

**SUMMARY P4P DATA ANALYSIS REPORT: September 2008 – June 2012**  
**TARGETED FARMERS' ORGANIZATIONS & CAPACITY BUILDING**  
*- Updated September 2012 -*

**Highlights**

**Participating Farmers' Organizations**

The number of in P4P participating Farmers' Organizations (FOs) decreased slightly in the 2<sup>nd</sup> quarter of 2012, from 855 to **810**, with a **total membership** now standing at **1,117,799**. Of these, **362 FOs** have **signed contracts** with WFP in 20 countries for 188,971 metric tons (mt) of food, and 287 have so far **delivered** 97,659mt of commodities to WFP. Purchases through structured trading systems such as warehouse receipts and commodity exchanges, traders and processors account for the remaining 71,206mt of food contracted under P4P as of 30<sup>th</sup> June 2012.

The decrease in targeted FOs is due to some non-performing FOs being dropped from P4P targeted support while some have been re-grouped into umbrella associations. A significant number of FOs have been dropped in DRC due to funding problems of partners. 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 during the remainder of the pilot. A marginal increase has occurred in Mali, Tanzania, Malawi, Nicaragua, Mozambique and Sierra Leone.

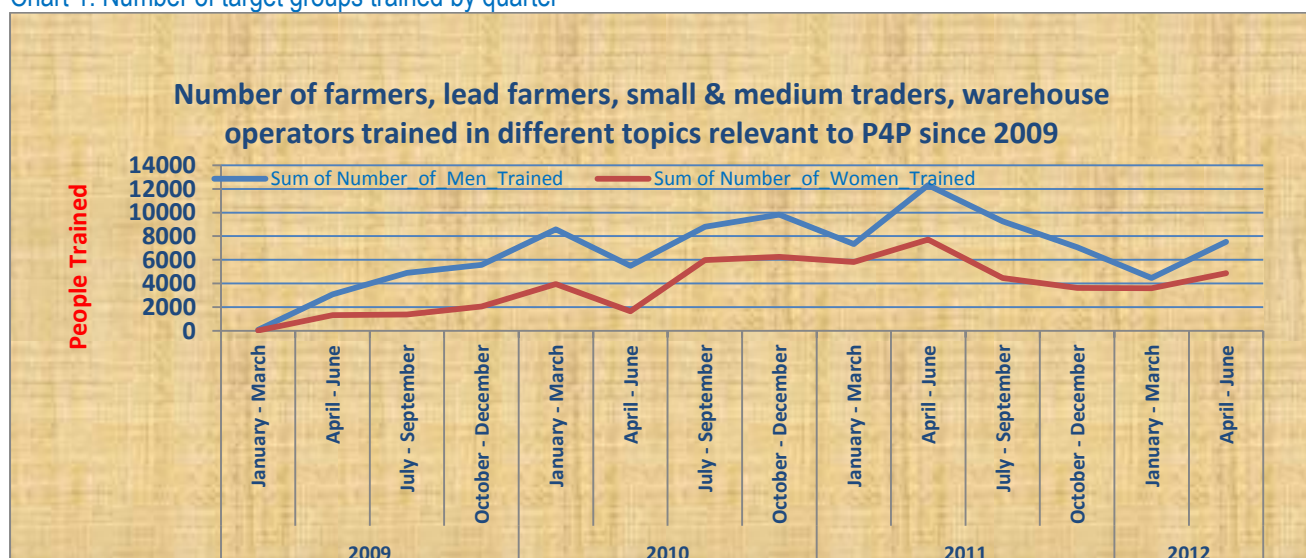
Although targeting criteria are country-specific, the minimum common sets of targeting criteria for FOs are: a) having legal status; b) having surpluses (or potential to produce surpluses); c) receiving supply-side support and (d) a focus on women's empowerment.

The average global percentage of female members stands at 29%. This figure is skewed, as female membership in P4P rises to 47% 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, Uganda and Guatemala have a high percentage of female members (over 50%) because they include women-only FOs in their targeting, or they target lower capacity FOs at the grass root level, where usually more women are represented.

Some 34% of leadership positions are held by women. Many P4P pilot countries have over 25% women in leadership positions except Afghanistan (0%), Ethiopia (10%), Honduras (23%), Nicaragua (23%), Zambia (7%).

Chart 1: Number of target groups trained by quarter

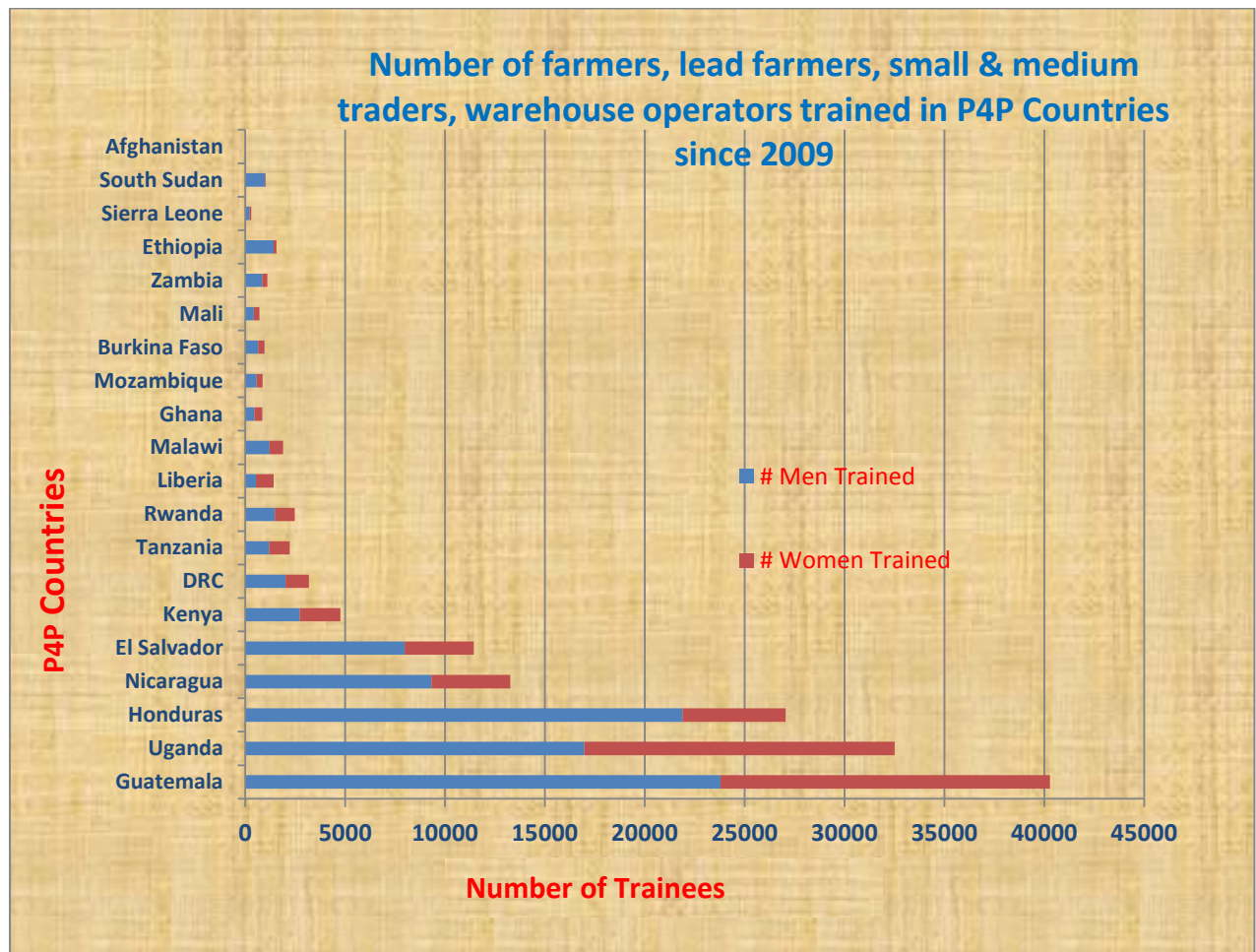


### Capacity Building:

Over **147,000** 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 30<sup>th</sup> June 2012.

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

On average **36% of trainees were women**, although this percentage varies across countries (from over 50% in Liberia to below 20% in Ethiopia and South Sudan), depending on WFP's entry point in the value chain and on whether pilot countries target female-only organizations.



Guatemala has trained the highest number of farmers/traders/warehouse operators (over 40,000), followed by Uganda (over 32,500), Honduras (over 27,000), Nicaragua (over 13,000) and El Salvador (over 11,000). 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 June 2012, submitted by 20 pilot Country Offices.<sup>1</sup>

### I. Targeted Farmers Organisations & their characteristics as of 30<sup>th</sup> June 2012

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 June 2012)
5. Training providers
6. Target audience
7. Number of WFP and Partners' staff trained in P4P related topics (Jan. 2009 to June 2012).
8. Training topics
9. Number of smallholder farmers, agricultural technicians, small & medium traders and warehouse operators trained (2009 up to 30<sup>th</sup> June 2012), by type of training

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

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

Countries	# FOs currently targeted under P4P	# of Farmers currently targeted under P4P
Afghanistan	3	224
Burkina Faso	7	291,870
DRC	241	6,500
El Salvador	18	4,706
Ethiopia	16	587,127
Ghana	26	1,344
Guatemala	67	9,752
Honduras	23	11,372
Kenya	76	10,482
Liberia	19	6,922
Malawi	10	7,132
Mali	24	38,770
Mozambique	14	30,768
Nicaragua	15	17,991
Rwanda	17	21,679
Sierra Leone	21	8,500
South Sudan	34	1,158
Tanzania	27	14,751
Uganda	130	45,240
Zambia	22	1,511
<b>Grand Total</b>	<b>810</b>	<b>1,117,799</b>

Note: The definition of FOs can extend from small grass-roots organisations to wide-spread farmer federations with large membership numbers. This explains why some countries (Burkina Faso, Ethiopia) can work with only few FOs, yet target a large number of farmers.

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<sup>1</sup> Laos has not yet started to submit Quarterly Reports as it has not yet commenced implementation.

The number of participating Farmers' Organizations (FOs) in P4P has been fluctuating since the start of P4P and the reasons cited include the following:

- Repeated defaults and low performance (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 due to funding problem (Sierra Leone, DRC)
- 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)
- Regrouping FOs leads to significant reduction in total number of FOs (DRC)

**Tab. 2: Membership structure of FOs targeted by P4P**

Countries	# of FOs currently targeted	# Male Members	# Female Members	# Total Members	# Male Leaders	# Female Leaders	# Total Leaders	% Women Members	% Women leaders
Afghanistan	3	224	-	224	6	-	6	0%	0%
Burkina Faso	7	145,763	146,107	291,870	32	16	48	50%	33%
DRC	241	4,210	2,290	6,500	943	505	1,448	35%	35%
El Salvador	18	2,823	1,883	4,706	350	224	574	40%	39%
Ethiopia	16	513,552	73,575	587,127	137	15	152	13%	10%
Ghana	26	710	634	1,344	109	44	153	47%	29%
Guatemala	67	4,572	5,180	9,752	288	183	471	53%	39%
Honduras	23	8,475	2,897	11,372	175	53	228	25%	23%
Kenya	76	4,480	6,002	10,482	229	190	419	57%	45%
Liberia	19	2,578	4,344	6,922	83	77	160	63%	48%
Malawi	10	5,021	2,111	7,132	60	49	109	30%	45%
Mali	24	20,323	18,447	38,770	256	118	374	48%	32%
Mozambique	14	19,305	11,463	30,768	71	30	101	37%	30%
Nicaragua	15	12,608	5,383	17,991	310	90	400	30%	23%
Rwanda	17	12,107	9,572	21,679	73	58	131	44%	44%
Sierra Leone	21	3,687	4,813	8,500	134	90	224	57%	40%
South Sudan	34	827	331	1,158	2	-	2	29%	0%
Tanzania	27	8,764	5,987	14,751	137	81	218	41%	37%
Uganda	130	21,403	23,837	45,240	524	365	889	53%	41%
Zambia	22	934	577	1,511	351	27	378	38%	7%
<b>Grand Total</b>	<b>810</b>	<b>792,366</b>	<b>325,433</b>	<b>1,117,799</b>	<b>4,270</b>	<b>2,215</b>	<b>6,485</b>	<b>29%</b>	<b>34%</b>

**Note 1:** shaded areas when % women members < 35% / where female leadership is over 40%

**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 training 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 30<sup>th</sup> June 2012, **810 Farmers' Organizations** (FOs) are targeted jointly by P4P and Partners in 20 countries, with a total membership of over **One million small-holder farmers**. The total membership 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 810 P4P FOs have contracted with WFP to date, and even among those that have signed a contract with WFP (362 FOs out of 810), 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 810 P4P FOs have necessarily received training under P4P to date; among those who have received training, this has often taken the form of "Trainings of Trainers" therefore it is not clear how many members have actually been reached.
  
- Of the **810 FOs** targeted, **362 (45%)** have so far **signed contracts (4% increase during the 2<sup>nd</sup> quarter 2012)** with WFP in 20 countries, for the supply of over **188,000mt** of food. Of the 362 FOs who have signed contracts, 287 of them have so far **delivered** over 97,000mt of commodities to WFP by end June 2012. Nonetheless, all FOs are "targeted", meaning they have the *possibility* of selling to WFP in the future and/or to receive supply side support.
  
- **Female members represent 29%** of total membership. This figure is skewed as female membership rises to **47% 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, Kenya, Liberia, Sierra Leone, Uganda and Guatemala 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 241 (the total number revised in 2<sup>nd</sup> quarter 2012) farmers' organizations targeted in DRC, 130 in Uganda and 67 in Guatemala, to less than 10 FOs in other countries such as Afghanistan and Burkina Faso. Different levels of FOs, from primary farmers' associations (first-tier, or self-help groups, or community based organizations), to forums and unions (second-tier, consisting of 5-10 or more primary farmer cooperatives) 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	# FO targeted under P4P	# officially registered	# FO with own storage	# FO with sorting machine	# FO with drying machine	# FO with trucks	% with storage	% officially registered
Afghanistan	3	2	2	3			67%	67%
Burkina Faso	7	7	7	4			100%	100%
DRC	241		40				17%	0%
El Salvador	18	18	12	5	4	2	67%	100%
Ethiopia	16	16	16	6		8	100%	100%
Ghana	26	23	5				19%	88%
Guatemala	67	67	20	18	17	7	30%	100%
Honduras	23	21	15	6	13	1	65%	91%
Kenya	76	76	59		2		78%	100%
Liberia	19	19	19				100%	100%
Malawi	10	10	7				70%	100%
Mali	24	22	22			2	92%	92%
Mozambique	14	14	14	1			100%	100%
Nicaragua	15	15	13	6	4	6	87%	100%
Rwanda	17	17	12				71%	100%
Sierra Leone	21	21	21			2	100%	100%
South Sudan	34	4	3	1		1	9%	12%
Tanzania	27	25	25	1			93%	93%
Uganda	130	119	107	38	38	1	82%	92%
Zambia	22	22	14	4			64%	100%
<b>Grand Total</b>	<b>810</b>	<b>518</b>	<b>433</b>	<b>93</b>	<b>78</b>	<b>30</b>	<b>53%</b>	<b>64%</b>

### Legal registration of targeted Farmers' Organizations

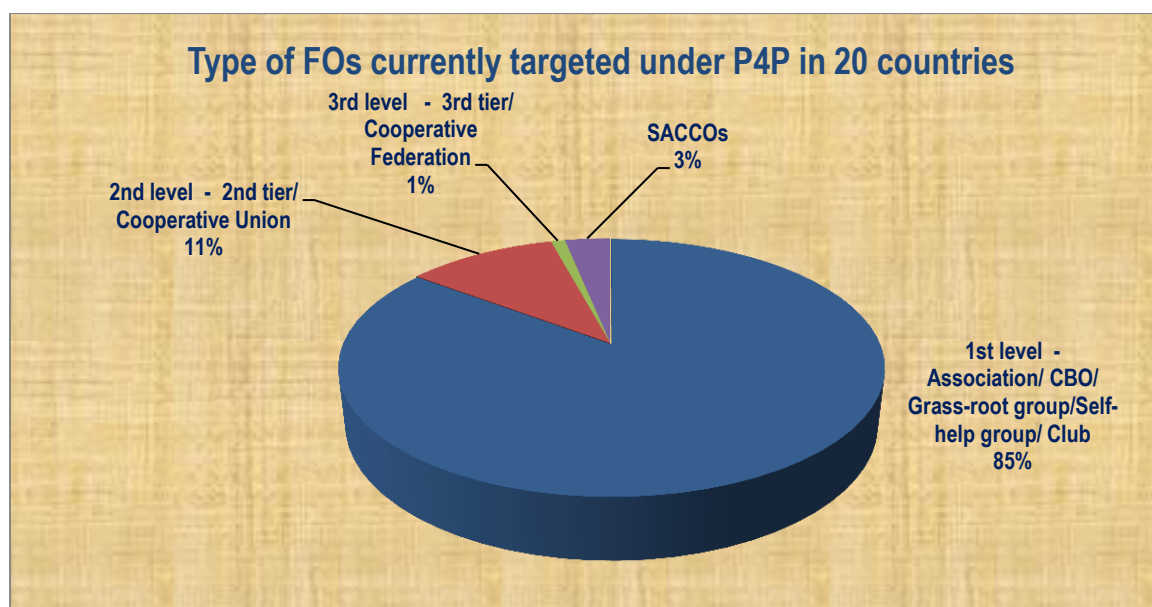
- Globally, 64% (3% increase in 2<sup>nd</sup> quarter 2012) of targeted FOs are “officially registered”, but if DRC is excluded, over **91% of the targeted FOs are officially registered with government**, either as formal cooperatives, farmers’ organizations or associations. The higher share of non-registered groups is a characteristic of countries emerging from conflict (DRC and South Sudan)
- Those countries which have included “legally registered” as a criterion for P4P targeting have 100% of their targeted FOs officially registered.

### Farmers' Organization infrastructure

- On average, over 50% 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. For instance, in the DRC, only 17% and in South Sudan only 9% of P4P FOs have access to some form of storage facility, rising to 100% access to storage in Burkina Faso, Ethiopia, Liberia, Mozambique and Sierra Leone.
- On average, only 11% of P4P FOs (93) own a **sorting machine**. In Afghanistan all three P4P-targeted FOs own a sorting machine, 4 out of 7 FOs in Burkina Faso, 5 out of 18 in El Salvador, 6 out of 16 in Ethiopia, 18 out of 67 in Guatemala, 6 out of 13 in Nicaragua and 38 out of 130 FOs in Uganda.



- On the average 10% of the P4P targeted FOs (78) have a **drying machine** or drying equipment with this percentage fluctuating significantly between countries, i.e. 4 out of 18 in El Salvador, 17 out of 67 in Guatemala, 13 out of 23 in Honduras, 4 out of 15 in Nicaragua and 38 out of 130 in Uganda.
- Most P4P FOs do not own **trucks**, with only 4% of all P4P FOs on average, yet there are some exceptions: almost 50% (8 out of 16) Cooperative Unions targeted in Ethiopia, almost 50% of P4P supported Cooperatives in Nicaragua (6 out of 15) and 10% (7 out of 67) of P4P targeted FOs in Guatemala own a truck.



Note: FOs are classified under the broader categories to ease statistical analysis. A SACCO is a "Savings and Credit Cooperative".

In terms of types of FOs being targeted by P4P across 20 pilot countries, the **great majority** (690 FOs or 85% of P4P FOs) are **first level**, usually grass-root and community based farmers' organizations, sometimes referred to as "first tier" (Mozambique), "Clubs" (Malawi), "self-help groups" (Kenya) or "community based groups". These groups are often classified as "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.

Eleven percent (86 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.

Eight P4P FOs (1% of the total) are "third level", i.e., federation level. Some are referred to as "formal Cooperatives" (Rwanda).

The remaining 26 FOs (3%) 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 up to 30<sup>th</sup> June 2012), by country**

Countries	2009		2010		2011		1st & 2nd Quarter 2012		Total Trained	% Women Trained
	# Men Trained	# Women Trained	# Men Trained	# Women Trained	# Men Trained	# Women Trained	# Men Trained	# Women Trained		
Afghanistan			2	4					6	67%
Burkina Faso	29	38	45	21	448	188	130	56	955	32%
DRC			522	166	183	178	1,320	810	3,179	36%
El Salvador	2,319	528	1,521	537	3,111	1,727	1,031	665	11,439	30%
Ethiopia			141	32	278	39	1,007	67	1,564	9%
Ghana					425	395	25	5	850	47%
Guatemala	4,546	1,752	7,412	4,661	5,976	4,732	5,863	5,347	40,289	41%
Honduras	1,933	299	9,413	1,961	10,374	2,847	173	55	27,055	19%
Kenya			545	323	1,319	1,018	873	680	4,758	42%
Liberia	78	151	370	536	88	160	8	30	1,421	62%
Malawi	92	26	76	69	606	234	435	355	1,893	36%
Mali	266	119	60	23	14	91	82	61	716	41%
Mozambique	278	119	260	184	27	3			871	35%
Nicaragua	410	166	4,905	2,515	3,234	1,036	781	217	13,264	30%
Rwanda	17	13	109	53	1,322	877	41	38	2,470	40%
Sierra Leone	136	48	91	32					307	26%
South Sudan			882	22	108	14			1,026	4%
Tanzania	94	17	1,003	926	80	75	21	14	2,230	46%
Uganda	3,376	1,494	5,153	5,760	8,443	8,281			32,507	48%
Zambia	70	13	205	33	369	139	205	69	1,103	23%
<b>Grand Total</b>	<b>13,644</b>	<b>4,783</b>	<b>32,715</b>	<b>17,858</b>	<b>36,405</b>	<b>22,034</b>	<b>11,995</b>	<b>8,469</b>	<b>147,903</b>	<b>36%</b>

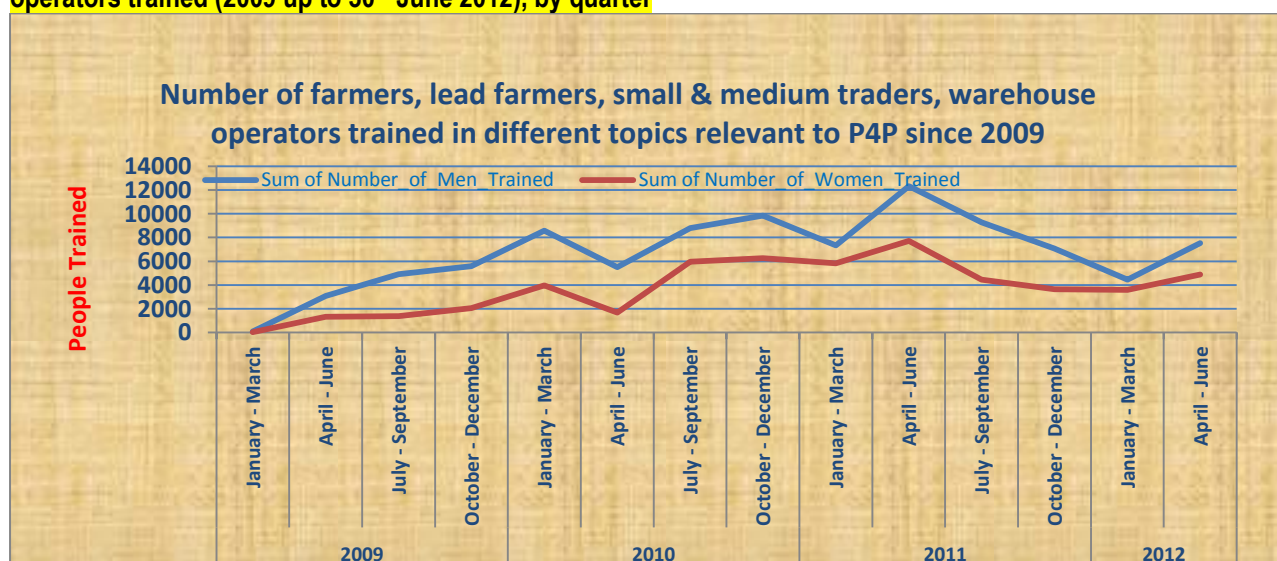
**Note 1:** the above statistics sum up each training participants as reported by Country Offices for each training held. To a certain extent, especially when FO leadership is targeted with "training of trainers", the same people may attend different consecutive training sessions. The above statistics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

**Note 2:** highlighted in purple are the countries where less than 25% of participants are women.

**Note 3:** for some countries the data is incomplete. Data collection is on-going.



**Tab. 4: Number of smallholder farmers, agricultural technicians, small & medium traders and warehouse operators trained (2009 up to 30<sup>th</sup> June 2012), by quarter**

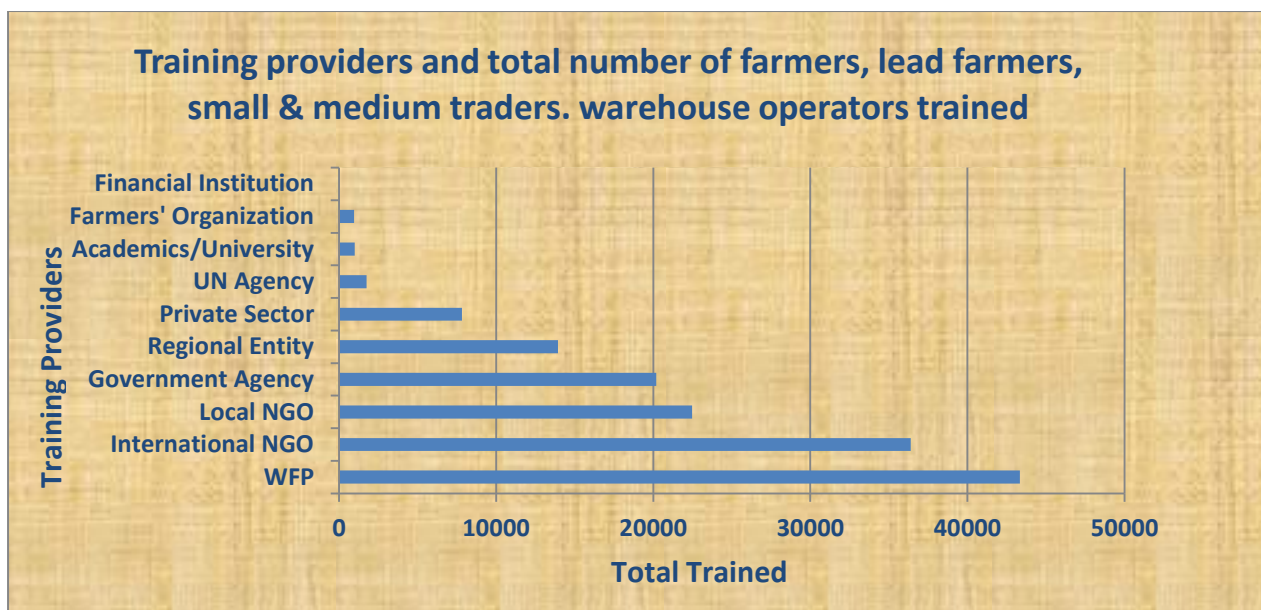


- Over **147,000** smallholder farmers, lead farmers, agricultural technicians, small and medium traders and warehouse operators have participated in training activities organised by WFP and partners from Sept. 2009 to June 2012. On average **36% of trainees were women**, although this percentage varies across countries (from over 50% in Liberia to below 20% in Ethiopia, 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 during 2010 and 2011, as more pilot countries have scaled up implementation: from 18,427 trainees in 2009 in 13 countries, to 50,573 trainees in 2010 and 58,439 trainees in 2011 in 18 countries respectively.
- In the 2<sup>nd</sup> quarter 2012, more than 12,000 individuals were trained which is above average in comparison to the previous reporting quarters. The average of trained individuals per quarter is 10,565 trainees.
- Central American** pilot countries and **Uganda** have by far trained the highest number of farmers: 84% of the 147,903 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 training 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 training sessions were "training 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.

**Tab. 5: Training Providers:**

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 training are coordinated among a variety of training providers, including Government technical Agencies, UN Agencies, NGOs, private sector and WFP.
- **WFP** staff often lead training sessions related to commodity storage and warehouse management, quality standards and WFP/P4P procurement principles and modalities (*“doing business with WFP”*). This type of training has 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 this training has 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).
- **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 agreement 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, Ireland and USAID are also providing/supporting various capacity building projects.

**Tab. 6: Target audience:**

Target Audience	# Men Trained	# Women Trained	Total Trained
Agricultural Extension Workers & Experts	361	39	400
Farmers/Farmers' Organizations	91,708	51,626	143,334
Traders	301	336	637
Warehouse Operators	63	11	74
WFP's & Partners' Staff	2,326	1,132	3,458
<b>Grand Total</b>	<b>94,759</b>	<b>53,144</b>	<b>147,903</b>

Most training courses have been targeted to FOs, warehouse operators and small-scale traders targeted under P4P (98% of all "trainees" were members of FOs, warehouse operators & small-scale traders), although some training courses are delivered to a mixed audience of WFP's and partners' staff that accounts for only 2% of the total audience.

#### Number of WFP and Partner staff trained (Sept. 2009 – June 2012)

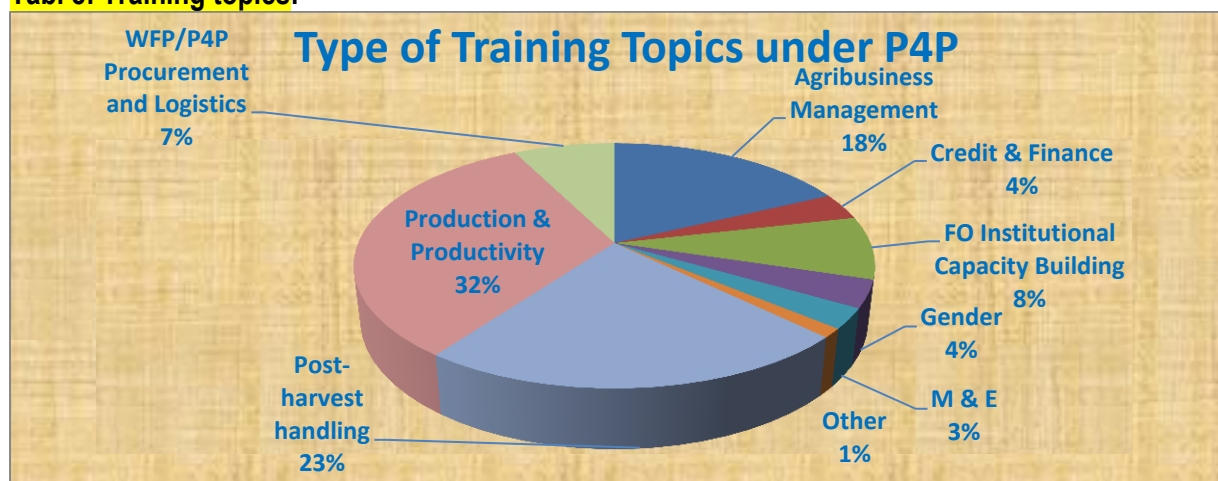
- Over **3,400** partners' and WFP's staff have been trained on P4P-related topics, including WFP procurement procedures, grain storage and warehouse management, food safety and quality specifications, Commodity Exchange rules and arbitration (in Zambia), as well as on baseline and follow up survey tools (enumerator training).
- These training sessions have targeted mostly partners, as well as WFP staff and partners' staff simultaneously. 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.7: Number of WFP and Partners staff trained**

Countries	# Men Trained	# Women Trained	# Total Trained
Guatemala	607	448	1,055
Kenya	435	252	687
El Salvador	319	89	408
Honduras	282	93	375
Mali	122	40	162
Uganda	107	44	151
Sierra Leone	104	38	142
Rwanda	63	45	108
DRC	79	20	99
Malawi	66	23	89
Zambia	71	11	82
Liberia	21	14	35
Ethiopia	21	3	24
Burkina Faso	12	6	18
Mozambique	15	2	17
Afghanistan	2	4	6
<b>Grand Total</b>	<b>2,326</b>	<b>1,132</b>	<b>3,458</b>

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

**Tab. 8: Training topics:**



The most common training courses conducted under P4P are on production & productivity, with 32% of all training units, followed by training on post-harvest handling (23%). Further training sessions held were on agribusiness management (18%), FO institutional capacity building (8%), WFP/P4P procurement & logistics (7%) to enable successful contract adherence, gender (4%), credit & finance (4%), M&E (3%) and other (1%).

**Tab. 9 Number of smallholder farmers, agricultural technicians, small & medium traders and warehouse operators trained (2009 up to 30<sup>th</sup> June 2012), by type of training:**

Countries	Agri- business Management	Credit & Finance	FOs Institutional Capacity Building	Gender	M & E	Other	Post-harvest handling	Production & Productivity	WFP/P4P Procurement & Logistics	Grand Total
Afghanistan	6									6
Burkina Faso	30	52	366				476		31	955
DRC	158	202	2,165			80	364	140	70	3,179
El Salvador	2,643	887	1,701	1,374	91	25	1,288	3,430		11,439
Ethiopia	53				100		1,016	342	53	1,564
Ghana							30	820		850
Guatemala	2,833	2,009	5,489	7,101	9	285	6,870	14,500	1,193	40,289
Honduras	5,129	1,418	1,080	2	466	127	4,171	14,093	569	27,055
Kenya	614		226	221	615		369	199	2,514	4,758
Liberia	153	37	92	306	25		367	404	37	1,421
Malawi	181	-		71	17	474	842	138	170	1,893
Mali		70	103		89	4	274		176	716
Mozambique	40						821		10	871
Nicaragua	199		118		15	15	6,274	6,615	28	13,264
Rwanda	240		435		150		1,600		45	2,470
Sierra Leone							264		43	307
South Sudan							1,026			1,026
Tanzania		7	1,884				136	20	183	2,230
Uganda	8,458		731		1,802	79	18,853	1,149	1,435	32,507
Zambia	205				566		107		225	1,103
<b>Grand Total</b>	<b>20,942</b>	<b>4,682</b>	<b>14,390</b>	<b>9,075</b>	<b>3,945</b>	<b>1,089</b>	<b>45,148</b>	<b>41,850</b>	<b>6,782</b>	<b>147,903</b>

- In general, training in **Central American** pilot countries has focused 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 the 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 Warehouse Receipt System and the use of the Exchange). Training on market price monitoring is also emerging as a topic.

The training topics are categorised as follows:

- i. **Agribusiness management:** usually delivered by partner NGOs (Afrique Verte in Mali and Sasakawa Africa Association 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 training. Training and sensitization on Warehouse Receipt Systems (WRS) (Tanzania and Uganda), on how to trade and sell on the Commodity Exchange (Zambia), and managing agri-business enterprises (Ethiopia) were also conducted by partners
- ii. **Credit & Finance:** 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. Basic record-keeping training for FOs have been conducted in Kenya, Rwanda, Uganda and Zambia.
- iii. **FO Institutional Capacity Building:** 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. Similar courses were conducted in Tanzania and DRC.
- iv. **Gender:** The most common theme in the gender training is raising awareness of gender issues, promotion of gender equality and mainstreaming gender issues in rural agricultural activities. While El Salvador & Guatemala have conducted widespread gender training with over 8,400 participants combined, Kenya, Liberia and Malawi have also included training on gender issues in their curricula.
- v. **M&E:** Training courses were conducted by WFP staff for farmer organisations and partners to explain and facilitate the P4P M&E requirements such as data collection for surveys, the FO contract tracking tool and case studies in 12 of the 20 P4P countries.
- vi. **Post-harvest handling, storage techniques & quality control:** such training has been held in all P4P pilot countries (except Afghanistan), with WFP in the lead for storage/warehouse management and quality control, and Ministries of Agriculture, FAO and agricultural NGOs for other aspects of post-harvest handling. In Uganda post-harvest handling training was extended to over 18,000 smallholder

farmers. 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.

WFP and the Natural Resources Institute (NRI) of the University of Greenwich are in the process of releasing the “Training Manual for Improving Postharvest Handling and Storage”. The manual is intended to support trainers who are helping FOs and their members to improve the quality of their grain. To date, postharvest training for P4P has not been standardised across countries, and only limited opportunity has been taken to capitalise on best practice for both the method of delivery or for training material content. For this reason, WFP and NRI developed this core training package that could be used across P4P countries but would at the same time retain sufficient flexibility to cater for local variations, local languages and the specific needs of different FOs.

- vii. **Production & productivity:** This training is 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).
- viii. **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.
- ix. **Other:** 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. Other training topics have included climate change (Guatemala), road maintenance (Uganda, DRC) and market information systems (Malawi).