

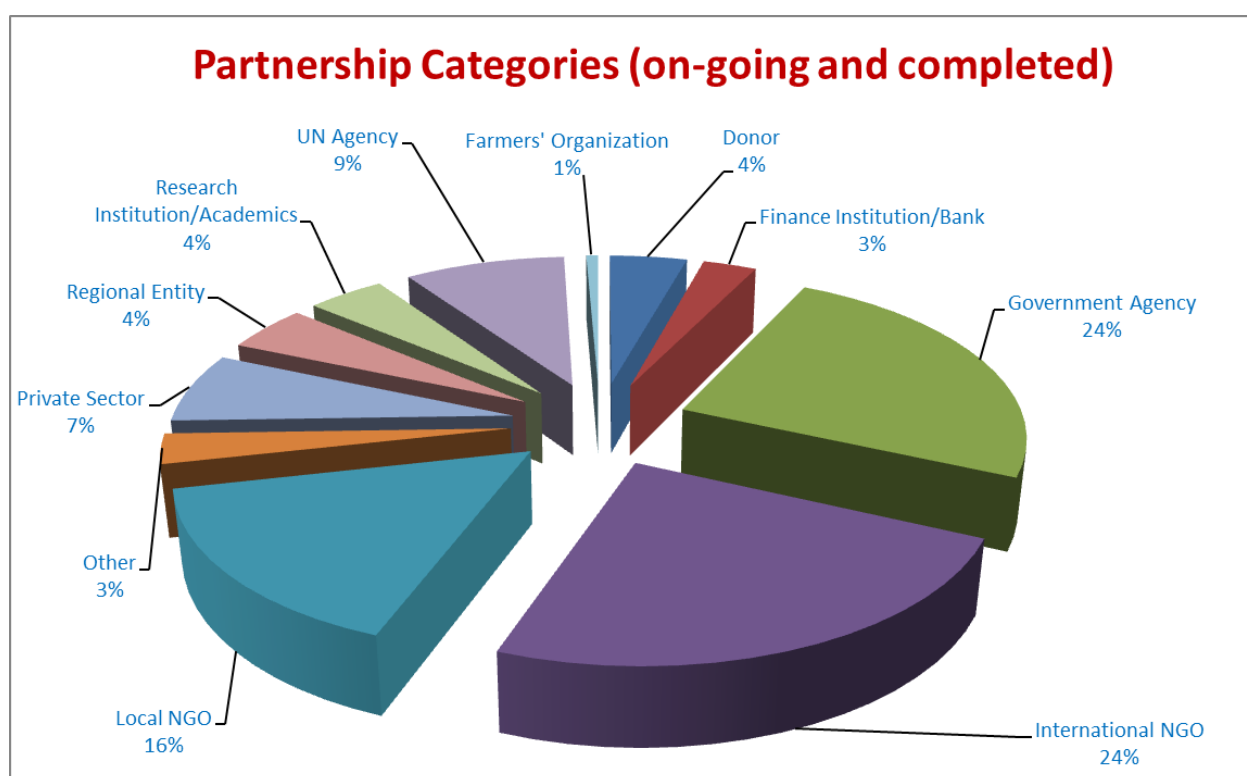
SUMMARY P4P PARTNERSHIPS REPORT

September 2008 – December 2012

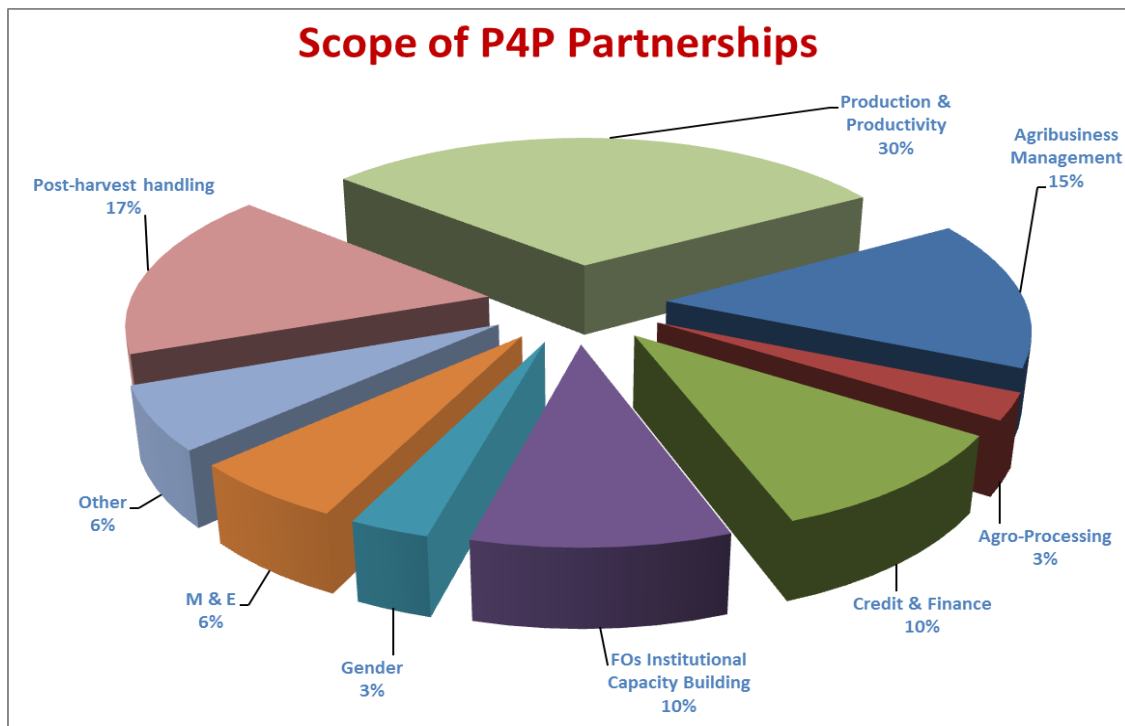
GLOBAL OVERVIEW – HIGHLIGHTS

The success of P4P relies on the engagement, expertise, collaboration and input of a wide range of partners. WFP's demand and support are only one piece of the range of interventions required to increase smallholder farmers' income. Engagement with partners – on both a formal and informal basis – is necessary to provide the appropriate institutional and technical support to smallholders, farmers' organisations (FOs), small/medium traders, processors and others who participate in the P4P programme. **As of 31 December 2012, WFP country offices piloting P4P report 190 on-going partnerships, with another 66 under negotiation and 112 completed.** Out of the 190 on-going partnerships, 107 have a formal partnership agreement in place, and of these 68 partners are receiving some funding from WFP under the P4P programme.

Partnership categories include: government counterpart ministries/agencies, international and local NGOs, UN agencies, the private sector (including financial service providers), research institutions, donors and regional entities. New partners include P4P-supported FOs which provided technical assistance on production and post-harvest practices through farmer field schools.



Scope of P4P Partnerships: The largest percentage of P4P partners has provided technical support on agricultural production and productivity, followed by agri-business management and post-harvest handling. Financial services and institutional capacity building are the next largest areas of focus of partnerships at the country level.



New partnerships reported over the fourth quarter of 2012 include:

- **Afghanistan:** A new contract was signed with the **Agency for Technical Cooperation and Development (ACTED)**, which will provide training on good trading practices, proper storage, cleaning and bagging of commodities to FOs in the three Northern Provinces of Kunduz, Takhar and Baghlan.
- **El Salvador:** A cooperation agreement was signed between the **National Commission for Micro and Small Enterprises (CONAMYPE)** and P4P to provide support in commercialization and linkages to staple grain markets to two farmers' organizations in the central zone.
- **Honduras:** For the first time, partnerships on the implementation of farmer field schools were concluded with two FOs, **Unioyol** and **Fuente de Vida**. The activities are funded by the Howard G. Buffett Foundation and aim to provide training in agricultural production and postharvest handling. During the last quarter, 132 farmer field schools were implemented by partner organizations.
- **Liberia:** The **Ministry of Agriculture** and WFP signed a Memorandum of Understanding for the secondment of ten extension staff to P4P. The extension workers will provide support to FOs in organizational management, record keeping, improved agronomic practices as well as methods to improve aggregation and timely delivery of contracted commodities.
- **Rwanda:** P4P partnered with **Rabo Bank Foundation** to conduct financial literacy training for ten P4P-supported cooperatives. Discussions are underway for a one-year joint project to build financial capacity of select cooperatives, with emphasis on financial management. Rabo Bank has similar projects in Asia and Ivory Coast. Rwanda will be the first country in East and Central Africa to implement such a training approach.
- **Zambia:** P4P signed Field Level Agreements with local NGOs, **Young Women's Christian Association** and **Kawambwa District Farmers Association**, to develop the capacity of cooperatives to increase women's participation and facilitate their increased involvement in decision-making.

Introduction

This report provides a snapshot of P4P Partnership status as of **31st December 2012**, extracted from Country Quarterly Reports submitted by 20 pilot Country Offices and complemented with information on regional and global partnerships reported by the P4P Coordination Unit.

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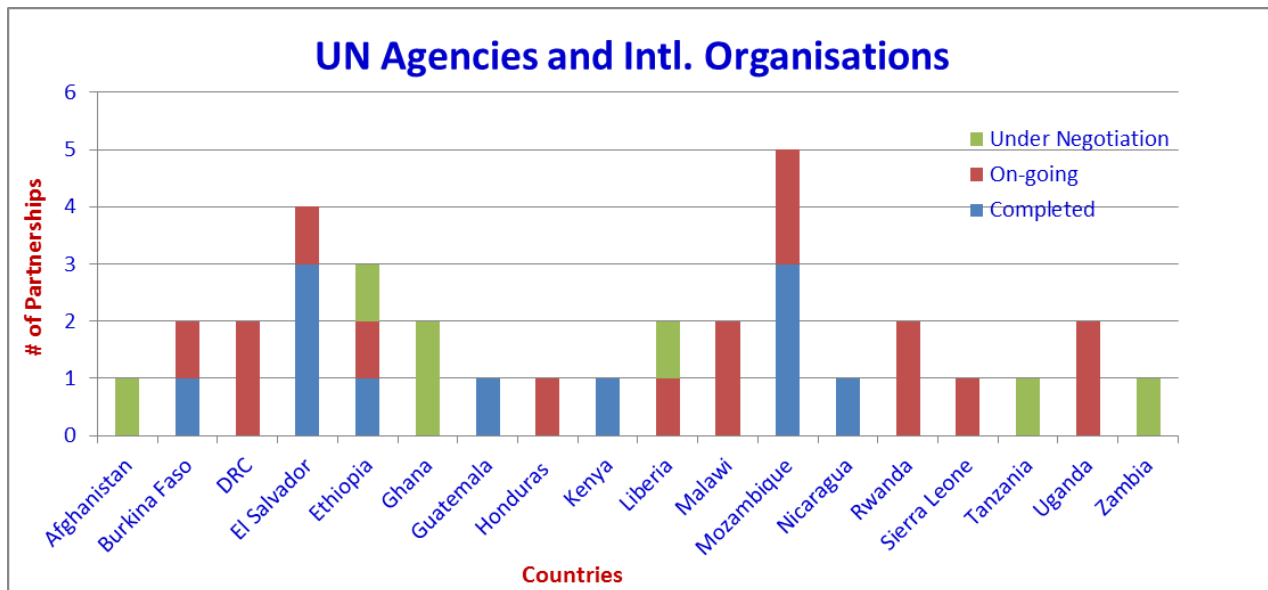
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I. OVERVIEW OF COUNTRY LEVEL PARTNERSHIPS

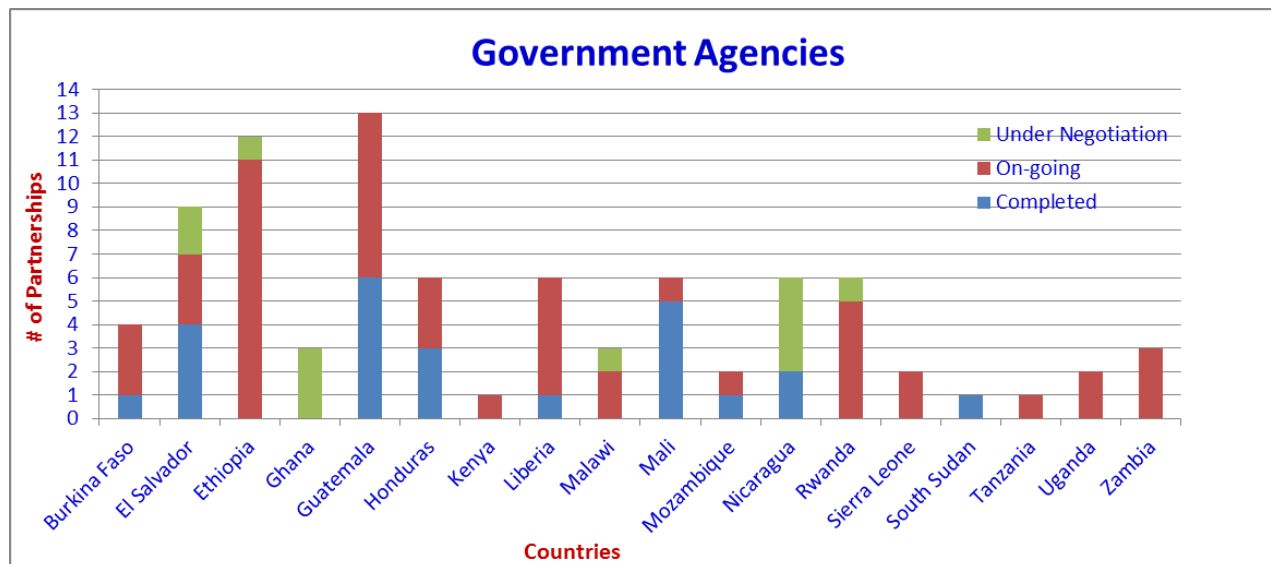
1. Partnerships with UN Agencies and International Organisations



- There are **16 on-going partnerships with various UN Agencies across 11 countries** providing a wide range of support activities for P4P targeted farmers' organizations (FOs). In addition, both FAO and IFAD are members of P4P Steering Committees or similar coordination mechanisms at country level in most P4P countries.
- **FAO** provides supply side and technical assistance in production in 8 countries, making it the most central P4P partner within the UN system. FAO's support includes support to enhance agricultural production and productivity (including the provision of improved seeds and tools); post-harvest handling equipment and capacity building for FOs – including through Farmer Field Schools as in **Uganda** as well as technical support in developing FO infrastructure such as storage facilities (**Liberia, El Salvador, Malawi**) and food processing equipment (**Liberia**). In many countries, WFP also works closely with FAO on price monitoring and crop forecasts. In **DRC**, P4P is being implemented in full partnership with FAO (with Belgian funding to both WFP and FAO). FAO is also a joint partner in the Brazilian-supported PAA project in **Ethiopia, Mozambique and Senegal**.
- **IFAD** has completed projects providing technical support on production and enhancing access to credit in two countries (**El Salvador and Mozambique**). In El Salvador, a further agreement was reached with the **Central Rural Development and Modernization Project for the Central and Paracentral regions (PRODEMOR)**, an IFAD-funded project implemented by the **Ministry of Agriculture**. Technical and financial efforts are coordinated for the implementation of the business initiative on basic grain production and commercialization, benefiting P4P FOs. In **Honduras**, P4P also collaborates with the **IFAD-UNDP Project** to "Increase Competitiveness of the Rural Economy of the Yoro Area" (PROMECON), which trains smallholders in production of bean seed. A partnership in **Ethiopia** which will include a gender focus is under negotiation.
- **UNDP/Millennium Villages Project (MVP):** In **Uganda**, UNDP provides capacity building support on the warehouse receipt system through the **MVP**.

- **UN Women** works with P4P in **Honduras** to promote the active participation of women in the agricultural production chain as well as enhance women taking on leadership roles in FOs.
- **UNOPS** is providing support on rehabilitation of rural roads in **DRC**.
- A partnership with **ILO** on assisting FOs in their marketing activities is under negotiation in Tanzania.

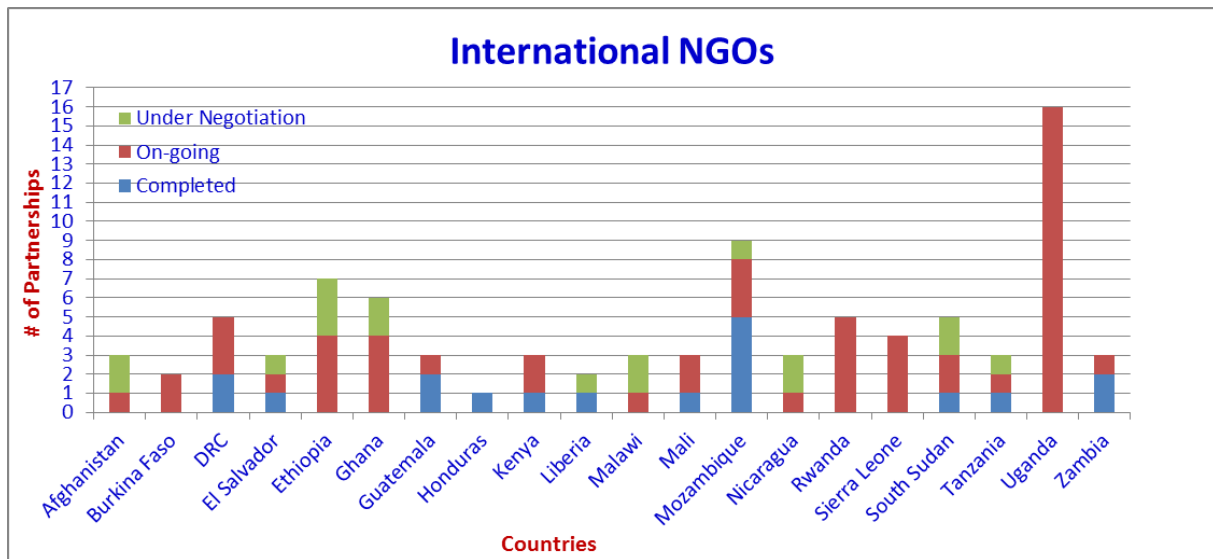
2. Partnerships with Government Agencies



- Governments are playing a pivotal role in the design and implementation of P4P programmes. Currently there are 50 on-going partnerships with a range of government agencies. In all the pilot countries, WFP closely links the P4P programme with national development strategies and the programme generally aligns with country's goals and vision for its agricultural sector. Implementation is often linked to the **Ministries of Agriculture** or **governmental technical entities**, which provide technical support; access to agricultural inputs; and extension services. **Ministries of Gender**, **Ministries of Trade** and **Commodity Exchanges** are also involved depending on the country context.
- **Market Information:**
 - In **Mozambique**, a Memorandum of Understanding was signed with **government agency SIMA** to support data collection, price monitoring and dissemination.
 - P4P in **Malawi** signed an agreement with the **Agro-Economic Survey Department of the Ministry of Agriculture** to strengthen the Agricultural Market Information System. Market price data will be collected in 20 selected markets in P4P districts and eventual cross border trade monitoring is also being planned.
 - The collection of market price information is also supported by **government agencies** in **Ethiopia** and **Kenya**.
 - In **Burkina Faso**, P4P provides technical support to the **Market Information System**.
- **Market Access / Government Procurement:**
 - P4P **Ethiopia** is collaborating with the **Ethiopian Commodity Exchange** on agribusiness management and with the **Agricultural Transformation Agency** on expanding government procurement of food staples for the national reserve from cooperative unions.
 - In **Uganda**, P4P collaborates with the Uganda Commodity Exchange which provides training on operating warehouse receipt systems to private companies.

- In **Rwanda** P4P provides technical support to the **Ministry of Agriculture** in the implementation of “Common P4P” - an initiative where the Ministry purchases up to 40% of the requirements for the national reserve using P4P modalities.
 - Following an exchange visit by P4P partners including the Government, to P4P in Rwanda, a national ownership process has started in **Burkina Faso**, driven by the Ministry of Agriculture’s Department of Agricultural Market Development. This recently created Department has progressively taken a leading role in mainstreaming P4P activities in Burkina Faso and is also taking steps to ensure that lessons learned and good practices from the project are disseminated within various departments of the Ministry of Agriculture.
 - Discussions are underway between WFP/P4P **Nicaragua** and the Ministry of Agriculture to establish a Collaboration Agreement that aims to: complement the P4P initiative linkage with other government programs through the Ministry’s offices and assets in the field and replicate P4P experiences in other areas of the country.
 - In **Ghana**, marketing and commercialisation services will be provided to FOs by the Ghana Grains Council and the Ghana School Feeding Programme.
 - Capacity building in agribusiness-management is provided through government agencies in **El Salvador, Mali, Zambia, Rwanda, Kenya and Sierra Leone**.
- **Production & Productivity:** Many government agencies are involved in providing technical assistance and training on enhancing production and productivity, often through a network of extension workers. Partnerships are currently underway in 10 pilot countries: **Burkina Faso, Ethiopia, El Salvador, Guatemala, Honduras, Liberia, Malawi, Rwanda, Uganda and Zambia**.
 - **Institutional Capacity Building:** Training on institutional development, governance and leadership skills, advocacy, management skills and FO legal status is provided through government agencies in **El Salvador, Guatemala and Liberia**.
 - **Gender:** In **Liberia** P4P is collaborating with the Ministry of Gender on policy and women’s participation in commercialised agriculture.
 - **Post-Harvest Handling:** Programmes to reduce post-harvest losses are currently being run in collaboration with Government Ministries in **Burkina Faso** (SP/PAM), **Guatemala** (ICTA and INDECA), **Honduras** (INFOP), **Nicaragua** (LABAL and INTA), **Sierra Leone** (Rural and Private Sector Development Project) and **Tanzania** (National Food Reserve Agency).
 - **Access to Credit and Financial Services:**
 - In **Guatemala**, the partnership between P4P and the Ministry of Agriculture’s Triangle of Dignity continues to link FOs to credit.
 - The **Commercial Bank of Ethiopia** will provide credit to Cooperative Unions targeted under P4P.

3. Partnerships with International NGOs



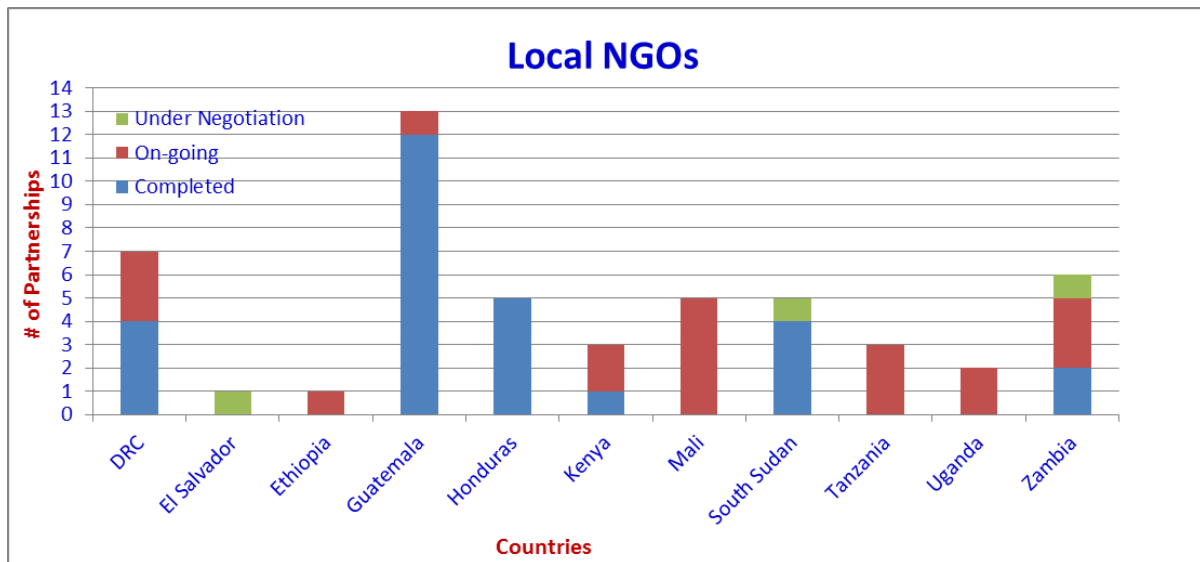
- There are **54 on-going partnerships with international NGOs in 18 P4P pilot countries**. These partners provide a variety of support, including production & productivity, post-harvest handling and marketing support, capacity building and organizational strengthening. Examples of such partnerships are as follows:
 - **Agribusiness Management:**
 - **CLUSA** in **Mozambique** provides field monitoring and technical support to FOs for the aggregation of maize to be sold to P4P. Assistance also focuses on ways to access credit.
 - In **Uganda**, the **Grameen Foundation** as well as **Appropriate Technology-Uganda** are providing market information to farmers, including through mobile phones.
 - Promoting Agriculture, Governance and the Environment (PAGE) in **Sierra Leone** is a USAID-financed programme implemented by a consortium of organizations, including **ACDI/VOCA**, **ACF** and **World Vision**. It focuses on grants to farmers, training on business development, monitoring activities as well as linkages with credit sources.
 - **Access to Credit and Financial Services:**
 - **Catholic Relief Services** facilitates access to credit for FOs in **Mali**.
 - **Danish Church Aid** is initiating a trading scheme and micro-credit for small-scale traders in **DRC**. WFP finances 70% of the programme budget.
 - **HELPS International** provides credit in the form of agricultural inputs to P4P farmers in **Guatemala**, particularly to those farmers which were affected by Tropical Storm Agatha in 2010.
 - **Capacity Building:**
 - **ACDI-VOCA**, through the **USAID Feed the Future programme**, supports FOs in **Tanzania** on strengthening their productivity capacities, developing marketing structures and creating linkages with the private sector. In addition, supply-side technical support is provided to FOs holding contracts with P4P. In Ghana, **ACDI/VOCA** provides institutional capacity development to FOs in Accra and the Greater Accra Region under the **USAID-funded Agricultural Development and Value Chain Enhancement (ADVANCE)** programme. In Ashanti regions of Ghana capacity building for FOs is undertaken by **ADRA**.
 - **Oxfam** is providing capacity building to FOs in **DRC**.
 - **World Vision International** supports capacity building of FOs in Rwanda.

- **Agro-Processing:**
 - **Nutrition Education International** assists P4P Afghanistan through the provision of agricultural inputs and small-scale food processing. WFP is contributing US\$1 million to the programme budget.
- **Gender:**
 - **Women for Women International (WFWI):** provides capacity building on gender issues. All-women cooperatives supported by WFWI are selling surpluses to WFP in **Rwanda**.
- **Production & Productivity:**
 - **ADRA** is running programmes on production & productivity in **Mozambique and Rwanda**. In **Rwanda**, P4P also collaborates with **Harvest Plus** which provides production support for iron-fortified beans.
 - **The International Fertilizer Development Center (IFDC)** provides technical assistance to FOs in Rwanda and Burkina Faso to improve their yields.
 - **Sasakawa Africa Association (SAA)** is partnering with P4P in **Mali, Uganda and Ethiopia** to provide agricultural production enhancement.
 - **World Vision International (WVI)** is providing technical assistance for marketing, production, administration and infrastructure to P4P FOs in **El Salvador**. In **Zambia**, **WVI** supports the expansion of the community shed network.
 - **ACDI/VOCA** trains smallholder farmers on improving production and marketing in **Ethiopia and Kenya**.
 - **Farm Radio International** in Ghana supports FOs through the use of appropriate modern technology. Information on good agricultural practices and market prices is disseminated via radio broadcasting.
 - In **Burkina Faso**, under a tripartite agreement between **WFP, Oxfam** and the **FO UPPA Houet**, Oxfam supports the FO with technical inputs and guidance to improve their produce and organises various capacity building training sessions. Assistance provided to female field monitors under this agreement will be extended from 16 targeted female farmers groups in 2012 to 25 in 2013.
 - **Good Neighbours International** signed an agreement with P4P **Malawi** to train farmers in crop conditioning and storage management, grain bulking centres, and market information sharing through mobile phones.
- **Post-Harvest Handling:**
 - **Caritas** supports FOs in the DRC on reducing post-harvest losses, particularly focusing on warehouse management.
 - In **Ghana**, financial and technical support to reduce post-harvest losses is provided by **ACDI/VOCA**.
 - **Sasakawa Africa Association (SAA)** provides assistance on post-harvest handling in **Ethiopia**.
 - **Welthungerhilfe** provides training on conservation farming and post-harvest handling to some P4P-supported FOs in **Sierra Leone** and has expressed interest in linking FOs assisted through their other projects to P4P in the 2012/2013 production season.
 - **ACTED** supports smallholder farmers with training on good trading practices, proper storage, cleaning and bagging of commodities in three Northern provinces of **Afghanistan**.
 - In **Uganda**, a number of NGOs support FOs through training aimed at improving post-harvest practices, including **ACTED, ACF, World Vision International (WVI), Samaritan's Purse** and **Food for the Hungry (FH)**.

- **Road Construction:**

- In **Uganda**, a number of NGOs, including **TechnoServe, Africare, Cooperazione e Sviluppo (CESVI), SNV, Food for the Hungry (FH)** and **Samaritan’s Purse** have provided support to P4P-assisted FOs through the rehabilitation of access roads and construction of satellite collection points.

4. Partnerships with Local NGOs



- WFP has had partnerships with a total of **48 local NGOs out of which 20 are on-going**. Local NGOs support P4P-targeted FOs with capacity building in production support, post-harvest handling, commercialization, organizational strengthening and sensitization of men and women farmers.

- **Agribusiness Management:**

- **Afrique Verte** in **Mali** supports FOs in agribusiness management to successfully link them to markets and also supports the organization of Cereal Fairs.
- An agreement was signed with **MUSIKA** in **Zambia** to provide capacity building to private sector agro-dealers on business skills training, mobilising of farmers and aggregating for the output market. P4P was collaborating with **PROFIT**, the predecessor organisation of MUSIKA since 2010, though no MoU was signed then.

- **Institutional Capacity Building:**

- **Faida Mali** collaborates with P4P on the Maize Farmers Empowerment Project in **Northern Tanzania**. The aim is to strengthen marketing structures and link smallholder farmers with the private sector.
- A partnership with the **Catholic Diocese of Tambura - Yambio** in **South Sudan** is under negotiation. The project will support the sensitization, training and constitution of marketing committees in charge of organizing, supervising and negotiating the aggregation of food surpluses as well as implementing post-harvest losses mitigation activities.
- In **Tanzania**, **WFP/AGRA/RUDI** signed a tripartite agreement for the implementation of the project “Enhancing Market Competitiveness of Farmers Groups in Central Tanzania”. **RUDI** implements the capacity building activities for six FOs supported under P4P. The project aims to strengthen farmer-to-farmer training, facilitate the linkage with agro-dealers as well as enhance marketing associations and the management of collective marketing and inventory credit systems such as the Warehouse Receipt System. The project is funded by

AGRA. Monitoring and Evaluation of activities are to be conducted in partnership with **WFP** and **AGRA**.

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- **Gender:**

- The **Red de Mujeres Agrícolas (REDMA)** in **Guatemala** is providing gender training to a network of women's organisations.

- **Access to Credit and Financial Services:**

- The **Conseil et Appui à l'Education à la Base (CAEB)** and **Siginyogonje** in **Mali** are supporting the capacity-building of FOs, particularly through facilitating access to credit for women groups.
- **Kaderes** in **Tanzania** provides capacity building on microfinance and market assistance for Savings and Credit Cooperative Societies targeted under P4P.

- **Monitoring & Evaluation:**

- The **Sustainable Agriculture Community Development Programme (SACDEP)** and the **Cereal Growers Association (CGA)** in **Kenya** provide M&E training to P4P-supported FOs.

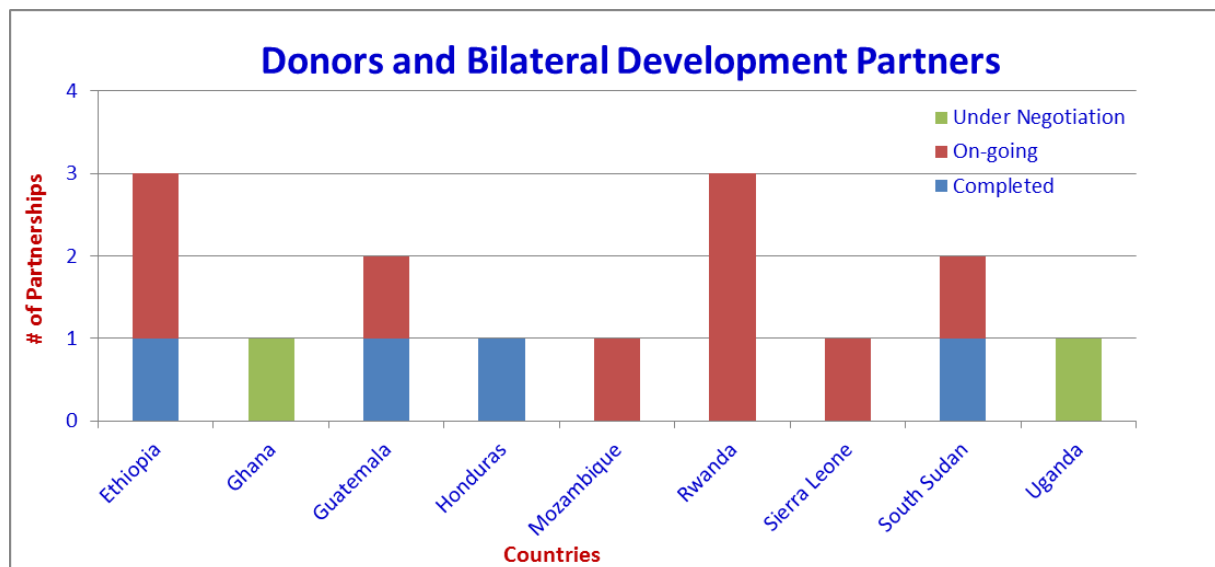
- **Post-Harvest Handling:**

- Three local NGOs in DRC, **Action contre la détérioration/Tujenge (ACD)**, **Association pour l'encadrement des enfants et mères (APEEM)** and **Association des pêcheurs de Musumba (APMU)** are training FOs in the management of warehouses.
- **Siginyogonje** in **Mali** supports FOs in improving their post-harvest processes and accessing markets.
- The **Office of Relief and Development Support (ORDS)** trains farmers in post-harvest handling and farming as a business in **Uganda**.

- **Production and Productivity:**

- The **Projet de Renforcement des Capacités pour une Agriculture durable (PRECAD)** in **Mali** supports smallholder farmers through commercialization services, particularly focusing on the aggregation of produce.
- In **Ethiopia**, the **Center for Development Initiative (CDI)** provides technical inputs and assistance, marketing training and access to credit for 17 cereal banks run by Cooperative Union Mira.

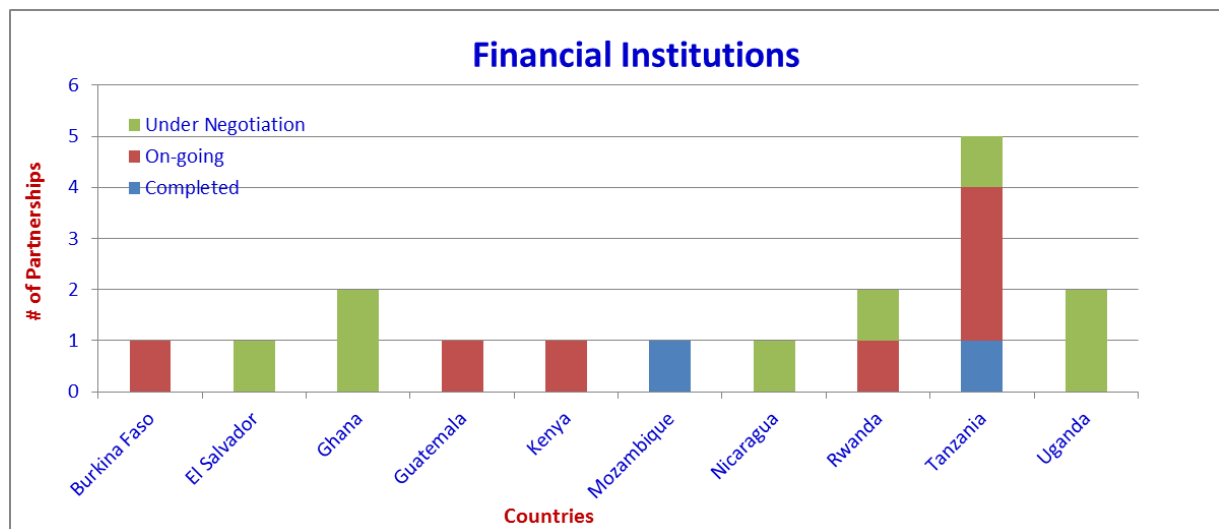
5. Partnerships with Donors and Bilateral Development Partners



NB: This refers to locally negotiated support through donors & donors' programmes, not to the global P4P donors (BMGF, HGBF, Belgium, Canada, etc).

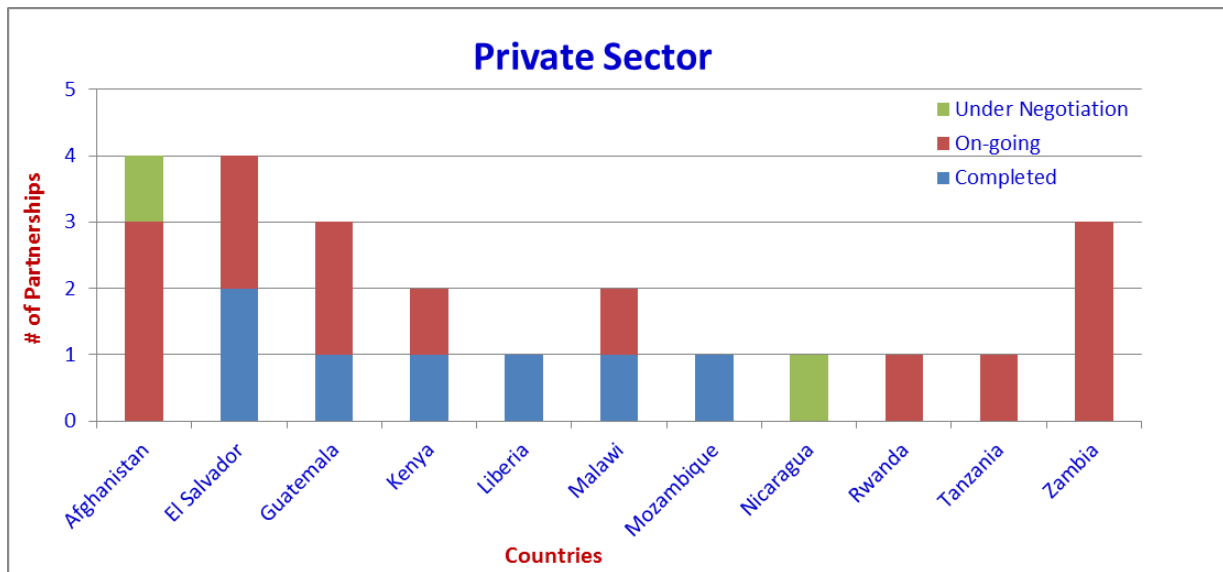
- **GIZ** is providing technical training on post-harvest handling to P4P FOs in **Sierra Leone**. In **South Sudan**, **GIZ** is supporting the construction of 12 warehouses and P4P activities will be linked with the GIZ Development-Oriented Emergency and Transitional Aid (DETA) programme which supports the capacity development of FOs.
- **CIDA** is supporting **Guatemala** P4P activities on production & productivity.
- **JICA** is providing technical expertise on production to P4P FOs in **Ethiopia**. JICA also funds two volunteers working with P4P in **Tanzania** and two volunteers in **Malawi**.
- **USAID**: AGRIFUTURO, a USAID funded project in **Mozambique** is supporting FO capacity building on commercialization and agricultural input. In **Rwanda** the USAID Post-Harvest and Handling Project is funding "Sell More for More", a comprehensive training package for P4P cooperatives in collaboration with ACIDI-VOCA, including working towards access to finance and technical training on post-harvest handling. USAID also funds the NAFKA Staples Value Chain Activity under its Feed the Future Initiative in **Tanzania**. Implemented by ACIDI-VOCA, which integrates agricultural, gender, environment and nutritional development efforts to improve smallholder farmer productivity and profitability within the maize and rice value chains. **USAID** also supports loan guarantee schemes for smallholder farmers in **Rwanda** and **Ethiopia** under DCA.

6. Partnerships with financial institutions



- Recognizing liquidity and credit as major challenges faced by smallholder/low-income farmers, WFP is exploring contract and payment mechanisms that would facilitate fast payment and/or access to credit for these target groups. FOs require quick access to cash in order to pay members for commodities delivered, but access to affordable credit is a major constraint. Country offices and partners are exploring payment and credit mechanisms with banks or other credit providers that may facilitate cash flow for the organizations. Currently, P4P has **seven on-going partnerships with financial institutions and eight are under negotiation.**
- Agribusiness Management:**
 - In **Burkina Faso**, the tripartite Agreement signed between **FEPAB/WFP/FCPB** for WFP's forward contracts has become a multipartite Agreement. WFP as a purchaser, *Federation des Professionnels Agricoles du Burkina* (FEPAB) as a supplier and Federations des Caisses populaires (FCPB) as the financing institution providing credit to FO who signed forward contracts with WFP.
- Access to Credit and Financial Services:**
 - Although there is no formal agreement in **Tanzania**, good collaboration exists with **Cooperative Rural Development Bank (CRDB)** and **National Microfinance Bank (NMB)** to facilitate credit access for FOs. NMB has been selected for receiving bank guarantees through the USAID - DCA project, and is now considered the main source of credit facilities for farmers by **RUDI**. Activities have been re-activated with **Stanbic Bank** to provide credit facilities to farmers groups.
 - Under the Ministry of Agriculture's **Triangle of Dignity initiative** in **Guatemala** farmers' organizations participating in P4P benefit from credits administered by **BANRURAL**.
 - In **Rwanda**, **Rabo Bank** has signed an agreement with P4P to provide training on financial literacy for P4P-supported cooperatives. Discussions are underway for a one-year project on FO capacity building with focus on financial management.
 - In **Kenya**, collaboration with **Equity Bank** in providing financial services to P4P FOs is proceeding well.

7. Partnerships with the Private Sector



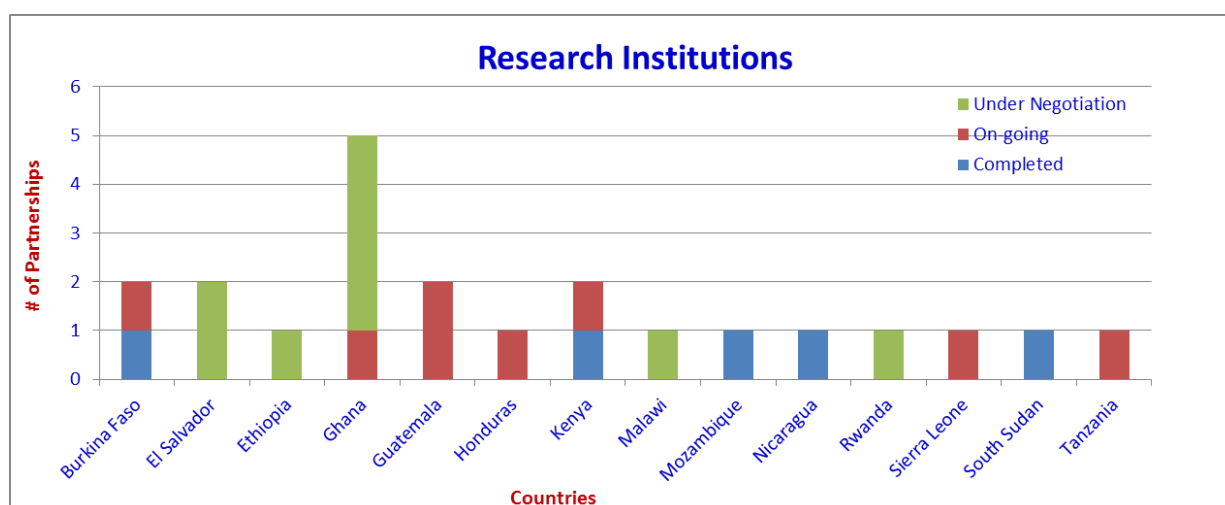
- The private sector plays a key role in agricultural input provision, food processing technical support, market information support and capacity building for P4P FOs. There are currently **14 private sector partnerships on-going in eight P4P pilot countries**.
- Broadly, the private sector is supporting P4P in agricultural input provision (mainly in Central America), processing (Afghanistan, Central America and several African pilot countries), capacity building on business skills development, quality assurance, and on market information systems.
- **Agribusiness Management:**
 - The **East African Grain Council (EAGC)** provides training on WRS and market information to P4P FOs in **Kenya**.
 - In **Malawi**, the **Agricultural Commodity Exchange for Africa (ACE)** has partnered with P4P to establish a network of rural trade facilitators to extend the outreach of the ACE to rural areas, training smallholder farmers in accessing the ACE and Warehouse Receipt System. WFP can place bids under the Bid Volume Only (BVO) system free of charge. Extension in time and inclusion of construction of warehouse facilities for WRS in rural areas are under discussion. A new partnership is being developed with ACE and the USAID-funded Market Linkages Initiative incorporating market price collection and marketing support service for P4P FOs.
 - P4P **Zambia** is collaborating with **Parmalat** on a USAID/CIDA funded project in procuring milk from smallholder farmers.
- **Agro-Processing:**
 - In **Afghanistan**, High Energy Biscuit production lines are supported by Pamir Cola, Dama Cake and **Itifaq Food Industry**.
- **Access to Credit and Financial Services:**
 - In **Zambia**, P4P partnered with **Dunavant** and the **Zambia Commodity Exchange (ZAMACE)** to facilitate access to mechanised service provision. Farming equipment leasing schemes were developed, using a revolving fund mechanism. **Dunavant** and **ZAMACE** are operating a revolving fund for tillage and shelling services.

- In **Guatemala**, P4P also has an agreement with agribusiness company **Syngenta**, which in cooperation with the **G&T Continental Bank** provides smallholder farmers participating in P4P with technical assistance and credit for agricultural inputs.

- **Production & Productivity:**

- In **El Salvador**, rounds of negotiation with suppliers such as **BAYER, DISAGRO** or **FERTICA** have been organized, enabling smallholder farmers to take the leading role in negotiating directly with suppliers and acquire a more business-oriented vision of their activities. In **Guatemala**, **DISAGRO** provides technical assistance in fertilization to FOs which in turn negotiate input packages.

8. Partnerships with Research Institutions



- Research Institutions provide support to both P4P project activities and to FOs in areas such as baseline and follow-up survey data collection and analysis; market surveys and analysis; specific commodity quality enhancement, production training; and institutional strengthening. Currently P4P works with **six research institutions in five countries; nine partnerships are under discussion**.
- In August 2011, a global partnership with the **Africa Economic Research Consortium (AERC)**, a Nairobi based consortium of about 40 collaborating African Universities, was formally launched. AERC has established the **Data Analysis and Knowledge Management Hub** in Nairobi to support the collection, analysis, reporting and sharing of survey data collected by P4P pilot countries. The Hub is cleaning and analysing data sets from the P4P baseline and follow-up surveys. In late August, AERC hosted a three-day workshop in Lusaka, to validate the emerging results of P4P implementation in three countries (Mali, Tanzania and Ethiopia). The workshop was attended by practitioners and academics and led to constructive recommendations to improve the quantitative impact assessment approach. A second validation workshop is scheduled to take place in El Salvador from 16-18 April 2013, focusing on the data and results from the Latin American countries. AERC is currently drafting a series of country reports.
- **Agribusiness Management:**
 - The Centre de Coopération Internationale en Recherche Agronomique pour le Développement (CIRAD) in **Burkina Faso** is providing technical expertise for market studies.

- **Production & Productivity:**

- Research institutions in **Guatemala** (including local universities and agricultural research bodies) are involved in training farmers on improved varieties of maize. **CIMMYT** is introducing quality protein maize through demonstration plots and also supporting farmers to improve yields and agricultural practices. **ICTA**, the research branch of the Ministry of Agriculture, provides technical assistance in agricultural production and seeds.
- In **Honduras**, P4P collaborates with the **University of Zamorano** which trains technical staff of farmer field schools. P4P also participated in the renovation of the **Centre of Experimentation for Agricultural Development** where farmers receive hands-on training on production.
- In **Kenya**, **Academic Model Providing Access to Health Care (AMPATH)** provides support through technical inputs and M&E training to smallholder farmers.
- In **Sierra Leone**, the **International Institute for Tropical Agriculture** collaborates with P4P on productivity improvement, process control and infrastructure development.

Monitoring & Evaluation:

- In **Ghana**, the **Kwame Nkrumah University of Science & Technology** supports P4P in M&E data collection, case studies, and collection of FO records.
- In **Tanzania**, P4P has signed an agreement with **Research for Poverty Alleviation (REPOA)** to conduct M&E surveys.

9. Overview of Country-Level Coordination Mechanisms

- Most countries have established P4P Steering Committees (SC) or similar coordination mechanisms, bringing together the government and the main agricultural development partners, including donors and, in some cases, the private sector. These coordination forums discuss policy and implementation issues, and provide overall guidance. In some countries (e.g. Malawi, Rwanda and Sierra Leone), P4P SCs jointly agree on farmer organisation selection criteria.
- In some countries, P4P issues are being discussed in pre-existing donor or agricultural development partners working groups (Afghanistan, Ethiopia, Kenya, Uganda and Zambia). In other countries, distinct P4P SCs have been established. Some countries with highly decentralized structures have established coordination mechanisms at both central and district/regional level (e.g. Ethiopia).
- These committees are usually chaired by the Ministry of Agriculture (MoA), or co-chaired by the MoA and WFP, except in Ethiopia where it is co-chaired with the World Bank and USAID; Mozambique where the UN Joint Programme/P4P SCs co-chaired by WFP and the Ministry of Commerce and Trade; and in Mali, where the P4P Coordination Committee is co-chaired by the Ministry of Foreign Affairs and International Cooperation and WFP.
- Coordination mechanisms are operational in 16 countries: Afghanistan, Burkina Faso, DRC, Ethiopia, Ghana, Guatemala, Honduras, Kenya, Liberia, Mali, Mozambique, Rwanda, Sierra Leone, Tanzania, Uganda and Zambia. P4P Coordination mechanisms are in the process of being constituted in El Salvador, Malawi, Nicaragua and South Sudan.

Country	Name of P4P External Coordination Mechanism	Status	Chaired by	Member Organizations
Afghanistan	Wheat Committee	operational	Ministry of Agriculture, Irrigation and livestock (MAIL)	MAIL, International Center for Agricultural Research in the Dry Areas (ICARDA), WFP, FAO
Burkina Faso	P4P Steering Committee - Comité de pilotage du projet P4P	operational	Ministry of Agriculture, Water and Fishery	Ministry of Agriculture (5), WFP (2), National Office of Regional Chambers of Agriculture (1), Inter-professional Committee of Cereals (1), Federation of Agricultural Professionals of Burkina Faso (1), World Bank (1), IFDC (1)
DRC	P4P Steering Committee	operational	WFP	WFP, FAO, DCA (implementing partner). Regional authorities to be involved at a later stage
El Salvador	P4P Steering Committee	under discussion	will be chaired by the WFP Country Director	WFP, One Rep from Ministry of Agriculture, One Rep from Ministry of Education, One Rep from Agricultural Development Bank, One Rep from Private Sector Stakeholder (TBD) and One Rep from Academic Sector,
Ethiopia	Federal Level P4P Steering Committee	Operational and On-going	Ministry of Agriculture, World Bank & USAID	The SWG is composed of an Executive Committee and three Technical Committees (Agricultural Growth; Sustainable Land Management; and Disaster Risk Management and Food Security).
	Regional Level P4P Steering Committees	under discussion	co-chaired by regional bureau of agriculture	Regional Bureaus of Agriculture, WFP, Cooperative promotion Bureaus, JICA in Southern region, Melkis Agr. research center in Oromiya region
Ghana	P4P Steering Committee	operational	by P4P focal person in MoFA (Ministry of Food and Agriculture)	MiDA, JICA, AGRA, IFDC, ACDI/VOCA, MoFA, IFAD, WFP, FAO
Guatemala	P4P Coordination Committee	operational	SESAN [Secretaría para Seguridad Alimentaria y Nutricional, Min Agric]	Secretaría para Seguridad Alimentaria y Nutricional (SESAN), Viceministerio de Seguridad Alimentaria y Nutricional (VISAN), FAO, WFP, Farmers' Association-Nueva Concepción
		under discussion	WFP – CIDA	WFP, CIDA and Ministry of Agriculture
	Food Facility National Steering Committee	operational	SESAN [Food Security Directorate of the MoA]	SESAN, WFP, EU Representative, FAO, Ministry of Agriculture and Ministry of Health
Honduras	P4P Steering Committee	operational	Chaired by WFP and co-Chaired by Government (Ministry of Agriculture)	WFP, EU Representative, Ministry of Agriculture and Ministry of Social Development.
Kenya	Agricultural Sector Coordination Unit (ASCU). P4P part of the "Agribusiness, Access to Market, and Value Addition" Thematic Working Group	operational	The ASCU Technical Committee is chaired by the Minister of Agriculture. The Agribusiness TWG is convened by the Head of Agribusiness Branch of the MOA, and chaired by the CEO of Fichem Investment.	ASCU membership includes the 10 Ministries involved in the Ag sector in Kenya, as well as private sector (including Tea Board of Kenya, Pan Africa Agribusiness Consortium, EAGC, Fichem Investment, Equity Bank and others), research institutions (including
Liberia	P4P Steering Committee	operational	Ministry of Agriculture (MOA)	Ministry of Agriculture (MOA)- (3), Ministry of Gender and Development (MOGD)- (2) WFP (3), FAO (2), and UNDP (1),
Malawi	P4P Steering Committee	under discussion	TBC - will include: Line ministries, Farmers Organizations (NASFAM, FUM), NGOs (ACE, WV, MLI, CISANET), Financial sector (OIBM), Private sector (GTPA), Donors (DCAFS chair, USAID), UN agencies (WFP, FAO, UNDP)	to be determined and confirmed- most likely will include: USAID, OIBM, ACE, WB, MoAFS, private sector (e.g. Farmers World), 1-2 NGO, FU and possible others
Mali	P4P Coordination Committee	operational	Co-chaired by Ministry of Agriculture; the Ministry of Foreign Affairs and International Cooperation and WFP	Office des produits agricoles du Mali (OPAM), Ministry of Agriculture, Ministry of Women and Family, Assemblée permanente des chambres d'agriculture du Mali (APCAM), Ministry of Social Affairs, Ministry of Trade and Investments
Mozambique	UN Joint Programme/P4P Steering Committee	operational	Co-Chaired by Government (Ministry of Commerce and Trade) and WFP	FAO, WFP, IFAD, Ministry of Commerce and Trade, Ministry of Agriculture, Ministry of Planning and Development, Instituto Nacional de Normalização e Qualidade (INNOQ), PROMER (IFAD Funded), World Vision International.

Nicaragua	<i>Not yet constituted, but in process. It will be a P4P Steering Committee (Comité Directivo)</i>	<i>under discussion</i>	WFP Country Director	WFP, IICA, Ministry of Agriculture and Forestry, Nicaraguan Institute of Agricultural Technology (INTA), and Representatives from the farmer organizations.
Rwanda	P4P Steering Committee	operational	co-chaired by MoA and WFP	ADRA, FAO, IFAD, IFDC, JICA, Rwanda Flora, USAID, and Women for Women, Rwanda Cooperative Agency, Ministry of Agriculture and its agencies (e.g. RSSP)
Sierra Leone	P4P Programme Advisory Group (PAG)	operational	WFP	CARE, Catholic Relief Services, Concern Worldwide, FAO, German Technical Cooperation, IFAD, Ministry of Agriculture, Forestry and Food Security, the National Federation of Farmers of Sierra Leone, World Vision International, Promoting Agriculture, Government
South Sudan	<i>Steering Committee (to be confirmed)</i>	<i>under discussion</i>	<i>chaired by MoA (to be confirmed)</i>	<i>GoSS, USAID, FARM Sudan, WFP, Zonal Effort for Agricultural Transformation Implementation Unit, bilateral agencies (to be specified), (I)NGOs (to be specified), donors (to be specified), private sector (to be specified)</i>
Tanzania	P4P Steering Committee	operational	co-chaired by WFP and Ministry of Agriculture, Food Security and Cooperatives (MAFC)	WFP, FAO, IFAD and the African Development Bank
Uganda	Agricultural Technical Working Group	operational	So far, WFP but will be rotated.	USAID, DANIDA, Livelihoods Enhancement Agricultural Development Programme (LEAD - USAID funded), Uganda Commodity Exchange (UCE), Faculty of Agriculture, Agribusiness Department, Makerere University, Opportunities Bank and INSPIRED International
Zambia	Agriculture Cooperating partners group	operational	Sweden	Cooperating partners – World Bank, USAID, Finnish Embassy, Royal Norwegian Embassy, JICA, EU, WFP
	GMEP Committee	operational	Zamace	Zamace, DACO, partners (Consortium for Food security, Agriculture and nutrition, AIDS relief, Resiliency and Markets (C-FAARM); Centro Laici Italiani per le Missioni (Celim); Profit, WFP)

II. OVERVIEW OF REGIONAL PARTNERSHIPS

- Consultations with regional entities regarding P4P primarily focus on policy/advocacy issues related to regional market integration, cross-border trade and regional quality standards, or exploring synergy with regional programmes.
- An MoU with the **Common Market for Eastern and Southern Africa (COMESA)** signed in December 2010 between WFP and COMESA, outlines the intended collaboration between the **Alliance for Trade in Eastern and Southern Africa (ACTESA)** and WFP on Comprehensive Africa Agriculture Development Programme (CAADP) support. ACTESA is the primary agency through which COMESA pursues its objective of improving competitiveness of staple foods, improving market facilities and services, and increasing integration of staple food producers in the commercial market. WFP participates in ACTESA stakeholders' meetings and is a member of the ACTESA Advisory Committee. WFP seconded a senior policy advisor to ACTESA for a two year period, ending in late 2012. Discussions are on-going on potential modalities for continued partnership with ACTESA.
- In 2011, P4P provided support to the WFP Regional Bureau in Dakar to boost their capacity to engage with the **Economic Community of West African States (ECOWAS)**. While some discussions took place on providing support to enhance the technical capacity of ECOWAS directly, this did not develop further in 2012.
- Partnership with the **Alliance for a Green Revolution in Africa (AGRA)** is focused around FO capacity building and strengthening, for example in:
 - **Burkina Faso** where WFP and AGRA are jointly funding FEPAB (the National Federation of Agricultural Professionals) – and its provincial unions, to deliver capacity building on trade enhancement, credit management and collective sales through a specialised consultancy company.
 - **Kenya**, where AGRA supports the Cereal Growers' Association (CGA), P4P's main partner on market access and capacity building. CGA also received a new grant from AGRA that will focus on traditional cereal crops in Kenya (sorghum, millet and pulses - cowpeas, pigeon peas).
 - **Mali** where AGRA supports Sasakawa Africa Association on post-harvest handling and capacity building of FOs in Sikasso region. The P4P Country Coordinator for Mali was appointed in 2011 as a member of the **Farmer Organization Support Centre in Africa (FOSCA)**, Advisory Group. FOSCA seeks to develop the managerial, organizational and technical capacity of FOs by linking them with service providers that focus on demand-driven and income-enhancing services.
 - In **Malawi**, a partnership with AGRA grantees **Grain Traders and Producers Association (GTPA)** to provide capacity support to women farmers' groups is under discussion.
 - **Mozambique**: AGRA funds training for P4P FOs through Kixiquila, a local capacity building organisation who recently signed an agreement with AGRA.
 - **Tanzania**: following the successful tri-partite partnership enabling the roll out of a comprehensive training of 28 P4P participant SACCOs in 2010 and 2011, RUDI developed a second proposal to strengthen marketing structures and establish RUDI's WRS model in central regions. The new project funded by AGRA in Tanzania focuses on maize and beans.
 - **Zambia**: Local NGO, Frontier Development Associates, which partners with P4P on the project "Enhancing Market Access for Smallholders in Zambia (EMAS)", receives funding from AGRA.
 - Partnership with AGRA is under discussion in **Ghana**.

- The **Inter-American Institute for Cooperation on Agriculture/Instituto Interamericano de Cooperación para la Agricultura (IICA)** and WFP renewed its cooperation agreement in 2012 to work together in areas of common interest including agricultural and rural development, food security and climate change in the Latin America and Caribbean region. IICA is a key strategic partner for P4P in Central America. IICA experts participated in the preparatory assessments leading to the design and implementation of the initiative in the region. IICA has provided technical expertise in three of the four Central America participating countries (completed in Nicaragua and on-going in Guatemala and Honduras - technical assistance to the maize value chain and capacity building). IICA is a member of the P4P Technical Review Panel. In Nicaragua and Guatemala, P4P is part of the IICA-managed **RED-SICTA network** which promotes technological innovation among smallholders producing maize and beans. It is expected to contribute to decreasing post-harvest losses through the introduction of appropriate technologies.

III. OVERVIEW OF GLOBAL PARTNERSHIPS

A Memorandum of Understanding was signed in June 2008 to develop a strategic alliance between the **Rome-based UN agencies** and **AGRA** to support African countries in their efforts to eradicate hunger and poverty. Specific collaboration with **FAO** and **IFAD** HQs includes:

- Experts from FAO and IFAD are providing advice to P4P pilots on agribusiness and finance issues through the P4P Access to Finance Working Group.
 - Experts from FAO and IFAD are members of **P4P's Technical Review Panel**, a group of external experts providing independent guidance and advice on issues related to the implementation and impact analysis of P4P (see below for more details).
 - Fieldwork for seven joint case studies (Rwanda, Tanzania, Ethiopia, Guatemala, Kenya, Ghana and El Salvador) began in the last quarter 2012, which is scheduled to be completed by March 2013, to be followed by individual and synthesis reports. These studies are analysing procurement models, particularly focusing on the potential to link smallholder farmers to institutional buyers.
 - Implementation of the Brazilian-funded '**Purchase from Africans for Africa**' (**PAA Africa**) pilot initiative began in 2012 in five pilot countries: Ethiopia, Malawi, Mozambique, Niger and Senegal. Under PAA, selected smallholder farmers' organizations working with P4P (or WFP / FAO in non-P4P countries of Niger and Senegal) receive technical support from FAO, while WFP procures commodities for home-grown school feeding programmes, using P4P procurement modalities and working closely with Government. This small-scale pilot is expected to be further consolidated in 2013.
 - Following the successful submission of a proposal for Swiss (SDC) funding to support **Post-Harvest Management in Sub-Saharan Africa**, the P4P Coordination Unit and WFP Logistics Division are **working with FAO and IFAD** to provide joint support in DRC, Uganda and Burkina Faso. WFP Logistics attended an SDC-hosted meeting in Bern in December 2012 with FAO and IFAD to discuss the way forward, while national consultants have been appointed in the three countries to initiate discussions with the respective Governments
 - As the **International Year on Cooperatives** came to a close in December 2012, the collaboration among the Rome Based Agencies (RBA) served as a good example of partnership between FAO, IFAD, and WFP. The collaboration amongst the RBAs will continue in 2013, in preparation for the "International Year of the Family Farmer", 2014 (IYFF). P4P is a member the informal multi-agency Steering Committee of the IYFF.
 - Food safety and quality experts in FAO's Nutrition and Consumer Protection Division assisted WFP develop the food safety and quality management policy paper and other assistance related to aflatoxin sampling and standard operating procedures.
- The P4P **Technical Review Panel (TRP)** provides a forum for expert engagement on the implementation of P4P and a mechanism for external review of the results of P4P monitoring activities, and offers specific recommendations on how; (i) WFP can improve upon and strengthen the implementation of the project and its M&E system (ii) WFP and other stakeholders can better support the sustainable engagement of smallholder/low income farmers in agricultural markets. Members of the Technical Review Panel include technical experts from the **African Union, FAO, IFAD, IFPRI, IICA, Michigan State University, Oxfam Intermon, CRS and World Bank** and have been drawn from academia, development agencies, implementing and government partners and WFP staff. Members thus represent a range of expertise including agricultural economics, local food procurement, institutional strengthening, monitoring and evaluation, food security and markets.

- Following a December 2010 MoU with the **Millennium Challenge Corporation (MCC)**, a **one year extension was signed in December 2012** which, drawing on experiences over the previous two years, called for a focus on two countries only, to include Mozambique and Ghana. Agricultural production and marketing remains one of the key focus areas.
- An agreement was signed on 24 October 2011 between WFP-**USAID (USAID Development Credit Authority -DCA)** to support smallholder access to finance. In September 2012, DCA signed an agreement to extend its support to Ethiopia, Kenya, South Sudan and Uganda. Through selected private banks, the scheme provides guaranteed facilities of up to 50 percent for small businesses to mitigate the critical challenge of access to finance, including for agriculture. This should increase P4P-supported FOs' access to credit through lending institutions.
- **A Framework for Collaboration between the Partnership for Child Development (PCD) and WFP** has been developed and will focus initially in Kenya, Mali and Ghana. The framework highlights common goals and main areas of collaboration agreed between the PCD and WFP around Home Grown School Feeding (HGSF) and P4P. Areas of collaboration will focus mainly on: (i) sharing the emerging lessons and practices around institutional procurement from smallholder farmers' organizations, and (ii) M&E and the development of market analysis tools.
- **WFP and MVP (Millennium Villages Project)** signed a partnership agreement in 2009 with a component on P4P. One of the goals of the partnership is to strengthen and develop commodity value chains to promote food-security and empower smallholder farmers with an initial focus on Malawi and Uganda. While a concept note and country level Action Plans were prepared, there has been limited direct engagement with P4P at the field level.

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- The below chart shows the evolution of P4P “global” partnerships to date which have either been formalised in a MoU or a framework for collaboration that cuts across the P4P regions/countries or where discussions have been ongoing to identify areas of synergy between programmes/resources/capacities. The last column indicates the main areas of interface/complementarity.
 - ***Bold italics*** symbolise where WFP has signed global MoUs.
 - The names of organisations are not repeated in each column but entered by the year of commencement of partnership regarding P4P.
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Type of partner	2008	2009	2010	2011	2012 Priority Focus	Main Areas of Interface
WFP Executive Board (EB)	<i>April:</i> Briefing on P4P		<i>Sept:</i> Briefing on P4P	<i>October:</i> Roundtable on Evaluations <i>November:</i> Summary of the Mid-term evaluation discussed <i>December:</i> Informal Consultation	<ul style="list-style-type: none"> No consultation / briefing undertaken 	<ul style="list-style-type: none"> Briefings/Information Sharing Advice
UN	FAO IFAD	UNDP UNCTAD	UNCDF UNOPS	UN Women	<ul style="list-style-type: none"> Participated in Working Group on International Year of Cooperatives (IYC) with IFAD and FAO Participated in Working Group on Post-Harvest Loss reduction. Finalized agreement for partnership with UN Women in five priority countries Engaged with CABFIN members on A2F issues Engaged with UNCTAD on CEX/WRS 	<ul style="list-style-type: none"> Inputs (seeds, ag production and PHH equipment) Storage construction Capacity Building Policy/Advocacy Rural Finance expertise to facilitate FO access to credit
World Bank Group	WB		IFC		<ul style="list-style-type: none"> Focused on establishing linkage with IFC's global WRS financing programme (Malawi/Uganda) and shared experience at IFC event on Global Warehouse Receipt Programmes 	<ul style="list-style-type: none"> Linkage between rural sector support projects and P4P target FOs Link P4P credit needs with IFC support Warehouse finance and privatization of warehouses
Bilateral programme		MCC		USAID DCA	<ul style="list-style-type: none"> DCA signed agreement with 5 P4P-supported countries. 	<ul style="list-style-type: none"> Agriculture productivity Access to finance Investments and training in the value chain Agriculture infrastructure
NGOs	Oxfam	MVP PCD WVI Sasakawa	CRS ACDI-VOCA	CARE Farm Radio SNV Grameen Foundation	<ul style="list-style-type: none"> CRS became an active member of TRP Engaged with Learning Alliance/LRP Liaised with CARE on gender programme funded by BMGF Liaised with ACDI-VOCA on Sell for More and PHHS review PCD – on HGSF issues in discussion with School-feeding & structured demand SNV – on HGSF & structured demand 	<ul style="list-style-type: none"> Wide range ranging from production support to commercialisation and marketing support to capacity building and organisational strengthening
RECs or regional bodies	AGRA	IICA COMESA/ ACTESA		ECOWAS	<ul style="list-style-type: none"> Further developed engagement with IICA Continued to strengthen partnership in 8 countries with AGRA Continued with secondment to 	<ul style="list-style-type: none"> Regional aspects (cross-border trade) Policy/Advocacy Regional quality standards

					ACTESA until last quarter 2012	
Banks or Lending Entities		Opportunity Bank Root Capital Standard Bank	Equity Bank	Barclays Ecobank Rabobank		<ul style="list-style-type: none"> Facilitating fast payment Provision of loans to P4P suppliers
Research Institution/ Academia	IFPRI MSU ICRISAT IITA	ASARECA Cornell University	AERC IDS/ALINE	Norman Borlaug Institute for International Agriculture Royal Tropical Institute of the Netherlands (KIT) Earth Institute NRI	<ul style="list-style-type: none"> AERC on M&E, peer review, and advocacy MSU on LRP study (methodology, case studies, HH case studies) KIT on national level writeshops NRI on PHHS manual 	<ul style="list-style-type: none"> Data collection and analysis Intellectual rigour and peer review Validation of results and learning Research
Private Sector (Multi-nationals)	Kemin and DSM		Unilever	John Deere Walmart	<ul style="list-style-type: none"> Development of private sector strategy 	<ul style="list-style-type: none"> Expertise and knowledge Link P4P FOs to new markets