limitations and constraints have been pointed out in the discussions with the farmers and farmers' organisations representatives.

The outcome of the workshop was a group of 13 farmers and district representatives with significant increase awareness and knowledge about agricultural risk management. The workshop served also to share the local experience and knowledge and to identify possible capacity development gaps that need to be tackled in Uganda. Among the areas identified were: access to information systems, basic risk assessment techniques and targeting the districts, how to collect relevant information, analysis, and reporting back to the smallholder farmers.

AT THIS STAGE

The information collected during the seminar will be analysed and incorporated to develop a detailed capacity development plan that will accompany and support the ARM process in Uganda. There will be two main components in this plan:

- A general Capacity Development material will be developed and applied to seminar that will follow a similar approach that the seminar we have just had. It will be improved and adapted to be applied in the districts.
- A specialized Capacity Development material for specific tools or specific risks that have been identified in the ARM process, in particular in the Workshop that took place in 29-30 June.

ANNEX 3. GROUP WORK

Session 2 - Understanding risks in smallholder farming; Rethinking risks in smallholder farming through a holistic approach

Key questions:

- **Based on your experience and working environment, what are the main sources of risks for smallholder farmers?**
- **For each identified type of risk, which are the main factors/drivers?**
- **What are the main effects/impact on smallholder farmers?**

The following came out: i) weather, ii) prices/market, iii) pests and diseases, iv) inputs

From the discussions, policy and management/operations as well as conflict risks were found to be very important risks as these can impact the way the farmer responds to the other risks.

Group Work:

1. **What are the main knowledge and skills needs to better manage the identified risks for smallholder farmers?**
2. **Please define the role and responsibilities of your organization in improving the management of risks for smallholder farmers?**

Group 1: FARMER ORGANIZATIONS

Skills needed

Weather:

- a. Skills for conservation of agriculture
- b. To access the weather information
- c. Disaster management

Biological risks (Pests and diseases):

- a) Forecasting threats
- b) Identifying and describing pests and diseases
- c) Receive adequate information about the pests and diseases

Marketing risks:

- a) Post harvesting handling
- b) Identifying counterfeits
- c) Proper enterprise collection and mix

- d) Educate famers on record management

Group 2: WHOLESALERS

Skills needed

Infrastructure:

- a) Good storage skills
- b) Train how to avoid pests
- c) Build good farm level storage facilities

Prices: Set friendly prices for producers

Market: Provide market for products. Transportation - Transport goods for farmers to the market

Roles

- a) Lobby for better infrastructure
- b) Price setting
- c) Support harvest handling
- d) Transportation

Group 3: MICROFINANCE INSTITUTIONS

Skills needed

Risk (Weather)

- a) Need to understand farming systems
- b) Knowledge on weather pattern and how they affect farmers crops
- c) Knowledge on business margins

Roles

- a) Suitable financial schemes to finance small scale farmers
- b) Mentorship and sensitization of farmers
- c) Link farmers to groups e.g. input dealers and to available markets

Group 4: NGOs

Skills needed

Risk (Weather)

- a) Information on climatic change
- b) Need on monitoring market trends and price differences

- c) Linkages to buyers
- d) Organizing farmers in groups
- e) Information on counterfeits
- f) Linkages to suppliers of quality inputs

Roles

- a) Coordinating farmers with district leaders and credit institutions
- b) Embracing and using basic knowledge

Group 5: INPUT PROVIDERS

Skills needed

Risk (Management and Infrastructural)

- a) Capacity building on specification
- b) Knowledge about farming areas
- c) Knowledge about weather change
- d) Proper handling and storage of inputs

Roles

- a) Identify farmers’ needs
- b) Sensitization of farmers
- c) Ensuring proper handling and storage of inputs

Session 3 - Risk assessments: methods and tools

The participants/groups were asked to (i) identify the frequency and severity of risks in different regions of Uganda in terms of high - low and (ii) to list the frequency and severity of risks on selected commodities, namely: Coffee, Maize, Cassava, Bananas, Dairy and Beans.

1. COFFEE

STEP	RISK	INPUT	FREQUENCY
Seed selection	Variety mixing sl14/sl28,kp162/kp432 affects cup taste	Low	Low

STEP	RISK	INPUT	FREQUENCY
Nursery operations	Drought Pests and diseases	High	Low
Field management	Drought Pests and diseases	High	High
Harvesting	Poor quality due to Picking of green cherries	Low	High
Post-harvest handling	Contamination	High	High
Marketing	Price fluctuations	High	low

2. MAIZE

STEP	RISK	INPUT	FREQUENCY
Buying inputs	Low quality seeds Buying fake inputs	High	High
Land preparation and planting	Use of rudimentary tools,	Low	Low
	Planting in infertile soils	Low	Low
	Flood	Low	Low
	Drought	High	High
Growing	Pests and diseases, drought, hail storms	High, low	Medium, low
Harvesting	Excessive rainfall	High	Low

	Pests and diseases	High	Low
Storage	Pests and diseases	High	Low
	Infrastructural risk	High	Medium
Transport	Poor roads, theft	Medium, low	Medium, low
Market	Prices, infrastructure, market dues, theft	High, low, high, low	Medium, low, low, low

3. CASSAVA

STEP	RISK	INPUT	FREQUENCY
Buying inputs	Diseased cassava stock	High	Medium
Growing	Drought heavy rains	Medium	High
	Harvesting poor quality	Medium	Medium
Poor harvest handling	Storage, processing	High	High
Marketing	Price fluctuation, packaging	Medium	High

4. BANANA

STEP	RISK	INPUT	FREQUENCY
Production	Pests and diseases	High	High
	Drought	Medium	Medium

Post-harvest level	Poor storage	High	High
	Theft	Low	Low
Marketing	High transportation cost, price fluctuations	High, high	High, high
Harvesting	No access to finances	Medium	Low

5. DAIRY CATTLE

STEP	RISK	INPUT	FREQUENCY
Inputs	Low quality output	High	High
Management	Drought-no water	High	Medium
	Pests and diseases	High	High
Milking	Contamination, post-harvest losses	High	High
Milking	Contamination	Medium	High
	Spread of diseases from animals to man	Medium	Medium
	Milk adulteration	High	High
	Post-harvest losses	Medium	Medium
Marketing	Low process	Medium	Medium
	contamination	Medium	High
Consumption	Contraction of zoonotic diseases	Medium	Medium

6. BEANS

STEP	RISK	INPUT	FREQUENCY
Input supply	Poor quality input	High	Medium
	Land accessibility	Medium	Medium
Land preparation	Late land preparation, low finances	High	Low
Planting	Weather	High	Low
Weeding	Finances and labour unavailability	Medium	Low
Pest and disease control	Duplicate pesticides,	High	High
Harvesting	No access to finances	Medium	low
Post-harvest handling	Finance, market risks	High	High
Marketing	Less market excess, price risks, information	High	High
Consumer	Poor quality products, quantity	High	High

Group discussions brought out the following:

“There are different risks also in terms of frequency and severity at all levels of each commodity value chain which include inputs, land preparation, farming practices, harvesting, storage, transport, market and consumer. In this regard, the risks were discovered to be poor quality seeds, poor farming practices (management and operation), lack of finance, poor quality pesticides/drugs, lack of extension services (information), post-harvest problems and changes in consumer tastes”.

It is difficult to determine the cost of each risk due to interlinked risks, lack of data/information, not knowing what is normal and effect of constraints.

1. Not easy to quantify
2. What means high?
3. Sometimes worst case is more important than other factors
4. Everything similar but strictly different
5. Even one crop differs in the country

Session 4 - Information on risks; early warning systems; risks responses/strategies and instruments

This session was to bring out how information can be an important tool in planning and protecting from risk in advance (ex-ante), the use of historical data to help prevent risks, the institutional early warning systems currently in place, the credibility and trust of available information sources and opportunities.

Group Work

1. Which information sources do you use to access risks in agriculture?
2. What are the main gaps to have relevant and timely information on risks faced by small holder farmer?

Group 1:

MAIN RISK	SOURCE OF INFORMATION	GAPS
Weather (drought)	Radios by OPM - Disaster preparedness Extension staff	Limited irrigation technologies Limited water harvesting Limited early warning Not functioning meteorological stations

Excessive rains leading to landslides	Radios by OPM Extension staff	Limited awareness
Pests and diseases	Fellow farmers Extension staff Plant clinics Surveillance by MAAIF and district Radios and Newspaper	Limited sensitization of farmers Limited extension staff Limited access and coverage of internet Fewer plant doctors
Prices	Radios Newspapers	Limited access to radios Limited use of village boards
Inputs	Agro-input dealers (UNADA) District production department	Limited extension staff UNADA non functional Low capacity

Group 2:

SOURCE OF INFORMATION	GAPS
Extension workers	Limited extension workers
Farmer to farmer	Poor information sharing Inaccurate and not updated information
Telephones	Limited access to telephones Phone charging, airtime, network problems
Media e.g. newspapers	Limited access to media
Farmer groups	Most farmers are not in farmer groups

Meteorological stations	Most of them not functioning
Leaders	Leaders may not be involved and may disseminate wrong information

Group 3:

RISKS	SOURCE OF INFORMATION	GAPS
Weather	Traditional knowledge Seasonal meteorology forecasts District production office Media	Inadequate staffing Low literacy rate Language barrier Limited access to media Low income levels
Price	Media Traders Fellow farmers Private companies	Inadequate staffing Low literacy rate Language barrier Limited access to media
Pests and diseases	Fellow farmers DPO/Extensions Traders Media	Inadequate staffing Low literacy rate Language barrier Low income levels
Agro-inputs (genuine)	Fellow farmers DPO/Extensions Traders Media	Low literacy rate Language barrier Limited access to media Low income levels

Group 4:

SOURCE OF INFORMATION	GAPS
Media	Disconnected sources of information
Extension workers, model farms	*Solution; need to harmonize the information systems into a general management information system
Newspapers	Timeliness and accessibility of information. Frequency of data collection e.g. basing on old statistics.
Community	Limited capacity of MAAIF
Farmer to farmer	
Production statistics from district production departments	
Training and research institutions	

Group 5:

SOURCE OF INFORMATION	GAPS
Local fm radios	Limited accessibility and coverage Limited knowledge Language barrier Inaccurate forecasts
Extension workers	Limited knowledge especially on inputs Laxity by officers
Farmers	Limited knowledge Lack of honesty
Local leaders	Limited knowledge

	Low motivation
Media	Limited accessibility Language barrier Inaccurate information

Group 6:

SOURCE OF INFORMATION	GAPS
Micro farmers associations (e.g. kasese)	Missing information on infrastructural development
Zonal support institutions for farmers	Limited access to media facilities
District production stations	No regulatory market information
Plant clinics (Arua districts)	Limited extension staffs

Group discussions brought out the following:

All participants concurred that they need information in order to prevent or mitigate various risks, that once they get the relevant information, they plan to carry out their activities in a manner that averts the relevant risks.

They identified the following as sources of information: radio, extension service providers, media/newspapers, fellow farmers, community, inputs dealers and meteorology forecasts.

The participants identified the following gaps: limited extension service providers, poor information sharing and communication channel/flow between local governments and central, inaccurate information which also lack timeliness, limited access to media and telephones, few organized farmer groups and cooperatives arrangements, lack of motivation for the local leaders.

Other challenges: mindset of the extension staff, limited human resources (numbers), limited knowledge and skills, limited access to infrastructure, limited research facilities, lack of basic diagnostic kits at plant clinics, limited networking of the public sector and private sector and NGOs.

Key questions:

You are a Farmer Organization/Group and your smallholder farmers will likely experience a risk of:

1. ***Pest on crops***
2. ***Animal diseases***
3. ***Price variations***
4. ***Low quality of inputs***
5. ***Drought/floods***
6. ***Constraints in Storage Facilities***

Group Work:

- a. **Where the farmer organization/Group can get useful and timely information on the identified risk?**
- b. **What are the main challenges in getting useful and timely information faced by the farmer organization/Group?**
- c. **How the farmer organization/Group may use such information to provide support to their smallholder farmer members in managing the risks.**

Group 1: PEST ON CROPS

Where get useful and timely information on the identified risk	Main challenges	Use of information to provide support to their smallholder farmer
Radios and tvs	Mindset of the extension staff	Training of farmers in their field schools
Newspapers	Limited human resources (numbers)	Demonstrations
Farmer to farmer	Limited knowledge and skills	Encourage the use of ICT(e.g smart phones)
Plant clinics	Limited access to infrastructure	Advocate for extension services at the district up to small scale level
Public sector	Limited research facilities	
MAAIF and agencies	Lack of basic diagnostic kits	
Research institutes		
NGOs e.g. Africa 2000		

Network	at plant clinics Limited networking of the public sector, private sector and NGOs	
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Group 2: ANIMAL DISEASES

Where get useful and timely information on the identified risk	Main challenges	Use of information to provide support to their smallholder farmer
Media Veterinary extension officers Farmer to farmer Other farmer groups Internet Telephone/mobile phones Leaders (political and religious) Farm records	Limited number of veterinary officers in regions Limited access to media due to illiteracy and affordability Information sharing within farmers may not be efficient and timely Limited access and affordability to internet services Information may be untimely and inaccurate Data interpretation may be difficult at times	Dissemination of information on early warning Assist farmers to carry out preventive measures Information sharing since the group is composed of small holder farmers

Group 3: PRICE VARIATIONS

Where get useful and timely information on the identified risk	Main challenges	Use of information to provide support to their smallholder farmer

Extension services	Absence of extension workers	It will be used in bulking produce for better market
Private companies		
Fellow farmers	Limited information	Guides farmers to get quality inputs
Media	Cost implication to get information	Combine and buy in large quantities to get discounts
	Inaccurate information	
	Language barrier	
	Low levels of literacy	

Group 4: LOW QUALITY OF INPUTS

Where get useful and timely information on the identified risk	Main challenges	Use of information to provide support to their smallholder farmer
MAAIF	Attitude of farmers	Identification of genuine input suppliers
UNBS	Lack of expertise	Buy in bulk and distribute to other smallholder farmers
District production department	Poor policy implementation	Disseminate information to farmers on how to use the inputs
Agricultural exhibition centres	Cost of certification	Networking with the UNADA ORG.

Group 5: DROUGHT/FLOODS

Where get useful and timely information on the identified risk	Main challenges	Use of information to provide support to their smallholder farmer
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District team/Local government	Inaccurate information	Interpretation and packaging
Political leaders	Late release	Sensitisation and creating awareness through meetings and demonstrations
NGOs	Language barrier	Organising and participating in agricultural exhibitions
OPM	Complex information	Providing success stories/films on identified mitigation measures
MAAIF	Inadequate staff, few and poorly facilitated extension workers	Organise for exchange visits/tours for smallholder farmers
Local FM radios	Broad and non-area specific mitigation measures	
Media	Low farmer confidence in information disseminated	
Institutions e.g. schools		

Group 6: CONSTRAINTS IN STORAGE FACILITIES

Where get useful and timely information on the identified risk	Main challenges	Use of information to provide support to their smallholder farmer
Farmer cooperatives	Limited access to information due to unavailability of extension workers	Mobilize farmers to do bulking and collective marketing
Traders who do bulking		Train farmers on aspects of quality standards
Farmer to farmer	Weak farmer organizations which are affected by lack of trust and internal conflicts and this affects group members	Use the information to link the farmers to the markets
Extension workers	Incomplete information on storage facilities	
Media	Limited access to some information sources e.g. ICT	

	related Some storage techniques do not meet the required standards	
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Session 4 - Information on risks; early warning systems; risks responses/strategies and instruments

This was meant to learn from the participants how they have responded to the wide range of risks and ultimately how they have managed harsh environments. This session was also used to come up with suggestions on relevant methods and instruments as well as roles of different stake holders used in ARM.

The following came out of the group discussions:

- A number of tools have been used to manage risk at farm/household/community, markets, and governments levels; and these are risk reduction, risk mitigation and risk coping. This therefore makes risk management increasingly more complex.

The group identified the following tool and instruments:

- Plant clinics in control of pests and diseases, smart climatic agriculture, traditional coping methods, contract farming, warehouse receipt system (with many challenges leaving only one functioning), agricultural credit finance, seed variety releases, livestock vaccinations and treatments.
- Different actors focus on each risk case by case responding to different interests and capacity.
- Stakeholders involved in agriculture (government, farmers and agribusiness, financial institutions, development partners) ought to take a holistic approach to risk management by assessing all risks and their relationship, and avoiding focusing on a single source of risk (e.g. weather, prices).
- A comprehensive Risk Management Policy is developed to guide implementation of the risk management strategies and tools available in a coordinated manner.
- A Risk Management institutional framework to strengthen the implementation of the policy at all stakeholder levels needs to be developed.
- A Risk Management information system to guide appropriate risk management decision making at all stakeholder levels needs to be developed.

ANNEX 4. LIST OF PARTICIPANTS

Last Name	First Name	Title	Organization	Location
Agong	John Mark	Principal Planning Officer	DDA	Kampala
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What is PARM?

The Platform for Agricultural Risk Management (PARM), an outcome of the G8 and G20 discussions on food security and agricultural growth, is a four year multi-donor partnership between the European Commission, the Agence Française de Développement, the Italian Government, the International Fund for Agricultural Risk Management and the New Partnership for Africa's Development (NEPAD) with developing nations to make risk management an integral part of policy planning and implementation in the agricultural sector, within the Comprehensive Africa Agriculture Development Programme (CAADP).

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