

Global Logframe - Purchase for Progress

Component	Indicator	Data source	Risks and assumptions
Impact: To facilitate increased agricultural production and sustained market engagement and thus increase incomes and livelihoods for participating smallholder/low income farmers, the majority of whom are women.	Participating smallholder/low income farmers' annual <u>household incomes</u> (relative to baseline and comparison groups, disaggregated by sex of household head)	Smallholder farmer household surveys	
	Number of participating smallholder/low income farmer's with average annual household income improvements of at least \$50.	Smallholder farmer household surveys	
Objective 1. To identify and share best practices for WFP, NGOs, governments, and agricultural market stakeholders to increase profitable smallholder/low income farmer engagement in markets.			
Outcome 1.1: WFP and other agricultural development stakeholders collaborate to identify procurement and market development best practices from P4P experience	Number of completed compilations (by WFP) of best practice programming and policy recommendations on pro-smallholder local procurement	Document review	Local procurement is an effective method for accomplishing development objectives without undue risk to WFP's and other stakeholders' core objectives.
Output 1.1.1: Mechanisms and procedures to collect and manage P4P performance data developed & functioning	Completed global level M&E system including M&E plan, implementation guidelines, M&E manual, and analysis and reporting routines/templates	Document review	WFP, and particularly the country offices, embrace the learning objective and have the capacity and funding necessary to support country-level M&E activities.
	Number of P4P pilot countries implementing M&E system (e.g., collecting data, producing required reports, etc.)	WFP P4P Unit records	
Output 1.1.2: Monitoring and evaluation results compiled, analyzed, and disseminated.	Percentage of required M&E reports delivered to, or developed by, P4P Unit (disaggregated by country/unit and report type)	WFP P4P Unit records	P4P Unit reviews and assimilates country office M&E reports and data

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Output 1.1.3: Engagement of agricultural market stakeholders (e.g., governments, NGOs, partners, private sector, etc.) in dialogue to interpret findings and validate best practices facilitated	Average percentage of invited/expected organizations represented at event/meeting (disaggregated by event/meeting)	Meeting minutes or event attendance/participation records. Applicable events include country level action reviews, regional P4P meetings, global events, technical review panels, and lessons learnt events.	WFP is able to <u>engage</u> a sufficiently wide range of experts who <u>actively participate</u> in the learning process. Stakeholders are willing to participate in collaborative learning.
Outcome 1.2: By the end of the project, agricultural development stakeholders (e.g., governments, NGOs, private sector, donors, etc.) have integrated smallholder/low income farmer-focused market development and procurement best practices into their operations, procedures, or policies	Number of participating stakeholders that have incorporated best procurement and market development recommendations into their operations, procedures, or policy documents	Document review, P4P Unit staff, country-level P4P staff. Document evidence that a stakeholder has incorporated a specific recommendation arising from the P4P pilot into its operations, procedures, or policy documents.	Other agricultural development stakeholders have a large enough presence and can effectively manage the risks associated with local procurement (i.e., not disrupt markets) and retain a focus on smallholder/low income farmers and women.
Output 1.2.1: Implications of lessons learned and best practices for programming or policy (including specific recommendations) documented and conveyed to agricultural market stakeholders and others	Number of publications, or other communications, produced by WFP that contain specific programming or policy recommendations (e.g., guidance to country offices, position papers, policy recommendations, etc.)	Review of documents and other communications (Country office quarterly reports, weekly not-for-the-record (NFR) papers from teleconferences between HQ and CO)	The appropriate stakeholders receive the message and are receptive to the policy recommendations arising from the P4P pilot.
	Number of meetings of agricultural development stakeholders at which either policy or programming proposals are tabled by P4P implementers	Records of WFP, P4P Unit, country offices, and implementing partners documenting formal presentation of P4P programming or policy recommendations at meetings/conferences with other stakeholders.	

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<i>Activity: Design, document, and implement a monitoring and evaluation system and plan for P4P including impact assessment models, baselines, data collection, sampling strategies, and training materials.</i>			<i>WFP is able to identify and engage the assistance of partners for data collection and develop the resources and capacities in country offices to manage the M&E process at the country level.</i>
<i>Activity: Develop and implement procedures to manage M&E data at both the country office and headquarters levels</i>			<i>Obtain sufficient funding to manage country-level M&E functions (e.g., data collection and analysis)</i>
<i>Activity: Develop and implement training programs for country office staff in M&E system management, implementation, analysis, and reporting</i>			<i>Training is effective</i>
<i>Activity: Develop standardized routines (SPSS syntax) and reporting templates for country-level analysis and reporting of M&E data</i>			<i>Country offices have the capacity and motivation to collect and analyze data and produce required reports</i>
<i>Activity: Articulate country-specific criteria for selecting participating farmers organizations</i>			<i>Criteria identify farmers' organizations that have the capacity to benefit from supply-side interventions and ultimately sell to WFP but not so advanced that they will not benefit from supply-side interventions.</i>
<i>Activity: Country offices and headquarters produce monthly and quarterly reports on P4P activities, issues, and lessons learned</i>			<i>P4P Unit and country offices have the capacity and motivation to collect and analyze data and produce required reports</i>
<i>Activity: Country offices and headquarters produce biannual M&E reports</i>			<i>Reports are a high enough priority given limited resources</i>
<i>Activity: Country offices and P4P Unit produce annual reports drawing out implications for programming and policy</i>			<i>Reports are a high enough priority given limited resources</i>

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<i>Activity: P4P Unit collaborates with WFP Evaluation Unit to facilitate external mid-term and final evaluations of P4P pilot</i>			<i>P4P Unit obtains the resources to support evaluations (if necessary) and the Evaluation Unit engages the appropriate expertise to conduct the evaluations.</i>
<i>Activity: At mid-term and final evaluation points, conduct cost benefit/effectiveness analysis of P4P procurement modalities</i>			<i>Accounting and benefit data to support meaningful cost benefit analysis are available and WFP has access to the expertise necessary to conduct the analyses.</i>
<i>Activity: P4P Unit convenes annual global events in Rome to review P4P performance with country office staff, donors, partners, and other experts</i>			<i>The relevant individuals and organizations attend and participate in the events.</i>
<i>Activity: P4P Unit compiles materials to support review by Technical Review Panel</i>			<i>None.</i>
<i>Activity: P4P Unit convenes annual Technical Review Panel of experts in Rome to review M&E procedures and findings</i>			<i>Technical Review Panel members have the necessary expertise, interest, and sustained engagement in the learning process.</i>
<i>Activity: Country offices convene quarterly or biannual Action Reviews to draw out lessons learned (based on quarterly reports and analysis of M&E data) and validate P4P best practices</i>			<i>The relevant country-level partners attend and actively participate in the events.</i>
<i>Activity: Design and/or contribute to public forums to share knowledge about P4P best practices</i>			<i>Knowledgeable individuals participate in the forums.</i>
<i>Activity: Develop and distribute/disseminate market development and procurement best practices guidelines to WFP, agricultural stakeholders, and partners</i>			
<i>Activity: Develop and distribute training materials for implementing market development and procurement best practices</i>			
<i>Activity: Design and execute cost-effective advocacy campaigns to promote adoption of best practices among agricultural market stakeholders</i>			

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<i>Activity: Collaborate with the Institute for Development Studies (IDS) to develop and distribute/implement policy outreach and policy-level advocacy materials</i>			
<i>Activity: Develop and distribute policy briefs and position papers to highlight policy implications (including specific recommendations) of P4P market development and procurement best practices</i>			

Objective 2. To increase smallholder/low income farmers' capacities for agricultural production and market engagement in order to raise their income from agricultural markets.			
Outcome 2.1: By the end of the project, participating smallholder/low income farmers have increased their marketable surpluses of staple commodities.	Average per farm marketable surplus of staple commodities produced by smallholder members of participating farmers' organizations (relative to baseline and comparison group, disaggregated by commodity and sex of farmer)	Smallholder farmer household surveys	P4P is successful at building sustainable access to markets for smallholder/low income farmers at prices that reflect the cost of production.
	Average per farm quantity of staple commodities sold by participating smallholder/low income farmers (relative to baseline and comparison group, disaggregated by sex of household head)	Smallholder/low income farmer household surveys	
	Average (per smallholder farm) post-harvest losses of staple commodities as a percentage of annual production (relative to baseline and comparison group, disaggregated by commodity and sex of household head)	Smallholder/low income farmer household surveys	
Output 2.1.1: Smallholder/low income farmers trained in improved agricultural production inputs and practices	Percentage of participating farmers' organizations for which WFP has signed agreements with partners to improve agricultural productivity/production	Country office activity records	Training is effective, inputs are available, and farmers have sustainable markets at prices sufficient to encourage investment in agricultural production.
	Number of smallholder farmer members of participating farmers' organizations trained in improved agricultural productivity/production practices (disaggregated by sex of trainee)	Supply-side partner activity records	
Output 2.1.2: Participating smallholder/low income farmers trained in post harvest handling	Percentage of participating farmers' organizations for which WFP has signed agreements with partners to improve post-harvest handling facilities and practices	Country office activity records	Training is effective, farmers have the resources and incentives to put the training into practice, and implementation is adequate to reduce post-harvest losses.
	Number of smallholder farmer members of participating farmers' organizations trained in improved post-harvest handling and storage practices (disaggregated by sex of trainee)	Supply-side partner or WFP activity records	

Outcome 2.2: By the end of the project, participating smallholder/low income farmers' organizations have increased their capacity to aggregate and market their smallholder members' marketable surpluses of staple commodities	Average proportion of smallholder members' staple commodities sold through participating farmers' organizations (relative to baseline and comparison group, disaggregated by commodity and sex of registered farmers' organization member)	Smallholder/low income farmer household surveys Farmers' organization records and surveys	Smallholder farmers have increased their production of staple commodities and are choosing to sell more of their surpluses through the farmers' organization.
	Average (per registered member) quantity of staple commodities sold through participating farmers' organizations (relative to baseline and comparison group, disaggregated by sex of registered farmers' organization member)	Farmers' organization survey and records	
	Average (over participating smallholder farmers' organizations) price received for commodities as a percentage of the highest price in that locality during the marketing season	Farmers' organization records Secondary market data (source varies by country)	
Output 2.2.1: Participating smallholder/low income farmers' organization management staff trained in organizational management (e.g., governance, administration, financial)	Percentage of smallholder/low income farmers' organization management staff who have completed training in governance, administration, or financial management of farmers' organizations (disaggregated by sex)	Supply-side partner activity records	Training is effective, trainees implement lessons in running their organizations, smallholder farmers increase production and choose to sell their staple commodities through the farmers' organization.
Output 2.2.2: Participating smallholder/low income farmers' organizations trained in contracting	Number of farmers' organizations with at least one member of the management staff trained in organization management (i.e., governance, administration, or financial management of farmers' organizations)	Farmers' organization survey and records	Training is effective, trainees implement lessons in running their organizations, contract opportunities exist, smallholder farmers increase production and choose to sell their staple commodities through the farmers' organization.
	Average (over farmers' organizations) percentage of contracts successfully delivered. (relative to baseline and comparison group, disaggregated by country and primary reason for default)	Farmers' organization surveys and records	
	Number of participating smallholder/low income farmers' organizations qualified to participate in WFP competitive tenders (relative to baseline)	WFP procurement data and records	

Output 2.2.3: Stability and representativeness (sex and smallholders) of participating smallholder/low income farmers' organizations improved	Percentage of participating smallholder/low income farmers' organization members who are women (disaggregated by country)	Farmers' organization surveys and records	Improved representativeness leads to organizations that better respond to members' needs and are thus better able to effectively market members' commodities.
	Percentage of participating smallholder/low income farmers' organizations' elected leadership positions held by women (disaggregated by country)	Farmers' organization surveys and records	
	Number of participating smallholder/low income farmers' organization members who are smallholder farmers (disaggregated by country)	Farmers' organization surveys and records	
	Percentage change in total membership of participating smallholder/low income farmers' organizations (relative to baseline and disaggregated by sex of member).	Farmers' organization surveys and records	
Output 2.2.4: Mechanisms established to address participating smallholder/low income farmers' cash flow constraints	Number of participating smallholder/low income farmers' organizations with ability to offer their members some form of financing for crops at harvest (e.g., by pre-purchase, credit, access to warehouse receipt systems, or other full or partial pre-payment for crops) (relative to baseline and comparison group, disaggregated by type of financing)	Farmers' organization survey and records	Addressing cash flow constraints is sufficient to provide smallholder farmers greater flexibility in how they sell commodities and they then choose to sell those commodities through the farmers' organization.
	Number of participating farmers' organizations depositing commodities in a warehouse with a receipt system	Farmers' organization survey and records	
Outcome 2.3: By the end of the project, participating smallholder/low income farmers' organizations have increased access to markets for staple commodities	Average quantity of staple commodities sold by participating farmers' organizations (relative to baseline and comparison group, disaggregated by commodity)	Farmers' organization surveys and records	Smallholder farmer members increase production of staple commodities and choose to sell their surpluses through the farmers' organization.
	Average size of sale of staple commodities by participating smallholder/low income farmers' organization (relative to baseline and comparison group, disaggregated by commodity)	Farmers' organization surveys and records	

	Average number of different geographic markets sold into by participating smallholder/low income farmers' organizations (relative to baseline and comparison group)	Farmers' organization surveys and records	
Output 2.3.1: Partnerships for addressing identified constraints facing smallholder/low income farmers' organizations' access to markets established and monitored	Percentage of participating smallholder/low income farmers' organizations for which WFP has signed agreements with partners to provide market access support	WFP country office records	Partners are effective in working with farmers' organizations to address the identified constraints to market access.
Output 2.3.2: Availability of drying, cleaning, sorting, processing, and storage facilities available to participating smallholder farmers' organizations increased	Number of participating smallholder/low income farmers' organizations offering post-harvest handling services to their members (relative to baseline and comparison group, disaggregated by service)	Farmers' organization survey and records Smallholder farmer surveys	Markets exist for higher quality commodities, farmers' organizations lack the capacity to produce the quality demanded, and addressing constraints to drying, cleaning, sorting, processing, and storage is sufficient to meet quality standards.
	Number of participating farmers' organizations with access to warehouse storage capable of maintaining long-term quality of stored commodities.	Farmers' organization surveys and records Partner activity records Country office activity records	
Outcome 2.4: By the end of the project, the sale of staple commodities is contributing to improved welfare for households of participating smallholder/low income farmers	Average percentage contribution of sale of staple commodities to household incomes of participating smallholder/low income farmers (relative to baseline and comparison groups, disaggregated by sex of household head)	Smallholder/low income farmer household surveys	None
	Average food consumption score of participating smallholder/low income farmer households (relative to baseline and comparison groups, disaggregated by sex of farmers' organization member)	Smallholder/low income farmer household surveys	
	Average household asset score (HAS) of participating smallholder/low income farmer households (relative to baseline and comparison groups, disaggregated by country and sex of farmers' organization member)	Smallholder/low income farmer household surveys	

	Average annual household expenditure (food and non-food) by smallholder farmer households (relative to baseline and comparison groups, disaggregated by sex of household head)	Smallholder/low income farmer household surveys	
	Percentage of participating smallholder/low income farmers who are net sellers of staple commodities (i.e., produce more than they consume) (relative to baseline and comparison group, disaggregated by commodity)	Smallholder/low income farmer household surveys	
<i>Activity: Coordinate with partners to provide appropriate support (access to inputs and technical assistance) to increase productivity of smallholder/low income farmers.</i>			
<i>Activity: Collaborate with partners to provide training in post-harvest handling and storage practices.</i>			
<i>Activity: Identify and sign agreements with appropriate supply-side partners to meet identified gaps in the capacities of smallholder/low income farmers' organizations.</i>			
<i>Activity: Monitor partners' performance relative to agreements, desired P4P outputs, and the Bill and Melinda Gates Foundation activity/milestones</i>			
<i>Activity: Work with supply-side partners to facilitate access to credit for smallholder farmers</i>			
<i>Activity: Facilitate access to cleaning, drying, and storage facilities (e.g., partners rehabilitate or build warehouses, provide cleaning and drying equipment, or link farmers' organizations to certified warehouses, etc.)</i>			

Objective 3. To identify and implement best practices for increasing sales to WFP and others with a particular focus on smallholder/low income farmers.			
Outcome 3.1: The quantity of WFP's purchases from smallholder/low income farmer associations increases by 30% annually throughout the five-year P4P pilot phase	Quantity of food purchased annually by WFP from smallholder/low income farmers' organizations (disaggregated by commodity, procurement modality, and country)	WFP procurement records	Farmers have sufficient surpluses and WFP has sufficient need and capacity to support the targeted increase in procurement.
Output 3.1.1: A clear (country-specific) strategy for increasing procurement of staple commodities from smallholder/low income farmers documented	Number of P4P pilot countries with a documented plan for achieving the required growth increment	CIP, specific strategy for increasing local procurement to achieve the 30% growth target	External factors (i.e., production shocks, prices, etc.) do not curtail quantity available, WFP's need for staple commodities, or ability to procure locally without disrupting markets (i.e., local price is below IPP).
Output 3.1.2: Country offices' local procurement strategies explicitly document impacts on local markets and traders	Number of P4P pilot countries with documented local-specific decision rules to minimize/avoid market distortions	P4P country office records/documents	None.
	Number of P4P pilot countries producing timely market intelligence/impact reports	P4P country office records/documents	
Output 3.1.3: Country office staff trained in P4P procurement	Percentage of country offices with at least one staff member trained in some aspect of local procurement specific to P4P.	WFP country offices, P4P Unit records	Training is effective and addresses a relevant constraint to P4P procurement.
Output 3.1.4: WFP contracts for processed foods establish minimum requirements for smallholder/low income farmer content and means of verification	Average (over participating farmers' organizations) sales of staple commodities to processors. (measured annually and disaggregated by commodity and country)	WFP's P4P and Procurement Units	Processors represent a large enough market for commodities and farmers' organizations can provide adequate quality of commodities.
<i>Activity: Country offices design and regularly review P4P procurement strategy</i>			
<i>Activity: Country offices integrate purchases through P4P into food pipeline</i>			
<i>Activity: Develop standard format for direct and forward delivery contracts</i>			
<i>Activity: Conduct regular analyses of impacts of P4P procurement on local markets and traders</i>			

<i>Activity: Develop locally applicable decision rules to guide the decision on the timing and quantity of purchase from farmers organizations</i>			
<i>Activity: Develop guidance on price setting and contract negotiation for use by country offices.</i>			
<i>Activity: Develop materials and train P4P country office staff in P4P procurement (e.g., price setting, contract negotiation, quality assurance, etc.)</i>			
<i>Activity: WFP increases requirement for their suppliers of processed foods to procure from qualifying smallholder/low income farmers' organizations</i>			
<i>Activity: WFP assesses the potential for smallholder/low income farmers to contribute to WFP's processed foods needs</i>			
<i>Activity: Establish and apply clear criteria for selecting smallholder/low income farmers' organizations to participate in P4P</i>			

Objective 4. To transform WFP food purchase programmes so they better support sustainable small-scale production and address the root causes of hunger.			
Outcome 4.1: By 2013, WFP has transformed its programming, policies, rules, and regulations to incorporate a strategic focus on local procurement with a focus on smallholder/low income farmers	Financial regulations and procedures revised to incorporate pro-smallholder procurement	Review of WFP financial regulations	The P4P pilot concludes that an increased focus on local procurement delivers the desired development impacts and that risks to markets and WFP's core objectives are manageable.
	Job descriptions reflect needs/skills required to effectively manage local procurement	Review HR job descriptions for relevant positions (country directors and procurement, logistics, finance, programming staff). Job descriptions need to include managing/implementing P4P.	
	Program guidance manual revised to reflect a strategic approach to Local Procurement.	Document review	
	Number of P4P pilot countries in which risk management strategies explicitly acknowledge risks associated with pro-smallholder procurement	Document review	
	Percentage of PRROs, EMOPs, and country programmes that incorporate pro-smallholder local procurement as a programme component (disaggregated by country)	Review of documents	Projects have sufficient untied funding to buy under P4P
Output 4.1.1: WFP policies reflecting pro-smallholder procurement best practices endorsed by Executive Board	Percentage of pro local procurement policy proposals presented to WFP's Executive Board that are adopted.	P4P Unit documents and activity records	Local procurement serves WFP's needs and remains a priority for the organization.
Output 4.1.2: Integration and coordination across WFP operational units relevant to P4P implementation established	Percentage of required Steering Committee and Stakeholder group meetings convened.	P4P Unit records	Local procurement accepted by all relevant units.
Output 4.1.3: Country offices reliance on identified best procurement practices for local food procurement increased	Percentage of total annual procurement from local sources (disaggregated by supplier, i.e., trader, farmers' organization, etc.)	WFP procurement monitoring	WFP funding constraints (i.e., tied aid, timing of fund availability) and external factors (demand, availability, prices) do not constrain local procurement activities.
	Quantity of food procured locally (disaggregated by	WFP procurement monitoring	

	commodity, procurement modality, and country)		
<i>Activity: Develop and package results of M&E and mid-term and final evaluations to illustrate impacts of P4P on WFP objectives</i>			
<i>Activity: P4P Unit convenes monthly meetings with Steering Committee and Stakeholder group</i>			
<i>Activity: Adapt existing WFP risk tool to manage risks to local markets and apply to assessing risk associated with P4P procurement.</i>			
<i>Activity: Train country office staff to manage pro-smallholder local procurement activities</i>			
<i>Activity: Country offices form steering committees to provide input on local procurement implementation</i>			