

SUMMARY P4P DATA ANALYSIS REPORT: September 2008 – December 2011 TARGETED FARMERS' ORGANIZATIONS & TRAININGS

- Updated March 2012 -

Highlights

Participating Farmers' Organizations

The number of participating Farmers' Organizations (FOs) in P4P slightly decreased in the last quarter of 2011, from 975 to **894**, with a **total membership** now standing at **1,067,276**. Of these, **310 FOs** have so far **signed contracts** with WFP under P4P in 20 countries, for over 137,000mt of food, and 235 of them have so far **delivered** 81,000mt of commodities to WFP. Purchases through structured trading systems such as warehouse receipts and commodity exchanges, traders and processors account for the remaining 70,000mt of food contracted under P4P as of end 2011.

The decrease in targeted FOs is due to some non-performing FOs being dropped from P4P targeting support while some have been re-grouped into umbrella associations. In line with the mid-term evaluation recommendation to revisit the list of targeted FOs (recommendation # 1), in Burkina Faso, Guatemala, Kenya and Sierra Leone, WFP together with partners have undertaken a reassessment of targeted FOs and have concluded that some FOs do not have the capacity to progress in the remainder of the pilot.

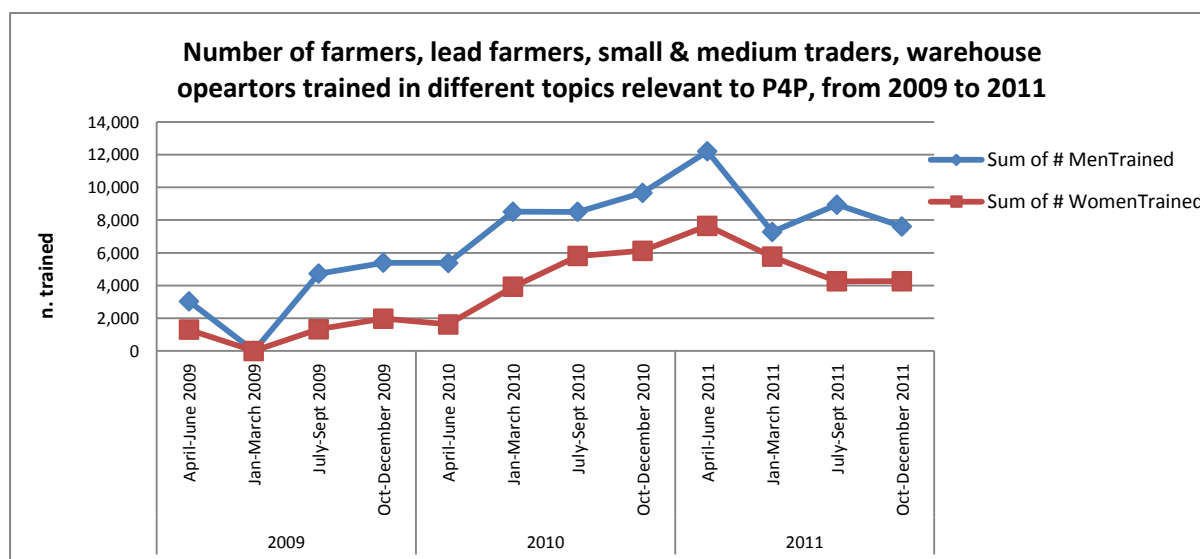
Although targeting criteria are country-specific, the minimum common set of targeting criteria for FOs are: a) having legal status; b) having surpluses (or potential to produce surpluses); c) receiving supply-side support and (d) a focus on women's empowerment.

The average global percentage of female members stands at 28%. This figure is skewed, as female membership in P4P rises to 45% on average if Ethiopia is excluded. The relative weight of Ethiopia biases the results as Ethiopia targets Cooperative Unions with a large membership base (over 500,000), where only 13% are women.

The characteristics of FOs targeted varies widely across countries: some countries such as Burkina Faso, Kenya, Liberia, Sierra Leone and Uganda have a high percentage of female members (over 50%) because they include in their targeting women-only FOs, or they target lower capacity FOs at the grass root level, where usually more women are represented.

Thirty-seven percent of leadership positions are held by women. All P4P pilot countries have over 25% women in leadership positions except Afghanistan (0%), Ethiopia (10%), Honduras (22%), Nicaragua (23%) and South Sudan (not specified).

Capacity Building



Over **125,000** smallholder farmers, lead farmers, agricultural technicians, small and medium traders and warehouse operators have participated in training activities organised by WFP and partners from September 2008 to December 2011 (almost 12,000 just in Oct-Dec 2011).

The number of trainees increased steadily over time, as new pilot countries began implementation.

On average **35% of trainees were women**, although this percentage varies across countries (from over 50% in Liberia to below 20% in Honduras, Ethiopia and South Sudan), depending on WFP's entry point in the value chain and on whether pilot countries target female-only organizations.

Uganda has trained the highest number of farmers/traders/warehouse operators (over 32,000), followed by Guatemala (28,000), Honduras (26,680), Nicaragua (12,266) and El Salvador (9,335). In general, with the exception of Uganda, the Central American region has by far trained the greatest number of smallholder farmers under P4P (whether through Partners or through WFP). This reflects the strong emphasis on "capacity building" of the P4P pilot programme in the region.

Introduction

This report aims to provide a snapshot analysis of P4P targeted Farmers' Organizations (FOs) and P4P training activities extracted from Country Quarterly Reports as of the end of December 2011, submitted by 20 pilot Country Offices.¹

I. Targeted Farmers Organisations & their characteristics as of 31st December 2011

1. Number of FOs targeted
2. Membership structure of targeted FOs
3. Registration status and infrastructure of P4P targeted FOs

II. Overview Capacity Building activities for targeted FOs, partners and WFP staff

4. Cumulative number of farmers, lead farmers and small & medium traders trained (January 2009 through December 2011)
5. Who provides the trainings
6. Who is the target audience and overview of training topics
7. Number of WFP and Partners' staff trained in P4P related topics (Jan. 2009 to Dec 2011).

I. Targeted Farmers' Organizations (FOs) and their characteristics

Tab. 1: Number of Farmers' Organizations (FOs) currently targeted by P4P

Country	FOs currently targeted by P4P?		Grand Total
	No	Yes	
Afghanistan		5	5
Burkina Faso	3	7	10
DRC		359	359
El Salvador		18	18
Ethiopia		16	16
Ghana		26	26
Guatemala	46	68	114
Honduras		23	23
Kenya	7	49	56
Liberia	1	9	10
Malawi		17	17
Mali		17	17
Mozambique		12	12
Nicaragua	1	11	12
Rwanda		16	16
Sierra Leone	8	17	25
S. Sudan		60	60

¹ Laos has not yet started to submit Quarterly Reports as it has not yet commenced implementation.

Tanzania		26	26
Uganda		116	116
Zambia		22	22
Grand Total	66	894	960

Reasons cited for revising number of FOs include:

- Repeated defaults and low performance, coupled with little interest shown in participating in P4P (Burkina Faso, Kenya)
- FOs located in areas prone to aflatoxin problems (Kenya)
- FOs located in remote, logistically challenging areas (Kenya)
- Lack of supply side support (Sierra Leone)
- Lack of engagement from leadership, particularly lack of willingness in updating membership lists (Burkina Faso)
- Wrong initial targeting (i.e. initially targeted FOs not focused/interested in marketing basic grains (Guatemala); or targeted FOs where members did not have the capacity to produce a surplus in basic grains, because did not have access to sufficient land or were subsistence farmers... (Guatemala, Kenya)
- Leadership/organizational problems, or trust issues among members, who are not interested in collective marketing (Guatemala)

Tab. 2: Membership structure of FOs targeted by P4P

Countries	# FOs currently targeted	# Male Members	# Female Members	# Men Leaders	# Women Leaders	Total # members	% women members	% women leaders
Afghanistan	5	348	0	10	0	348	0%	0%
Burkina Faso	7	136,940	138,577	41	134	275,517	50%	77%
DRC	359	5,944	3,056	1,274	655	9,000	34%	34%
El Salvador	18	2,823	1,883	350	224	4,706	40%	39%
Ethiopia	16	513,552	73,575	137	15	587,127	13%	10%
Ghana	26	710	634	109	44	1,344	47%	29%
Guatemala	68	4,692	5,260	295	183	9,952	53%	38%
Honduras	23	6,711	1,385	289	81	8,096	17%	22%
Kenya	49	4,675	6,224	264	217	10,899	57%	45%
Liberia	9	1,810	2,473	42	39	4,283	58%	48%
Malawi	17	8,425	5,923	102	98	14,348	41%	49%
Mali	17	12,826	9,732	136	120	22,558	43%	47%
Mozambique	12	15,325	10,438	67	28	25,763	41%	29%
Nicaragua	11	11,644	5,195	286	85	16,839	31%	23%
Rwanda	16	11,107	8,202	69	54	19,309	42%	44%
Sierra Leone	17	3,506	4,417	134	90	7,923	56%	40%
S. Sudan	60	2,279	1,662			3,941	42%	
Tanzania	26	8,695	5,987	135	81	14,682	41%	38%
Uganda	116	13,882	15,651	330	254	29,533	53%	43%
Zambia	22	657	451	23	12	1,108	41%	34%
Grand Total	894	766,551	300,725	4,093	2,414	1,067,276	28%	37%

Note 1: shaded areas when % women members < 35% or where women in leadership positions exceeds 50%

Note 2: total membership refers to the total membership as reported by the FO, and can include both smallholder and non-smallholder farmers, although FO Records to date show that the majority are indeed smallholder farmers. Hence the total membership does not automatically correspond to the total P4P direct beneficiaries, though all may indirectly benefit from improved services resulting from strengthening the FO through capacity building and other activities. The Central American pilots have a clear distinction of which members are "P4P beneficiaries" (the ones eligible for the Revolving Funds for inputs on credit) and which are not, and in these countries, only "P4P beneficiaries" are targeted by trainings and WFP procurement contracts. This distinction may not be so clear in some African pilot countries due to lack of detailed data on FO membership. Nevertheless, the "Farmers' Organization records", an M&E tool rolled out in 2010, will provide additional information on the characteristics (in terms of land size and other parameters) of those farmers contributing to WFP contracts.

- As of 31st December 2011, **894 Farmers' Organizations** (FOs) are targeted jointly by P4P and Partners in 20 countries, with a total membership of over **One** million. The total membership (over one million) does not correspond to the number of "P4P beneficiaries", as only a sub-set of these member farmers have actually either received training and support through P4P, and/or sold through their FOs to WFP or to other buyers. This is because:
 - Not all 894 P4P FOs have contracted with WFP to date, and even among those that have signed a contract with WFP (310 FOs out of 894), only a sub-set of members may decide to participate in collective sales in general, and in the WFP contract in particular. Understanding why members may decide or not to participate in WFP contracts is a major area of investigation under P4P.
 - Not all 894 P4P FOs have necessarily received trainings under P4P to date; among those who have received trainings, this has often taken the form of "Trainings of Trainers" therefore it is not clear how many members have actually been reached.

- Of the 894 FOs targeted, **310 (35%)** have so far **signed contracts** with WFP under P4P in **20 countries**, for over **137,000mt** of food. Of the 310 FOs who have signed contracts with WFP to date, 235 (or 26% of the total number of FOs targeted) had **delivered** 81,000mt of commodities to WFP at end 2011. Nonetheless, all are "targeted", meaning they have the *possibility* of selling to WFP in the future and/or to receive supply side support.

- **Female members represent 28%** of total membership. This figure is skewed as female membership rises to **45% on average if Ethiopia is excluded**. The relative weight of Ethiopia biases the results as Ethiopia targets Cooperative Unions with a large membership base (over 580,000), where only 13% are women. The percentage of women members (and of women in leadership positions) varies widely across countries: some countries such as Burkina Faso, Guatemala, Kenya, Liberia, Sierra Leone and Uganda have a high percentage of female members (over 50%) because either they target women-only FOs, or they target lower capacity FOs at the grass roots level, where women are more represented.

- Female membership is lowest where P4P targets Cooperative Unions or Farmers' Federations (Ethiopia), or where the cultural environment is particularly challenging for women's participation (Afghanistan, DRC, Honduras, Nicaragua, and South Sudan). The starting point in terms of the proportion of female membership varies widely across countries, but most FOs have established incremental gender targets.

- FOs are selected based on pre-established **criteria** which usually include:
 - ✓ FOs being legally registered (though depending on the country context, this is not always possible, in which case a clear commitment/effort to assist FOs to register is required);
 - ✓ Minimum capacity to aggregate sufficient quantities (some countries including Mali and Sierra Leone revised their minimum tonnage criteria downwards from 50 to 25 metric tons (mt) after the first purchasing season);
 - ✓ Minimum percentage of women members (or an intention/strategy to increase such percentage);
 - ✓ Receiving supply-side support from supply side partners/government.
 - ✓ Some countries such as Burkina Faso have decided to include "having updated membership lists" as criteria.

- The number, size and typology of targeted FOs varies greatly across countries: from 359 grass-root level associations targeted in DRC, 116 in Uganda and 68 in Guatemala, to as few as 5 to 10 FOs in other countries such as Afghanistan, Burkina Faso and Liberia. Different levels of FOs, from primary farmers' associations (first-tier, or self-help groups, or community based organizations), to forums of associations (second-tier) and regional and national federations (third-tier) are targeted. This heterogeneity of country P4P models will widen the spectrum of learning generated by the P4P pilot.

Tab.3: Legal registration and infrastructure of P4P targeted FOs

Countries	# FOs currently targeted	FOs officially registered	FOs with storage (own or rented)	FOs with sorting machine	FOs with drying machine	FOs with trucks	% with storage (own or rented)	% officially registered
Afghanistan	5	4	5	5			100%	80%
Burkina Faso	7	7	7	4			100%	100%
DRC	359		172				48%	0%
El Salvador	18	18	12	4	4	2	67%	100%
Ethiopia	16	16	16	6	1	7	100%	100%
Ghana	26	23	5				19%	88%
Guatemala	68	68	43	1	1	1	63%	100%
Honduras	23	21	14	2	11	1	61%	91%
Kenya	87	87	64		3		74%	100%
Liberia	9	9	7				78%	100%
Malawi	17	15	8				47%	88%
Mali	17	15	15	1		1	88%	88%
Mozambique	12	12	11	1			92%	100%
Nicaragua	11	11	9	5	4	5	82%	100%
Rwanda	16	16	13				81%	100%
Sierra Leone	17	17	17		13	5	100%	100%
S. Sudan	60	11	22			4	37%	18%
Tanzania	26	24	23				88%	92%
Uganda	116	116	94	24	25	1	81%	100%
Zambia	22	17	18	4			82%	77%
Grand Total	932	507	575	57	62	27	62%	54%

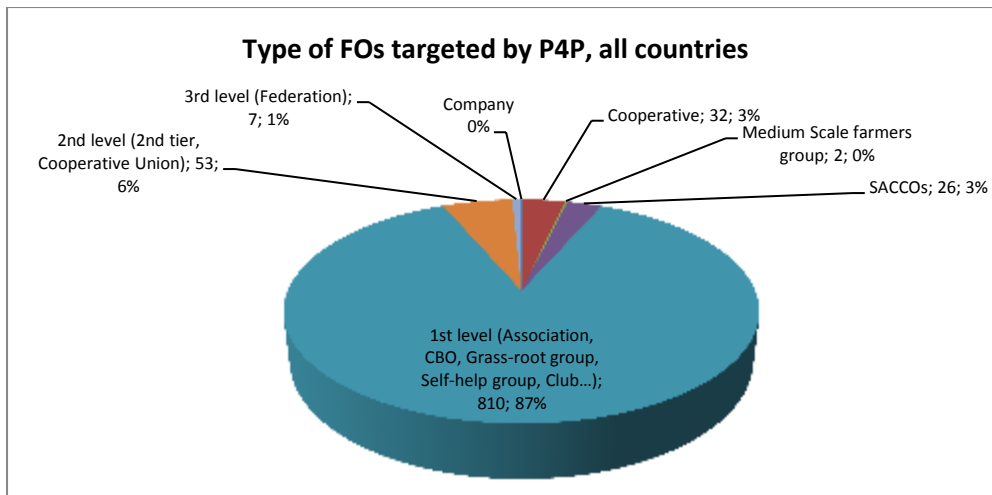
Note 1: Pink highlights refer to those countries targeting a higher share of FOs not officially registered (DRC and South Sudan), or without access to storage (DRC, South Sudan, Ghana and Malawi); green highlights those countries with a higher share of targeted FOs with equipment.

Legal registration of targeted Farmers' Organizations

- Globally, 54% of targeted FOs are "officially registered", but if we exclude DRC, over **88% of the targeted FOs are officially registered with government**, either as formal cooperatives, farmers' organizations or associations. The higher share of non-registered groups is a characteristic of countries emerging from conflict (DRC and South Sudan)
- Those countries which have included "legally registered" as a criteria for P4P targeting have 100% of their targeted FOs officially registered.

Farmers' Organization infrastructure

- On average, 62% of the targeted FOs have access to some form of **storage facility** (either owned, or rented, or used for free), though this hides large country differences, both in terms of availability of storage, capacity and quality of the storage facility where available.
- All pilot countries have over 60% of P4P targeted FOs that own or rent some sort of **storage facility** except DRC (where only 43% of P4P FOs have access to some sort of storage facility), Ghana (19%), Malawi (35%), and South Sudan (18%).
- All five P4P-targeted FOs in Afghanistan, 4 out of 7 FOs in Burkina, 4 out of 18 in El Salvador, 5 out of 11 in Nicaragua and 24 out of 116 FOs in Uganda have a **sorting machine**. On average though, only 6% of P4P FOs (57) own a sorting machine.
- Thirteen out of 17 FOs in Sierra Leone, 11 out of 23 FOs in Honduras, 4 out of 11 in Nicaragua and 4 out of 18 in El Salvador have a **drying machine**, while in most of the other pilot countries P4P-targeted FOs don't own drying machines (7% of P4P FOs on average).
- Almost 50% (7 out of 16) Cooperative Unions targeted in Ethiopia, and almost 50% of P4P Cooperatives in Nicaragua (5 out of 11) and 30% (5 out of 17) of P4P FOs in Sierra Leone own a **truck**. But these are exceptions, as most P4P FOs do not own trucks (only 3% of all P4P FOs on average).



In terms of types of FOs being targeted by P4P across 20 pilot countries, the **great majority** (810 FOs or 87% of P4P FOs) are **first level**, usually grass-root and low capacity farmers' organizations, sometimes referred to as "first tier" (Mozambique), "Clubs" (Malawi), "self-help groups" (Kenya) or "community based groups". These groups are most of the time considered of "low capacity", with little or no experience with collective marketing of basic grains prior to P4P, limited infrastructure and limited links to formal credit sources. Many times these are "nascent" or new groups, other times they may be "old" groups but which were formed for other purposes (i.e, access to services and inputs), and not for collective marketing. In either case, their experience with collective marketing and serving formal, quality conscious buyers prior to P4P is very limited.

Six percent (53 FOs) are "second level" Organizations: Cooperative Unions in Ethiopia, other Unions in Burkina Faso, Mali, Mozambique a couple in Rwanda. These are usually (though not always) of higher capacity, with better infrastructure and access to credit.

Seven P4P FOs (1% of total) are "third level", i.e, federation level. Some are referred to as "formal Cooperatives" (Rwanda, Ethiopia), others are referred to more broadly as "associations", some are "Savings and Credit Cooperatives/SACCOS" (Tanzania).

II. Overview Capacity Building activities for targeted FOs, partners and WFP staff

Tab. 4 Number of smallholder farmers, agricultural technicians, small & medium traders and warehouse operators trained (2009, 2010 and 2011), by country

Countries	2009		2010		2011		Tot trained	% women
	# Men Trained	# Women Trained	# Men Trained	# Women Trained	# Men Trained	# Women Trained		
Burkina Faso	29	38	32	0	834	569	1,502	40%
DRC			459	148	167	176	950	34%
El Salvador	2,261	516	1,458	500	2,913	1,687	9,335	29%
Ethiopia			147	31	387	48	613	13%
Ghana					425	395	820	48%
Guatemala	4,424	1,709	7,098	4,455	5,805	4,533	28,024	38%
Honduras	1,933	299	9,394	1,960	10,284	2,810	26,680	19%
Kenya			436	260	1,074	871	2,641	43%
Liberia	57	137	370	536	88	160	1,348	62%
Malawi	58	22	60	58	590	226	1,014	30%
Mali	170	86	47	19	14	91	427	46%
Mozambique	278	119	253	184	19	1	854	36%
Nicaragua	410	166	4,905	2,515	3,234	1,036	12,266	30%
Rwanda			109	53	1,297	858	2,317	39%
S. Sudan			882	22	108	14	1,026	4%
Sierra Leone	32	10	91	32			165	25%
Tanzania	94	17	1,003	926	80	75	2,195	46%
Uganda	3,376	1,494	5,128	5,745	8,361	8,252	32,356	48%
Zambia	48	10	184	30	341	134	747	23%
Grand Total	13,170	4,623	32,056	17,474	36,021	21,936	125,280	35%

Note 1: the above statistics sum up each training participants as reported by Country Offices for each training held. To a certain extent, especially when FO leadership is targeted with "training of trainers", the same people may attend different consecutive trainings. The above statistics do not distinguish this. Therefore there may be some "double counting" and these data may be slightly over-estimated.

Note 2: highlighted in pink the countries where less than 35% of participants are women

Tab. 5: Number of smallholder farmers, agricultural technicians, small & medium traders and warehouse operators trained (2009, 2010 and 2011), by quarter

N. of farmers, lead farmers, small traders & warehouse operators trained	# Men Trained	# Women Trained	Tot trained
2009	13,170	4,623	17,793
April-June 2009	3,034	1,307	4,341
Jan-March 2009	12	3	15
July-Sept 2009	4,730	1,331	6,061
Oct-December 2009	5,394	1,982	7,376
2010	32,056	17,474	49,530
April-June 2010	5,377	1,630	7,007
Jan-March 2010	8,509	3,919	12,428
July-Sept 2010	8,503	5,798	14,301
Oct-December 2010	9,667	6,127	15,794
2011	36,021	21,936	57,957
April-June 2011	12,194	7,654	19,848
Jan-March 2011	7,273	5,761	13,034
July-Sept 2011	8,941	4,255	13,196
Oct-December 2011	7,613	4,266	11,879
Grand Total	81,247	44,033	125,280

- Over **125,000** smallholder farmers, lead farmers, agricultural technicians, small and medium traders and warehouse operators have participated in training activities organised by WFP and partners from September

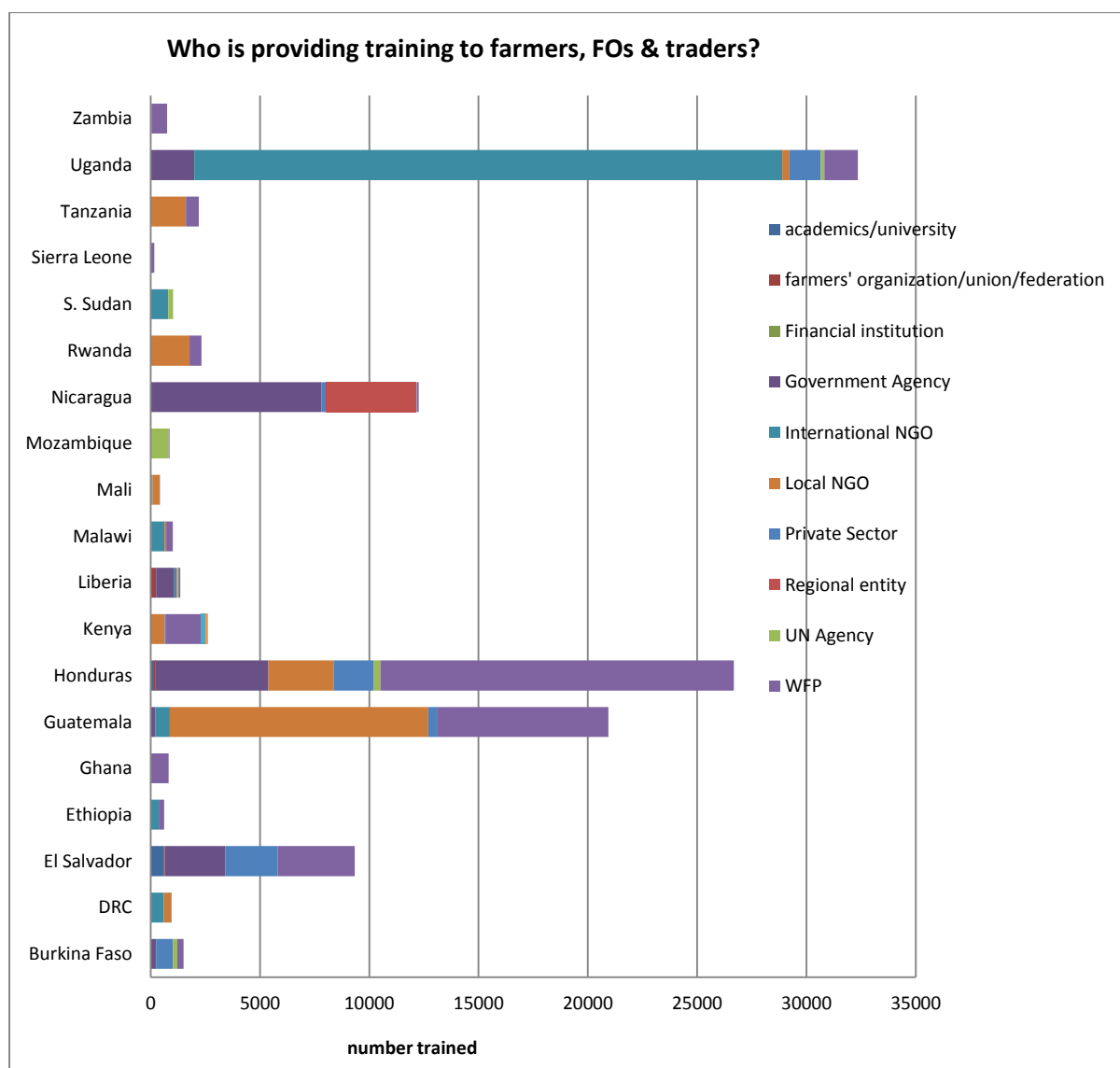
2008 to December 2011. On average **35% of trainees were women**, although this percentage varies across countries (from over 50% in Liberia to below 20% in Honduras and South Sudan), depending on WFP's entry point in the value chain and on whether pilot countries target female-only organizations.

- The number of trainees have steadily increased over 2010 and 2011, as more pilot countries have scaled up implementation: from 17,793 trainees in 2009 in 13 countries, to 49,530 trainees in 2010 and 57,957 trainees in 2011 in 18 countries respectively. The number of trainees in the last two quarters of 2011 has slightly decreased in comparison to the same period of the previous year. These statistics refer to the number of trainees for each training session, but does not discriminate whether it is the same farmers attending different trainings.
- **Central American** pilot countries and **Uganda** have by far trained the highest number of farmers: 87% of the 125,000 trainees are from these five countries. The early start of P4P in these 5 countries, as well as the particular character of P4P in Central America, where more of the supply side support provided by partners is under WFP coordination, may explain this difference in part. Capacity building through trainings is a major component of the P4P strategy in the region (particularly in the light of the generally "low" WFP demand base). In Africa, many trainings were "trainings of trainers" (often limited to the leadership and board of directors of FOs, which would explain the smaller number of trainees) and are expected to trickle down to the grass-root organization membership. The trickledown effect is not guaranteed though, and needs to be constantly monitored and followed up.
- Training participants have more than doubled compared to 2010 as all P4P pilot countries are now implementing, except for Laos that remains unfunded.

Tab. 6: Who is providing the trainings?

Countries	academics/university	farmers' organization/union/federation	Financial institution	Government Agency	International NGO	Local NGO	Private Sector	Regional entity	UN Agency	WFP
Afghanistan										
Burkina Faso										
DRC										
El Salvador										
Ethiopia										
Ghana										
Guatemala										
Honduras										
Kenya										
Liberia										
Malawi										
Mali										
Mozambique										
Nicaragua										
Rwanda										
S. Sudan										
Sierra Leone										
Tanzania										
Uganda										
Zambia										

- Most P4P trainings are coordinated among a variety of training providers, including Government technical Agencies, UN Agencies, NGOs and WFP.
- **WFP** staff often leads training related to commodity storage and warehouse management, quality standards and WFP/P4P procurement principles and modalities (*“doing business with WFP”*). These trainings have occurred in almost all P4P pilots.
- **Government specialized agencies, regional entities such as the Inter-American Institute for Cooperation in Agriculture (IICA)** in Guatemala and Nicaragua, and **international and local NGOs** undertake the bulk of the training in improved production techniques and post-harvest handling, basic accounting, commercialization, group marketing and organizational strengthening, and are involved, to a greater or lesser extent, in all P4P pilot countries. In El Salvador and Liberia, government agencies are providing training in gender assessments and analysis.



- The **private sector** often provides training to P4P FOs on the proper use of agricultural inputs, quality assurance, marketing techniques, financial management of FOs and on business skills in a number of countries, but this is more notable in the Central American pilot countries, especially regarding the proper use of agricultural inputs.
- **UN Agencies** have played an important role in P4P training, especially FAO, in a number of countries, including Burkina Faso, Honduras, Liberia, Mozambique and Uganda. Most of these trainings have involved crop husbandry, storage construction techniques and the use of post-harvest handling equipment (e.g. drying floors in Liberia; construction of Gorongoza-type farmer-level silos in Mozambique). In Uganda,

WFP/P4P has an MoU with FAO for **Farmers' Field School (FFS)** to integrate group marketing and selling to WFP in the curriculum of the standard FFS training.

- **Universities** are usually involved in data collection and analysis (P4P baselines and case studies), except in Honduras and El Salvador where universities have also provided training to P4P FOs on record keeping and financial management (Honduras) and in preparation of business plans (El Salvador). In Nicaragua, a partnership with the UCA (Universidad Centro Americana) was signed in December 2010. UCA trained P4P FOs leaders on financial management and management of revolving funds (a 10 month programme with a diploma issued at the end).
- **High capacity Farmers' Organizations, Unions and Federations** in El Salvador and Honduras, and Faso Jigi in Mali, also provide capacity building training for P4P FOs.
- Donors, and donor funded projects, including the World Bank, JICA, and USAID are also providing/supporting various capacity building projects.

Tab. 7: Who is the target audience?

Target Audience	# Men Trained	# Women Trained
Farmer organisations and partner staff	1,517	617
Farmers' Organizations	76,969	42,406
Farmers Organizations & Traders	601	190
FOs traders WFP staff and partners' staff	1,821	591
Lead Farmers/individual farmers	50	4
Partner staff	1,217	576
Traders	241	215
warehouse operators	48	10
WFP Staff	205	117
WFP Staff & Partners	648	329
Grand Total	83,317	45,055

Most trainings have been targeted to FOs only (93% of all "trainees" were members of FOs), although some trainings are delivered to a mix audience of FOs and partners staff, or FOs and traders ect...

Number of WFP and Partner staff trained (2009 – December 2011)

- Over **3,092** partner and WFP staff have been trained on P4P-related topics, including WFP procurement procedures, grain storage and warehouse management, food safety and quality specifications, Commodity Exchange rules and arbitration (in Zambia), as well as on baseline and follow up survey tools (enumerator training).
- These trainings have targeted mostly partners, as well as WFP staff and partners' staff simultaneously. Only a few have targeted exclusively WFP staff (322 WFP staff trained as at end 2011). In May 2011, WFP launched the **Joint Procurement, Market Analysis and P4P Workshop on Market Fundamentals**. The objectives of the training were to provide P4P, Procurement and VAM focal points with the basic competencies required to inform food procurement decision making in local and regional agricultural markets, including a better understanding of the procurement policies and processes associated with such procurement. **A total of 85** WFP staff members participated in three training workshops in 2011.

Tab. 8: N. of WFP and Partners staff trained

Countries	# Men Trained	# Women Trained	Tot trained
Afghanistan	2	4	6
Burkina Faso	46	9	55
DRC	79	20	99
El Salvador	319	89	408
Ethiopia	19	3	22
Guatemala	607	448	1,055
Honduras	109	38	147
Kenya	354	210	564
Liberia	21	14	35
Malawi	66	23	89
Mali	109	37	146
Mozambique	15	2	17
Rwanda	42	32	74
Sierra Leone	104	38	142
Uganda	107	44	151
Zambia	71	11	82
Grand Total	2,070	1,022	3,092

Note: the above table includes only the trainees in trainings targeted specifically to WFP, and Partners staff specifically; they do not include “mixed” trainings where WFP, Partner staff, farmers and/or traders may receive common trainings on certain topics.

Overview of training topics: Most training conducted so far focuses on 7 main topic areas:

- i. **Agricultural production techniques & use of agriculture machinery:** these trainings, usually delivered by specialized agencies of the Ministries of Agriculture, FAO or agricultural NGOs, include training on specific agricultural techniques for staple crops including black beans and maize (mainly Central America), as well as rice parboiling/milling techniques (Liberia and Sierra Leone). Sub-sets include training in the optimal use of agricultural inputs, fertilization techniques, integrated pest management, weed control, zero tillage techniques, irrigation systems (all the latter mainly in Central American pilots), swampland rehabilitation and water management for rice production (Liberia), as well as training on the use and maintenance of agricultural machinery (El Salvador, Nicaragua).
- ii. **Organizational strengthening & governance:** as for the previous training area, this is also proving of major importance. In Guatemala and Nicaragua, IICA has conducted systematic organizational strengthening training which includes modules on organization, administration, financial management and fiscal responsibilities.
- iii. **Basic literacy & numeracy:** some countries including Guatemala and Mali have adapted training materials to the needs of mostly illiterate farmers with the use of visuals/image boxes, and are exploring partnerships with organizations providing basic literacy & numeracy training in local languages. This training should enhance female farmers’ participation when this is hampered by their low educational level, as recognized explicitly by DRC, Burkina Faso, Guatemala and Mali.
- iv. **Record keeping, basic accounting and financial/credit management:** this is proving to be a weak area for most FOs and capacity building strategies are increasingly including these aspects. So far, such training has been conducted mainly in Central America. In El Salvador, input revolving funds have been established with all P4P FOs, and the El Salvador Chamber of Commerce is conducting business management training through UNDP’s Supplier Development Programme. In Guatemala, financial management and fiscal responsibility is part of the overall “Organizational Strengthening” training package. General record keeping training has been conducted in Kenya and other P4P countries.

- v. **Post-harvest handling, storage techniques & quality control:** such training has been held in all P4P pilot countries, with WFP in the lead for storage/warehouse management and quality control, and Ministries of Agriculture, FAO or agricultural NGOs for other aspects of post-harvest handling. In some instances, the private sector has played an important role in quality control such as in Kenya where SGS, the superintendence company, has conducted on-the-spot quality checks and training. Specific training on the management of community grain silos (DRC), on-site quality control through the “Blue Box” in Guatemala (a kit of field level quality control equipment), warehouse construction and management training (Kenya and Mozambique) are included.
 - vi. **Commercialization & marketing:** usually delivered by partner NGOs (Afrique Verte and Sasakawa Africa Association in Mali, the latter in Ethiopia) and/or the private sector; these include training on grain commercialization techniques and “farming as a business”, conducted in several Central American pilots, Liberia and Uganda, as well as business planning and group marketing trainings. Training and sensitization on Warehouse Receipt Systems (WRS) (Tanzania and Uganda), and on how to trade and sell on the Commodity Exchange (Zambia) were also conducted by partners.
 - vii. **WFP procurement & payment procedures/doing business with WFP:** such training has been held across all P4P pilots by WFP staff, to explain WFP’s tender processes and other procurement procedures.
- In general, training in **Central American** pilot countries has focussed more than other pilot countries on the initial stages of the supply chain (improved production techniques, soil fertilization and soil analysis, and use of technological packages and agricultural inputs), as well as agricultural finance and insurance. Gender is an emerging training topic in this region especially in El Salvador and Guatemala. In this region, the private sector has often been an important training provider in the use of agricultural inputs (FERTICA/DISAGRO in El Salvador; INFOP, FERTICA and CADELGA in Honduras, INCOPA in Nicaragua) and/or in business planning and commercialization.
 - In pilot countries in **Africa**, Organizational development, Business and Marketing skills are emerging topics. Financial Management is also featuring in many pilot countries. Previously, training has focused on post-harvest handling, off-farm processing and marketing (storage and post harvest handling, rice parboiling techniques in Liberia, quality control and assurance). Training providers have included government agencies, as well as international and local NGOs (Sasakawa Africa Association in Mali and Ethiopia, and Afrique Verte in Mali; CNFA-AGMARK in Kenya; BRAC in South Sudan and ACTED in Uganda), and the private sector (SGS in Kenya on quality assurance, Chemifar in Uganda on food fumigation and the Zambian and Ugandan Commodity Exchanges on WRS and the use of the Exchange). Training on market price monitoring is also emerging as a topic.