



Purchase for Progress (P4P)
Fifth Annual Consultation Report

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World Food Programme

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Presentations and video recordings from the P4P Annual Consultation are available on the [P4P website](#).

Executive summary

The fifth Purchase for Progress (P4P) Annual Consultation was held at the Radisson Blu hotel in Rome from 28 to 31 January 2014, with 183 P4P stakeholders from around the globe (88 partners and 95 WFP staff). All participants attended the discussions on 29 and 30 January, while 28 and 31 January were internal sessions.

As the five-year P4P pilot draws to a close, the consultation’s theme was “Embracing Change”. The main focus was on moving the P4P concept into the post-pilot era, building on lessons learned, addressing challenges and filling gaps. Representatives of farmers’ organizations (FOs), governments, private sector partners, non-governmental organizations (NGOs), development partners and the United Nations’ Rome-Based Agencies (RBAs) presented their perspectives on achievements and challenges, as well as objectives for the future. Sessions were also dedicated to emerging quantitative findings; P4P’s role in enhancing gender equity; and an overview of the P4P evaluation to be carried out over the coming months. Participants discussed the issues raised and added their own perspectives in plenary and in smaller break-out groups, which then reported back to plenary.

A catalyst for change

P4P partnerships are improving the lives of smallholders and their communities and changing the mind-sets and ways of working of stakeholders. Over five years, the P4P pilot has contributed to altering the perception of WFP among governments, other development partners and beneficiary communities, demonstrating WFP’s capacity, in partnership, to strengthen rural agricultural communities and increase their resilience to constant change. It has also resulted in systemic changes within WFP – for example, by inspiring a new corporate procurement strategy with a strong commitment to smallholder farmers.

Under P4P modalities, WFP has contracted more than 430,000 metric tons (mt) of food worth more than USD 165 million, primarily from FOs representing more than one million smallholder farming families. These organizations have also sold an estimated USD 50 million-worth of food to other buyers. This is a good beginning, but there are an estimated 500 million smallholder farmers worldwide, and their production will become increasingly important in meeting the rapidly growing global demand for food. By combining market demand with capacity development activities, P4P and similar interventions represent a promising opportunity to prepare smallholder farmers to contribute to their countries’ food security and



Ertharin Cousin, Executive Director, World Food Programme

“Learning from P4P is now a core part of WFP’s new strategy, and we are committed to supporting and delivering change for today’s farmers.”

economic development. WFP cannot possibly do this alone, but only as “part of a huge puzzle”, bringing its substantial demand for high-quality staple crops to the larger partnership.

Passing on the torch

The sustainability of P4P achievements depends on governments’ ownership of the P4P model. Private sector involvement is also essential to ensure a ready market for smallholders’ production. While WFP continues to implement P4P-like programmes and support governments and other partners, it calls on all stakeholders to work together, identifying needs and respective roles (based on their individual strengths and comparative advantages) and developing joint plans and funding proposals. The following are some of the main areas where continuing and enhanced efforts will be required.

Partnership building

P4P is first and foremost a partnership programme. WFP’s approach to partnership is changing, from one in which partners have been the implementers and enablers of WFP programmes, to one in which all relevant partners engage in joint planning, advocacy and fundraising for shared programmes.

Capacity development

Farmers reported that the production, processing, planning, business management and other skills they acquired through P4P are key to the programme benefits. Trained farmers are passing on their new knowledge to other farmers. Although many FOs already implement their own capacity development activities, farmers at the consultation emphasized the need for partners’ continued support. They also stressed the need for improved roads and market infrastructure, and their willingness to contribute labour and other resources to obtain these.

Gender equity

Although P4P has not achieved its ambitious gender equity targets, it has enabled women to benefit directly from their major role in agriculture and has empowered women smallholders in many countries. Challenges include women’s low representation in FOs; lack of control over production and marketing decisions; limited access to extension services and credit; and low visibility despite their important contribution to family farming.



Moussa Kabore, Secretary General, Ministry of Agriculture and Food Security, Burkina Faso

“To improve smallholder farmers’ lives is not a choice, it’s a duty.”

Mainstreaming and linkages

P4P can be particularly successful when it is linked to existing initiatives, such as those for enhanced production, improved nutrition and school feeding. P4P provides an opportunity for WFP to connect the dots internally – linking to cash and voucher, home-grown school feeding, weather index-based crop insurance, logistics and nutrition programmes – but these links have not yet been fully exploited. Opportunities to optimize synergies with partners have been seized in all pilot countries, laying the foundation for deeper engagement.

Advocacy

While expansion of P4P-type programmes requires donor support, sustainability depends on government commitment and the engagement of purchasers for smallholders' production beyond WFP. Advocacy by and with different stakeholder groups, such as finance institutions, is required to develop the various aspects of an enabling environment for sustainable market development.

Planning and information sharing

P4P stakeholders at the country level must work with farmers and their organizations to ensure that well thought-out production and business plans are prepared and gaps identified. This is essential for obtaining access to financial services and securing contracts with quality-oriented buyers. Implementing partners require clear plans and budgets to facilitate smooth programme implementation and financial support. Communications and information flows are important: farmers and their organizations need price and other market information systems to guide their production and marketing decisions. P4P implementers can learn from other partners' experiences of achievements and challenges.

Opportunities

The Zero Hunger Challenge launched by the United Nations Secretary-General aims to end hunger by 2025, including by doubling smallholders' productivity and income. In addition, 2014 is the International Year of Family Farming and the African Union's Year of Agriculture. All of these provide opportunities for advocacy and awareness raising, while the findings and recommendations of the final external evaluation of P4P will help to guide continued engagement with smallholder farmers.



**Hon. David Lane,
Ambassador, US Mission
to the UN Agencies in
Rome**

“The United States is using the experience of P4P to improve other local and regional procurement programmes we support.”

Tools

Participants mentioned a wide range of existing and emerging tools for facilitating P4P-type activities. For example, forward purchasing contracts and warehouse receipt systems, which facilitate smallholders' access to credit; access to market and other essential information via mobile phones; networks of collection, storage and purchase points for smallholders' production; and crop insurance schemes, which are still in the early development stage.

Tensions

As WFP moves P4P into the post-pilot era, it will have to resolve three tensions: the great potential for learning from P4P versus the limited national-level impact of P4P programmes; the value of seizing new opportunities versus that of leveraging existing capacities in new ways; and the value of slowing down to enhance partnerships versus speeding up to build on gains.

Recommendations

Recommendations for addressing challenges and building on achievements in these areas are presented in the section on "Recommendations: The way forward" and focus on:

- Partnership building
- Capacity development
- Gender equity
- Mainstreaming and linkages to other initiatives
- Advocacy
- Planning and information sharing
- Sustainability
- Be patient

The P4P pilot has been a learning experience in demonstrating how assured demand for smallholders' production, coupled with capacity development for governments, farmers' organizations (FOs) and other partners, can leverage a wide range of improvements in the lives of smallholder families in very diverse contexts. However, despite achievements to date, the P4P concept is not yet sustainable for all FOs and other small-scale suppliers, with higher-capacity FOs managing to take greatest advantage of the opportunities offered. To enable a broader range of FOs to benefit from such an intervention, five years is clearly too short a period; at least ten years will be needed to enable the meaningful engagement of all potential participants.



**Moses Makaka, BAIDA
Farmers' Organization,
Uganda**

"P4P has helped us realize our right to food, and been instrumental in women's empowerment and getting women into leadership positions. Smallholders are now ready to adopt anything to overcome challenges, and as our incomes increase, we can contribute more to our own development."

Taking stock

Achievements

Under P4P modalities, WFP has contracted more than 430,000 mt of food worth more than USD 165 million (as of December 2013), primarily from FOs representing more than one million smallholder farming families. These organizations have also been able to sell an estimated USD 50 million-worth of food to other buyers. This is a good beginning, but there are an estimated 500 million smallholder farmers worldwide, and their production will become increasingly important in meeting the rapidly growing global demand for food. By combining market demand with capacity development activities, P4P and similar interventions represent a promising opportunity to prepare smallholder farmers to contribute to their countries' food security and economic development. WFP cannot possibly do this alone, but is "one part of a huge puzzle", bringing its substantial demand for high quality staple crops to the larger partnership.

The positive results of the last five years go far beyond the tonnages sold and dollars earned under P4P programmes. Many P4P benefits relate to changing behaviours and mind-sets, which are difficult to measure and quantify, but are important for the sustainable livelihoods of participants.

Farmers involved in P4P now see themselves as small-scale entrepreneurs with the ability and confidence to expand their activities and enhance positive outcomes. Gender relations are changing across farmers' groups and in smallholder households, with many of the benefits of P4P going to women, although the need for sustained efforts in this area is recognized. The improved quality of smallholders' production is helping them to reach markets further up the value chain and to improve their families' diets and health. Through FOs, they are now linked to formal markets and selling to a range of public and private sector buyers, including governments and small- and large-scale traders.

Systemic change at the *government* level generally takes far longer than five years, but governments in many pilot countries are already beginning to adopt the P4P model and are connecting smallholders to formal markets as part of their development, food security and poverty alleviation policies and strategies. Many are asking WFP to work with them to build their capacities to incorporate the P4P approach into these programmes. A minimum of a further five years support is needed to consolidate these initial gains.

Through a network of more than 200 P4P *technical partners*, more than half a million farmers have received training in production and productivity, agribusiness management, agro processing, credit and financial literacy, the management of FOs, post-harvest handling, and gender equity. As a result of this capacity development, P4P has helped to make FOs reliable suppliers of high-quality food for a wide range of public and private sector buyers.

P4P provides many opportunities for collaboration among the United Nations *Rome-Based Agencies* (RBAs). The Food and Agriculture Organization of the United Nations (FAO) has provided technical support in 16 pilot countries, and is working with WFP on an investment

analysis and case studies on institutional buyers in seven countries. In addition, FAO, with WFP, the Government of Brazil and national governments are implementing a home-grown school feeding (HGSF) pilot in five African countries called Purchase from Africans for Africa (PAA). FAO and the International Fund for Agricultural Development (IFAD) are members of the P4P Technical Review Panel and the P4P Access to Finance Working Group.

As well as changing perceptions about *WFP*, P4P is also changing WFP's way of working with governments and other partners, and is providing new opportunities for collaboration with private sector companies. Internally, after initial scepticism about the viability of WFP's engagement with smallholder farmers, the organization is now solidly behind the concept of using WFP's demand in a more developmental way. P4P is a truly corporate undertaking, involving diverse components – programming, procurement, logistics, finance and partnerships – at headquarters, regional and field level.

Challenges

However, many challenges remain:

- Many *smallholder farmers*, particularly women, are not members of FOs, putting them out of reach of P4P-type programmes, which primarily use FOs as their entry point.
- *Smallholder farmers* continue to lack access to affordable credit and insurance products.
- *Governments* often lack the capacity and resources to provide adequate infrastructure, extension services and other essentials for connecting smallholders to markets.
- There are gaps in the technical capacities of existing *partners*. The provision of technical support is not equitable across the regions, and there is scope for improved coordination among partners.
- While collaboration among the *RBAs* has taken place in many countries and at the Headquarters level, opportunities have not been fully exploited, partly because of differences in the agencies' business models.
- *WFP* needs to do more to link P4P to its other programmes and to support country offices, particularly small ones, in implementing P4P-type activities, using the available tools. Participants also reported problems with WFP's complicated and lengthy contracting and payment processes for FOs, as well as the availability of funding at the right time to enable WFP to enter into procurement contracts.

Examples of responding to specific challenges

Throughout the consultation, participants mentioned challenges that they had encountered implementing P4P in different countries and contexts, and suggested ways to address these challenges. For example, to address the limited capacities of FOs, partners in Ethiopia, through the Ethiopian Maize Alliance and coordinated by the Agricultural Transformation Agency (ATA), provide production and business training as well as equipment, and help to establish links between FOs and other actors in the maize value chain, including those for credit. In Guatemala, the Government has resumed its provision of agricultural services and infrastructure – particularly grain warehouses – that had been abandoned since the 1980s. To obtain these services, FOs must supply minimum quantities of grain based on production and marketing plans, encouraging them to invest in their own capacity development. Mobile laboratories, known as “Blue Boxes”, are used to check the quality of smallholders' production

directly in the field at harvest.

Gender equity in P4P participation is often challenged by cultural norms, requiring culturally specific interventions. In Afghanistan, P4P organized open days at the factories where women are employed producing high-energy biscuits to show male family members that working conditions were acceptable. In Guatemala, each FO has a gender committee to promote women's membership and participation. Working through small-scale traders is helping to reach smallholders who are not members of FOs, as in Kenya.

Other responses to specific challenges include the use of smaller trucks to collect smallholders' surpluses in Kenya, where it was difficult for FOs in semi-arid areas to produce large enough quantities to fill the 56-mt trucks usually used. A further example from Uganda was cited, in which WFP identified an alternative buyer for grain produced by P4P-supported smallholders that did not meet WFP's stringent quality standards.

P4P in post-conflict situations

P4P's use of WFP's purchasing power to support the development of local smallholder agriculture can be particularly valuable in helping to rebuild communities emerging from conflict. However, these situations also present additional challenges: outbreaks of violence may be continuing; governments may be weak, unstable or even absent; the return of displaced persons, especially those accustomed to relying on food assistance, may cause unrealistic expectations and other tensions; farming and marketing inputs and infrastructure may be damaged or lacking; and war-torn communities may be particularly distrustful of organizations and individuals from outside.

In many cases, P4P-based efforts to rebuild conflict-affected communities have needed to start from scratch, for example, by de-mining agricultural fields, as in South Sudan; rebuilding roads, bridges, warehouses and other infrastructure for marketing, as in the Democratic Republic of the Congo; and establishing FOs and market linkages where none existed. Participating FOs say that P4P has helped to rebuild their sense of trust and community cohesion because members had to work together to meet contract commitments.

For WFP the overriding challenges include finding partners on the ground with the necessary skill sets, and the limited funding periods under which it operates – it is particularly difficult to achieve sustainable impacts from short-term programmes in communities devastated by conflict and its aftermath.

Further examples of the P4P experience in post-conflict countries are available as presentations under the section [Country Experiences and Future Plans](#).

Emerging quantitative findings

WFP's technical partner, the African Economic Research Consortium (AERC), presented emerging results and trends in key P4P indicators from baseline to the mid-point of the P4P pilot in four countries: El Salvador, Ethiopia, Ghana and the United Republic of Tanzania. WFP will undertake rigorous impact assessments in these countries, based on the five-year data that

is currently being collected and analysed.¹

Emerging results from the FO level suggest that between the 2009 baseline and the 2011 mid-point of the P4P pilot, organizations supported by P4P have increased and diversified the services offered to their members, particularly those related to post-harvest handling, quality assurance, storage and aggregation. Evidence also suggests that selling to WFP has provided P4P-supported FOs with experience in selling through contracts. The data show that FOs are increasingly managing to expand their market reach and access to buyers beyond WFP. Despite this diversification of outlets, however, in 2011, dependence on the WFP market was still high in Ethiopia, Ghana and the United Republic of Tanzania, whereas sales to other buyers had surpassed sales to WFP in El Salvador. In the United Republic of Tanzania, FOs have successfully sold to the National Food Reserve Agency, while FOs in El Salvador have mainly targeted their sales to the private sector.

At the household level, emerging evidence shows increasing numbers of households that are members of P4P-supported FOs using improved and/or certified seeds in all countries except Ghana, as well as increases in the quantities of staples harvested and the average surpluses available for sale. The share of households producing surpluses for sale is also increasing in all countries, as is the share of the surplus that households are choosing to market through their FOs. However, the majority of surpluses are still marketed by individual farmers at the farm gate or in markets. There is evidence of increases in key welfare indicators such as income and expenditures, primarily due to increased crop income in all countries, and also by increased off-farm income (particularly remittances) in El Salvador.

The results presented at the consultation were based on three years of data (from baseline in 2009 to mid-point in 2011), as the final biannual surveys were still being



**Magreth Simon Mgeni,
Farmer, Usomama Savings
and Credit Cooperative,
United Republic of
Tanzania**

“Before P4P I was living in a mud house, but now I have an improved house. I am now taking my children to school without any problem. Today my neighbours are learning from me, understanding how the market works, and doing as I do.”

¹ Contracted by P4P in 2011, AERC’s role has been to support Country Offices’ data collection by carrying out data analysis and reporting with the necessary quality assurance, academic rigour and independence. AERC, which represents a continent-wide network of 37 African universities, has set up a dedicated data analysis hub at its headquarters in Nairobi to manage the large quantitative datasets generated from P4P’s annual FO surveys and biannual household surveys in each pilot country. By the end of 2014, these datasets and results will be uploaded to a data portal for sharing with the wider public.

completed. The final impact results, which will allow the attribution of impacts to P4P interventions, will be available by mid-June 2014. Although participants had hoped to learn more about the quantitative impact of P4P five years on, data collection and cleaning understandably lag behind implementation, and the short period represented by the available data allows for little more than the general observation of trends. More results regarding the impact of P4P after five years of implementation will be available from the final impact reports (available mid-2014), which will incorporate more rigorous regression analysis.

Participants expressed the hope that the impact assessment reports would incorporate deeper gender differentiation of achievements. Questions were also asked concerning the extent of post-harvest losses experienced by the targeted smallholder farmers and the existence of emerging evidence to indicate whether the limited availability of certified seeds in some countries was contributing to the small observed increases in yields.

More details about the quantitative finding are available in the [AERC presentation](#).

P4P's learning and sharing

One of P4P's major objectives is to identify models and approaches that promote sustainable smallholder agricultural development. Throughout the pilot, P4P has emphasized the importance of gathering and sharing lessons learned, and an honest and transparent examination of what works as well as what does not.

P4P's continuous learning and sharing is enabled by a wide range of tools and methods. These include a comprehensive monitoring and evaluation system that has collected substantial quantitative and qualitative data from farmers, farmers' organizations and traders. It also includes established validation processes at national, regional and global levels, and has comprised a variety of partners who have been fundamental in the data collection, analysis and learning process. The African Economic Research Consortium (AERC), has been one such key partner.

P4P has also incorporated peer review and validation mechanisms, such as a Technical Review Panel of agricultural market experts, which has met to provide guidance annually. Throughout the pilot period, internal and external forums, such as P4P's five Annual Consultations, have also provided the opportunity to share, examine and validate approaches, achievements, lessons learned and challenges with stakeholders.

After five years of implementation, key lessons from the 20 P4P pilot countries are currently being compiled. This exercise will continue, accompanied by an independent strategic evaluation of the pilot in 2014. Lessons learned will continuously be made available to the public and shared with national governments and other public and private sector actors. Best practices identified by the P4P pilot are already being mainstreamed into WFP's programmes and have been incorporated into the WFP strategic plan for 2014-2017. The results of the P4P final evaluation will further inform the development of guidance material.

Planning for the post-pilot era

The P4P pilot has demonstrated how WFP and its partners can design and implement programmes that respond to the constant changes affecting global agriculture and economies. P4P has opened up opportunities for building the resilience of smallholders and their communities in the face of frequent challenges, and partners can build on this momentum to bring lasting change.

However, the level of success has varied, depending on the local context and events. P4P also represents a fairly radical innovation for WFP's ways of working and for its relationships to partners and beneficiaries. Alongside the successes, the pilot has also brought to light issues that are hampering the full achievement of P4P's intended results. Some of these issues can be resolved by continuing with current efforts; others relate to deep-rooted perceptions and mind-sets that will take longer to address and will require new ways of thinking within WFP, among its partners and beyond.

Consultation participants identified the following areas for attention in future planning:

Partnerships

P4P is built on more than 200 partnerships involving government ministries, research institutions and academia, the private sector (including financial institutions and large-scale traders), United Nations agencies, local and international non-governmental organizations (NGOs) and regional organizations. These represent a wide range of expertise: production, post-harvest handling and processing, logistics, gender issues, business and entrepreneurship, nutrition, microfinance, microbiology, organizational establishment and management and others. This breadth is a strength, and demonstrates the wide interest in P4P at the global level.

P4P programmes must be driven by smallholders' needs and governments' priorities. For the P4P concept to reach more smallholders and markets, partners need to adopt a more proactive approach of working together and with governments to identify capacity and other gaps and ways of filling these, and to seek financial and other support for joint programmes. The role of each partner should be based on its strengths and comparative advantages, to ensure that partnerships add value.

Partnerships with government are essential for ensuring a conducive policy environment, and P4P programmes must be in line with national systems and priorities. These partnerships should involve a wide range of ministries – Agriculture, Education, Trade and Commerce, Cooperatives, Social Services, Finance, etc. – while partners facilitate the design and implementation of programmes that are relevant to local contexts. National food reserves and strategic stocks are invaluable markets for smallholders and there is potential to further tap into these.



**Heather Oh, TechnoServe,
Federal Democratic Republic
of Ethiopia**

*"Give a hand up, not a hand out, to
foster farmers' ownership and pride."*

Among the other partnerships mentioned at the consultation were: research organizations, for facilitating learning and providing a broader context; agricultural banks, for credit at reasonable interest rates, with purchase contracts from WFP or other buyers serving as collateral; existing national bodies, such as agricultural crop agencies, and agribusiness centres, to tap into their expertise and networks; seed and other input companies; breweries, as potential buyers of smallholders' grain; small traders, to improve aggregation; large-scale traders, to ensure a reliable market; and development partners with their own similar programmes. Partnerships established under P4P can also provide useful entry points for other joint activities.

Challenges include the need for longer-term relationships than those normally entered into by WFP and its partners; several participants suggested that it will take 10 to 15 years to achieve the changes necessary to ensure sustainability of the P4P concept. Successful field-level collaboration often depends on the individuals concerned, meaning that one person's or organization's limited engagement with P4P can jeopardize activities. The implementers of P4P-like programmes must sometimes decide between focusing on new farmers' groups, which are likely to require extra capacity building, or linking to existing groups, which may have long-established ways of working that may require adaptation. Feedback from participants to date strongly supports working with existing groups where there is already trust and confidence among members, which is crucial for strong FO governance. P4P's catalytic role in bringing together a broad range of stakeholders with various mandates and intervention models can also be challenging, particularly in countries facing complex development situations, such as post-conflict countries.

Capacity development

The capacities of farmers, FOs and other stakeholders have a significant impact on the investment required for P4P-like programmes. WFP categorizes FOs into three capacity levels – low, medium and high – to decide the level of P4P capacity development investment required. Capacity development is essential: for governments so that they can manage P4P programmes themselves; for farmers, so they can produce quality food and sell it at fair prices; and for the implementers of P4P-type programmes, so they have the right expertise.

Capacity development under P4P can have a snowball effect. Farmers at the consultation reported how their new capacities have opened up a wide range of opportunities beyond those directly generated by P4P, giving them the confidence to start up new activities and enter new markets, with benefits for their families and communities. Trained P4P stakeholders often become trainers themselves: FOs hold field days and training courses; individual farmers share information with their neighbours; and governments disseminate knowledge through extension and other services.

Continuing capacity development from WFP and partners will continue to be required in the post-pilot era. P4P involves the whole value chain, so partners with a wide range of specializations will be needed. It will also be increasingly important to find ways of encouraging large-scale buyers and other private sector partners to assume more responsibility for the capacity development of farmers and their organizations, including through WFP's patient procurement approach (see box on "Procurement" on page 5).

Quality has been found to improve rapidly when farmers are trained and understand the

importance of producing or marketing quality food to ensure better market access opportunities for their produce. Training on post-harvest handling reduces food losses, while commercial and business capacities help smallholders to make informed production and marketing decisions. Consultation participants also mentioned the importance of training in literacy; group organization and management, including shared facilities such as crop collection points; processing techniques, for establishing links to markets at higher levels of the value chain; production, handling and marketing of new crops, such as non-staple foods and seed stock, which generate higher returns; and financial management and savings to reduce the need for credit.

Bornwell Kaunga, manager of Mwandama Farmers' Organization, Malawi

When Bornwell's farmers' organization (FO) joined P4P in 2009, farmers in the village had already received capacity development and other support from the Millennium Villages Project (MVP). The resulting yield increases had boosted families' food security and helped to make 2008/09 a bumper harvest, but farmers' lack of access to markets for their surpluses prevented them from realizing the potential benefits, especially as poor storage practices led to grain losses of about 30 percent.

Mwandama FO's first sale to WFP in 2010 brought massive changes, particularly in demonstrating the advantages to farmers of persevering with yield and quality enhancement. With the proceeds from subsequent sales, the FO hired staff, purchased equipment such as a truck and a grain mill, and opened a shop to serve the isolated village.

Through P4P, WFP introduced Mwandama FO to Malawi's Agricultural Commodities Exchange for Africa (ACE), which provided additional training in post-harvest handling and business management. These new skills, as well as certification from ACE, are enabling farmers to plan their sales and enter into forward contracts with other buyers. Mwandama now has a growing reputation for quality grain and other produce, which not only facilitates sales but also improves the diets and nutritional intake of local families.



"The first sale to WFP changed the whole mind-set of farmers in Mwandama. It convinced them that they could do business with the grain, if only they could be all together."

Further details on capacity development available in the presentations under the section [Results and Farmers' Perspectives](#).

Gender equity

Worldwide, women contribute the majority of agricultural labour, but agricultural decision-making remains mainly in the hands of men. Women are also generally underrepresented in FOs, and those who are members supply smaller quantities of produce for marketing. Although P4P's ambitious gender targets have not been fully achieved, by focusing on women farmers, the pilot has ensured that women benefit more from their important roles in agriculture. The skills, inputs and money that women have acquired have boosted their confidence, encouraging them to expand into diverse income-generating activities such as food processing, and enhancing their standing in their households, organizations and communities.

Mazouma Sanou, UPPA HOUET Farmers' Organization, Burkina Faso

Mazouma and her husband produce maize, sorghum and millet. She is a field monitor for her organization and coaches 25 women's groups. "P4P has been a school" for her and her colleagues, she says. Mazouma reports that since the P4P pilot began in 2009, more women have assumed leadership positions on her organization's management council. Gender training for men and women, literacy and other capacity development for women, and women's increased earnings have generated great changes across the community, with some husbands and wives now discussing family and farming issues and reaching decisions together, resulting in more children being sent to school and more money available for household needs and emergencies. Mazouma says that her husband feels confident leaving her to manage the household when he goes away, and she is able to assist other women in bringing similar changes to their own lives. However, she notes that there is still a long way to go, and that other women in her community have met with resistance from their husbands. Her advice for smooth and equitable gender relations is to discuss and negotiate issues together, not to force anyone to accept anything against her or his will, and to respect one another.



"If you help a man you help one family, if you help a woman you help the country."

Experiences using P4P activities to empower women and improve gender equity in smallholder communities have demonstrated that these changes take time and require context-specific, culturally sensitive programmes that engage with men as well as women. Other lessons learned include the importance of putting money into women's hands in enhancing their voice in household decision-making, and the finding that men are not necessarily opposed to women's empowerment, especially when it brings tangible benefits for both women and men.

Activities for ensuring women's participation mentioned during the consultation include increased procurement of pulses by WFP, as the production and sale of pulses is considered women's domain in many traditional societies; working with small-scale traders, particularly in Africa where many traders are women; and supporting women in obtaining agricultural equipment that they can use for their own farming and even rent out to other farmers as a source of income.

More details available in the [Emerging Gender Experience presentation](#).

Mainstreaming and linkages

To ensure sustainability and facilitate scale-up, stakeholders need to embed the P4P way of thinking into their everyday operations, including the existing programmes and systems of their own and partners' organizations. Successful mainstreaming requires the commitment and involvement of all organizational levels, particularly those in leadership positions and responsible for the allocation of resources. A key aim is to establish systems for ensuring that FOs have sufficient support, markets and access to finances to continue functioning as viable businesses after P4P programmes finish.

Often with government encouragement, WFP country offices are starting to include P4P-type programming in their regular activities: linkages are envisaged with cash and voucher, food for assets, school feeding and nutrition activities; and tools such as the Forward Purchase Facility are being used to procure food from P4P-supported smallholders. In some countries, P4P has been regarded as a key factor in supporting governments to translate their commitment to agriculture and staple crop production into practical interventions at the village level.

Private sector companies are starting to show interest in using the P4P model to support good business practices that satisfy consumers' growing demand for equitable and sustainable value chains. In some companies, a focus on smallholder suppliers is becoming part of the overall business strategy rather than an add-on for corporate social responsibility purposes. As few companies have direct existing links to smallholder farmers, partnership with P4P is a constructive opportunity.

An example of optimizing linkages is the evolving **procurement strategy**. WFP's procurement objectives are similar to those of the private sector: to procure high-quality food, at a good price, delivered on time. Of the USD 1.2 billion-worth of food WFP purchases every year for cash, 80 percent is in and for the regions of WFP operations. Purchasing from smallholder farmers reduces transit times and transportation costs for WFP, while also boosting local economies and supporting subsistence farming families. By helping smallholders develop the capacities needed to satisfy WFP's procurement requirements, P4P has increased smallholders' sales to WFP. This

approach makes procurement part of WFP's assistance to the world's poor – 50 percent of whom are smallholder families. In 2013, P4P-supported smallholder farmers contracted to sell more than 106,000 mt to WFP.

Building on the foundations laid by P4P, the WFP Procurement Division will seek to combine WFP's demand for staple foods with commercial and government demand, to facilitate smallholder farmers' access to quality markets beyond WFP. Patience is needed while farmers – together with governments – address market bottlenecks and quality issues and learn commercial behaviour. This patience and subsequent strengthening along the value chain will allow smallholder farmers to become active participants in large and competitive markets in the long term.

Many governments have already started procuring portions of their strategic grain reserves – often 30–40 percent – from smallholders. The private sector is also starting to recognize the huge potential of investing in smallholders as new suppliers to meet the rapidly expanding demand in coming decades. Together, WFP and partners can create a “patient procurement platform” that allows capacity building needs and market bottlenecks to be overcome at scale. WFP is calling on other buyers to join this platform to achieve the 100 percent increase in smallholder productivity and income that WFP, national governments and private sector actors have promised under the United Nations Zero Hunger Challenge. Through combined demand from WFP, private sector actors and governments in 20 countries, WFP's target for the patient procurement platform is about USD 750 million, benefiting 1.5 million farmers by 2016.

Another example of mainstreaming is the new WFP special operation aiming to reduce **post-harvest losses**. Inspired by the experience of P4P, and following an initial pilot in this area, WFP is commencing an ambitious logistics capacity development project which aims to train and equip 41,000 farmers to improve post-harvest management practices over the coming year. Building on existing P4P partnerships in Burkina Faso and Uganda, WFP will work in collaboration with governments, partners and P4P's network of farmers' organizations. Recognizing that a key component of food security is preservation of existing food production, these partnerships will support the improvement of post-harvest planning, preparation, drying and crop storage at the farm level, which is the critical entry point for minimizing food losses.

WFP has also joined forces with FAO and IFAD to launch a Swiss-funded joint project, which will combine the individual strengths of each UN organization. This project will tackle the global problem of food losses, focusing on the preservation of existing food production rather than increasing agricultural production. Both projects are closely aligned, and are a part of a broader



Ken Davies, P4P Global Coordinator

“If one distils the essence of P4P to one word, it is catalyst. P4P has catalysed a great deal of positive change, across 20 diverse countries.”

objective to mainstream food loss reduction initiatives and create an effective global communication platform on the topic.

An area of future linkage lies with **insurance**. Agriculture is a risky business, especially for smallholders, who generally have few savings or alternative sources of income to rely upon if their crops are affected by adverse weather conditions. WFP has been piloting micro-insurance since 2008, in order to build smallholders' resilience against climate-related risk, strengthening their food and income security. This has been accomplished in coordination with IFAD, Swiss Re, USAID, WMO, World Bank and other relevant international stakeholders. WFP is currently scaling up its micro-finance efforts, as micro-insurance and smallholder procurement are increasingly being linked, primarily through the R4 Rural Resilience Initiative and the WFP/IFAD Weather Risk Management Facility.

The R4 Rural Resilience Initiative (R4) innovative micro-insurance partnership project between WFP and Oxfam America. R4 is currently testing and developing an integrated risk management approach which brings safety nets together with community disaster risk reduction, micro-insurance, credit and savings. The programme is supported financially by USAID, Swiss Re, and the Rockefeller Foundation. A central part of R4 is the development of insurance-for-work modality, which will provide WFP and governments with new food assistance tool make safety nets more cost effective.

Through this modality, beneficiaries in conditional cash or food transfer programmes are able to work extra days on community Disaster Risk Reduction (DRR) projects in exchange for a drought insurance policy which will compensate them for losses should a drought occur. With R4, WFP aims to assist 500,000 food insecure households in four countries over five years. Initiatives such as P4P, FFA, PAA and School Feeding will be increasingly integrated with R4. It is planned to test this model with P4P-supported FOs in Ethiopia in 2014.

Advocacy

The growing interest in P4P is proof of the power of advocacy. At the outset, many donors, governments, private sector companies and other stakeholders saw P4P principally as a procurement tool for WFP, and WFP was perceived as focusing on the sourcing of quality commodities at the lowest possible cost from global markets, to satisfy emergency needs but with little concern for local farmers, markets and businesses. The pilot phase has enabled WFP and partners to demonstrate that P4P uses procurement as a tool to bring lasting change beyond simple procurement. Participants at the consultation welcomed this new emphasis, which aligns with WFP's shift from a food aid to a food assistance agency.

P4P advocacy involves all stakeholders. FOs and other partners can advocate with governments for an enabling policy environment, improved infrastructure, agricultural extension and capacity building, and the inclusion of agriculture in national education curricula. To encourage the inclusion of more young people in farming, FOs can also work with youth to raise their awareness of the potential career options available in agriculture. Capacity building efforts with farmers must continue to support their coming together to obtain a voice in advocacy, such as access to affordable financial services.

Donor funding is generally provided on the understanding that the WFP will procure food at the lowest possible price to reach as many beneficiaries as possible, unless a specific condition is included for local procurement. However, if the primary objective is longer-term improvements and socio-economic development, of which supporting smallholder farmers is an essential component, donors may opt to waive the lowest commodity price consideration. On several occasions, consultation participants cited the example of West Africa, where the price of subsidized imported rice makes it difficult for smallholder producers of this popular staple to compete. Both donors and governments have a role to play in finding innovative solutions to address this issue in the short term, in the expectation that FOs will become competitive market players in the medium to long term.

Planning and information sharing

All P4P partners need clear plans and budgets to ensure that financial and other resources are available when needed and that they have the necessary capacities to implement programmes – WFP cannot bear the full responsibility for technical partners’ costs. FOs require annual business plans to negotiate supply contracts with buyers, but many smallholders are not accustomed to drawing up production plans; throughout the consultation, planning skills were frequently mentioned as a particularly valuable capacity for smallholders.

Reliable planning depends on having the right information: not only accurate price and market information, but also guidance on how to implement activities and overcome challenges. Information gaps can be filled through new partnerships and research, with findings and new knowledge disseminated at national and global levels. For example, P4P is working with the African Economic Research Consortium (AERC – see box on “Emerging quantitative findings” on page 11), whose work includes the establishment of a web portal where extensive quantitative and qualitative information will be available.

Other issues related to information sharing include ensuring that the information reaches the right individuals within an organization; that communications and contracts are clear and easily understood by their users, and in the local language; and that programme objectives and the support to be provided are clearly communicated to smallholders, to avoid unrealistic expectations.

Balancing tensions

In planning P4P in the post-pilot era, WFP will have to take into account the following three tensions, which emerged from discussions at the consultation:

Learning from P4P versus the small scale of P4P impacts at the national level:

As well as farmer-level livelihood impacts, the P4P pilot was designed to generate learning about how WFP can use its purchasing power to support development efforts. “Failures” to achieve P4P development objectives can therefore be seen as “successes” in identifying gaps to fill and activities to abandon. However, the value of this learning objective has to be balanced against the need for accountability for development impacts from the large investments made in P4P. The pilot evaluation should help resolve this tension.

Developing new ways of integrating programmes versus leveraging old capacities in new ways:

Both approaches will be needed as WFP builds on lessons learned from the pilot. Examples of innovations are P4P's new ways of working internally and with partners, and the linking of disparate parts of WFP's programme portfolio. Procurement is an old capacity being leveraged in new ways under P4P. There are likely to be trade-offs between the two, and WFP will need new capacities to balance these.

Slowing down to strengthen partnerships versus speeding up to build on gains:

As the African proverb has it: "If you want to travel fast, travel alone; if you want to travel far, travel together". WFP aims to do both. While it is important to build the trust and strong partnerships that promote scale and sustainability, it is also important to recognize that P4P has generated rapid changes through WFP's pragmatic and speedy decision-making and action in areas where it is particularly strong.

Tools and opportunities

Partners noted that when P4P provides equipment and other inputs free of charge, it can lead to beneficiaries developing unrealistic expectations of P4P-like programmes, putting sustainability at risk. Participants emphasized that programmes should offer smallholders a "hand-up" but not a "hand-out". This means finding tools that assist farmers and their organizations in using their own resources to grow and develop, rather than relying on the direct free provision of equipment or other resources. Forward purchasing contracts and warehouse receipt systems should enable smallholders to obtain credit, using the contract or the grain stored as collateral. This credit can be used to secure the required equipment and inputs. Some FOs reported investing the proceeds from early P4P sales in agricultural equipment and facilities for their members (see box on Bornwell Kaunga on page 4).

WFP's Forward Purchase Facility and governments' strategic grain reserves provide ready markets for smallholders' produce, while also enabling these institutional buyers to procure resources when prices are low, for use at times of need when prices are high. However, some WFP country offices reported high storage costs and other challenges due to their use of the Forward Purchase Facility.

Many tools make use of recent technology, such as the market information systems established by governments and other partners, including the private sector, and accessible to users via mobile phone and the web. Other innovative tools mentioned include WFP's piloting of weather



**Santos Lucrecia Galindo,
Producer, UNIOYOL,
Republic of Honduras**

"Thanks to these years as part of the P4P initiative, farmers from our FO can look beyond subsistence farming. We are now commercializing grains and selling our production to markets beyond WFP."

index-based crop insurance systems (see box “Micro-insurance and R4” on page 10); government and private sector traceability systems to monitor produce that comes from smallholders; and mobile laboratories for crop quality control in the field at harvest, such as Guatemala’s “Blue Boxes” (see box on “P4P – Responding to Specific Challenges” at left). Existing programmes for production improvements, national social safety nets (particularly HGSF), market access and the establishment of FOs provide an entry point for P4P-like interventions.

This is a period of opportunity for pressing forward with P4P. WFP’s Executive Director reported the growing global interest in smallholder development shown at the recent World Economic Forum, while the [Zero Hunger Challenge](#) launched by the United Nations Secretary-General aims to end hunger by 2025, including by doubling smallholders’ productivity and income. In addition, 2014 is the [International Year of Family Farming](#) and the African Union’s Year of Agriculture. All of these provide opportunities for advocacy and awareness raising.

P4P Evaluation – What to Expect

WFP’s Office of Evaluation (OEV) will be managing the independent strategic evaluation of the P4P pilot throughout 2014. A web survey of all 20 pilot countries will be carried out between March and May, and the evaluation team will visit six of these countries for fieldwork in June and July. The evaluation will involve key informant interviews, consultations and surveys with WFP staff at Headquarters and country offices as well as P4P stakeholders in all countries, including national and international partners, donors and smallholder farming families (draft report will be circulated in September). Stakeholders’ workshops will be held in September and December during drafting of the evaluation report, which will be presented to WFP’s Executive Board at its first regular session in February 2015 before dissemination to users.

Summary and detailed terms of reference are available [here](#).

Recommendations on the way forward

Partnership building

- Expand current networks of P4P partnerships to deepen engagement with research organizations, different branches and levels of government, small- and larger-scale traders and other private sector buyers, and agro- and microcredit institutions.
- Engage with partners from the initial planning phase, to develop a shared commitment to activities and results.

Capacity development

- Identify the skill and knowledge gaps of smallholder farmers and design training modules (or use modules already available from partners, particularly NGOs) to fill them. This may include providing training in literacy, as well as in the basics of business, such as how contracts work and how best to manage increased earnings. Trained farmers and FO staff can then pass on the new knowledge to other farmers.
- Advocate and continue to develop partnerships – including with large-scale buyers and other private sector stakeholders to ensure access to adequate infrastructure, agricultural inputs, financial services and other needs of farmers.

Gender equity

- Continue to develop and implement gender action plans and strategies that are tailored to local contexts and sensitive to local cultures.
- Increasingly incorporate the crops and activities that are mainly women's responsibility into P4P-like activities, such as pulse production and small-scale trading.
- Develop credit, financial services and capacity development efforts that target women.
- Emphasize how women's empowerment brings benefits for entire communities – women, men, girls and boys.
- Identify ways of encouraging smallholders to join and participate in their local FOs, particularly for women and other groups that are currently underrepresented.

Mainstreaming and linkages to other initiatives

- Identify existing programmes that P4P can link to and leverage.
- Advocate with *governments* to incorporate support for smallholder farmers into national policies and mechanisms for food security, poverty alleviation and rural development.
- Work with *private sector partners* to identify ways of applying P4P-like concepts into their buying policies, to bring smallholder farmers more effectively into supply chains.

Long-term WFP supply contracts could provide an incentive for private sector companies to invest in smallholder development and commercialization.

- Within *WFP*, strengthen internal linkages by *connecting the dots* with other activities and enhancing synergies across Headquarters divisions and between Headquarters, Regional Bureaux and Country Offices. Country Offices, particularly smaller ones, require guidance from Headquarters and Regional Bureaux on how to incorporate P4P into their regular programmes, and should share their own experiences, successful or otherwise, with each other.

Advocacy

- Advocate as a united community for government policies that encourage smallholders, including a focus on liberalized markets, infrastructure development, input provision, credit, structured trading systems and national standards.
- Align programmes with national priorities.
- Document and share both quantitative and qualitative evidence on the benefits of investing in smallholder development to enhance food security, alleviate poverty and reduce the need for humanitarian assistance in the longer term.

Planning and information sharing

- Design joint plans for P4P-like programmes with other stakeholders, to facilitate smooth implementation and reduce competition for funding from donors. Joint programming by the RBAs is particularly likely to attract development partners' support.
- Work with FOs to develop their capacity to design clear annual business plans and budgets.
- Establish formal and informal information flows, with regular reporting on progress, and sharing of P4P successes and failures.
- Advocate for and participate in the expansion of market and other information systems.
- Adapt information products to the needs of their users, using local languages and clearly communicating the objectives and requirements of P4P programmes.

Sustainability

- Deepen links with other markets for smallholders' production: government strategic grain reserves and social safety net programmes, including home-grown school feeding; private sector companies; and markets for higher margin cash crops.

Be patient

- Long-term results will require continued time and effort from all stakeholders.
- Developing smallholders' capacities, changing mind-sets and establishing sustainable links to buyers is a long-term process requiring patience.



Purchase for Progress (P4P)
Annual Consultation
Five Years On, Embracing Change
28-31 January 2014

Wednesday, 29 January

8:30 - 8:45 Registration

8:45 - 9:45 Official Opening

*Ertharin Cousin,
Executive Director,
World Food Programme*

*Hon. Mahamane Zougrana,
Minister of Agriculture and Food Security,
Burkina Faso*

*Hon. Bocary Tereta,
Minister of Rural Development,
Republic of Mali*

*Hon. David Lane,
Ambassador,
US Mission to the UN Agencies in Rome*

9:45 - 10:00 Annual Consultation Road Map

Georgia Shaver, Facilitator

10:00 - 10:30 Reflections and Key Observations

Ken Davies, P4P Global Coordinator, WFP

10:30 - 11:00 Coffee Break

11:00 - 12:45 Embracing Change: Results and Farmers Perspectives

Evidence and farmers perspectives to be shared on:
Changes in Farmer's Organizations capacities, and
Welfare and Livelihood Changes.

*Bornwell Kaunga, Farmer's Organization Manager,
Republic of Malawi*

*Magreth Simon Mgeni, Farmer,
United Republic of Tanzania*

P4P Coordination Unit

Wednesday, 29 January

12:45 - 14:00 Lunch Break

14:00 - 14:30 Embracing Change: The UN Partners' Perspective

*Eugenia Serova, Director,
Rural Infrastructure and Agro-Industries Division, FAO*

*Jean-Philippe Audinet, Senior Technical Advisor,
Producers Organisations and Rural Development, IFAD*

14:30 - 15:30 Embracing Change: The External and Internal Environment from WFP's Perspective

*Stanlake Samkange, Director,
Policy, Programme and Innovation Division*

*Corinne Fleischer, Director,
Procurement Division*

15:30 - 16:00 Coffee Break

16:00 - 17:30 Embracing Change: A Dialogue Around Emerging P4P Country Experiences and Future Plans

These are simultaneous sessions. Participants join one session only:

**Group A: Democratic Republic of Congo (DRC)
and the Republic of Mali**

Francis Bere, P4P Country Coordinator, DRC

Raphael Mbuyi, Oxfam, DRC

*Isabelle Mballa, P4P Country Coordinator,
Republic of Mali*

*Sean Gallagher, Catholic Relief Services (CRS),
Republic of Mali*

Wednesday, 29 January

Group B: The Republic of Honduras and the Rwandese Republic

English/Spanish Translator Only

*Lenin Gradiz, P4P Country Coordinator,
Republic of Honduras*

*Santos Lucrecia Galindo, Producer, UNIOYOL,
Republic of Honduras*

*Jan Delbaere, Deputy Country Director,
Rwandese Republic*

*Francois Nsengiyuma, Post-Harvest Handling Task Force,
Government of the Rwandese Republic*

Group C: The Republic of Kenya and the United Republic of Tanzania

*Zippy Mbatii, P4P Country Coordinator,
Republic of Kenya*

Cleophas Wanyonyi, AMPATH, Republic of Kenya

*Marina Negro Ponte, P4P Country Coordinator,
United Republic of Tanzania*

*Anna Ngoo, National Food Reserve Agency (NFRA),
United Republic of Tanzania*

Group D: The Islamic State of Afghanistan and the Republic of South Sudan

*Djordje Vdovic, P4P Country Coordinator,
Islamic State of Afghanistan*

*Dildar Khan Shinwari, Omar Farooq Ltd,
Islamic State of Afghanistan*

*Emmanuela Mashayo, P4P Country Coordinator,
Republic of South Sudan*

Alexander Solyga, GIZ, Republic of South Sudan

18:00 - 19:30 Cocktail

Thursday, 30 January

8:30 - 9:00 Arrival of participants (to be guided to one of two sessions)

9:00 - 10:30 These are simultaneous sessions.

Participants join one session only:

Group 1: Embracing Change: Emerging Quantitative Findings

English Only

*Lemma Senbet, Executive Director,
African Economic Research Consortium (AERC)*

Group 2: Embracing Change: Emerging Gender Experiences

Translation available

*P4P Coordination Unit and WFP Gender Office
Mazouma Sanou, UPPA HOUET Farmers' Organization,
Burkina Faso*

10:30 - 11:00 Coffee and Reconvene in Plenary

11:00 - 12:00 Embracing Change: Personal Voices from the field

Sharing experiences and looking forward

*Mesfin Tesfaye, P4P National Officer,
Federal Democratic Republic of Ethiopia*

*Heather Oh, TechnoServe,
Federal Democratic Republic of Ethiopia*

Felipe Lehnhoff, P4P National Officer, Republic of Guatemala

*Juan Antonio Calderón, Ministry of Agriculture,
Republic of Guatemala*

Vincent Kiwanuka, P4P National Officer, Republic of Uganda

Moses Makaka, Farmer, Republic of Uganda

12:00 - 12:45 P4P Evaluation Overview

Anne-Claire Luzot, Senior Evaluation Officer, WFP

12:45 - 14:00 Lunch Break

Thursday, 30 January

14:00 - 15:15 **Embracing Change: Partners' Perspectives**

Presentations to be followed by discussion

*Ashenafi Sileshi, Agricultural Transformation Agency,
Federal Democratic Republic of Ethiopia*

Miguel Garcia, Head Agribusiness and Commercialization, IICA

Dimitri Giannakis, Farmers World, the Republic of Malawi

William Sparks, ACDI/VOCA

15:15 - 15:30 **Coffee**

15:30 - 16:15 **Feedback from Simultaneous Sessions**

Feedback back from "Emerging Country Experiences and Future Plans", held 29 January:

Group A: Darana Souza, Purchase from Africans for Africa (PAA)

Group B: Thabani Maphosa, World Vision International

Group C: Alesha Black, Bill and Melinda Gates Foundation

Group D: Makiko Toyoda, International Finance Corporation

16:15 - 17:00 **Open Dialogue**

An opportunity to make comments and ask questions

Georgia Shaver, Facilitator

17:00 - 17:30 **Closing Remarks**

Purchase for Progress - Annual Consultation January 2014
FINAL PARTICIPANT ATTENDANCE (Feb 2014)

	Country	Name	Title
WFP FIELD STAFF - P4P Pilot Countries			
1	Afghanistan	Djordje Vdovic	P4P Country Coordinator
2		Claude Jibidar	Country Director and Representative
3		Jamshid Zewari	National Programme Officer
4	Burkina Faso	Yves Aklamavo	P4P Country Coordinator
5		Jean-Charles Dei	Country Director and Representative (incoming)
6	D R Congo	Francis Bere	P4P Country Coordinator
7	El Salvador	Jaime Hernandez	P4P Country Coordinator
8		Dorte Ellehammer	Country Director and Representative
9		Carlos Alvarenga	National Programme Officer
10	Ethiopia	Mauricio Burtet	P4P Country Coordinator
11		Pascal Joannes	Deputy Country Director
12		Mesfin Tesfaye	National Programme Officer
13	Ghana	Hassan Abdelrazig	P4P Country Coordinator
14		Pippa Bradford	Country Director and Representative
15		John Sitor	National Programme Officer
16	Guatemala	Sheryl Schneider	P4P Country Coordinator
17		Mario Touchette	Country Director and Representative
18		Felipe Lehnhoff	National Programme Officer
19	Honduras	Lenin Gradiz	P4P Country Coordinator
20		Nacer Benalleg	Deputy Country Director
21	Kenya	Zippy Mbati	P4P Country Coordinator
22		Paul Turnbull	Deputy Country Director
23		Peter Kimotho	National Programme Officer
24	Liberia	James Legg	P4P Country Coordinator
25		Adama Faye-Diop	Country Director and Representative
26	Malawi	Phillip Hovmand	Procurement Officer/P4P Country Coordinator a.i.
27		Coco Ushiyama	Country Director and Representative
28		Patricia Mikuti	National Programme Officer
29	Mali	Isabelle Mballa	P4P Country Coordinator
30		Sally Haydock	Country Director and Representative
31	Mozambique	Ana Touza	P4P Country Coordinator
32		Abdoulaye Balde	Country Director and Representative
33	Nicaragua	Francisco Alvarado	P4P Country Coordinator
34		Marc Regnault de la Mothe	Deputy Country Director
35	Rwanda	Patrice Nzeyimana	National Programme Officer
36		Jan Delbaere	Deputy Country Director
37	Sierra Leone	Naoe Yakiya	DCD/Head of Programme
38	South Sudan	Emmanuela Mashayo	P4P Country Coordinator
39	Tanzania	Marina Negroponte	P4P Country Coordinator
40		Jerry Bailey	Deputy Country Director
41		Willbroad Karugaba	National Programme Officer
42	Uganda	Germain Akoubia	P4P Country Coordinator
43		Alice Daihirou Etondi Martin	Country Director and Representative
44		Vincent Kiwanuka	National Programme Officer
45	Zambia	Aurore Rusiga	P4P Country Coordinator

46		Simon Cammelbeek	Country Director and Representative
WFP Regional Bureaux and Centre of Excellence			
47	OMJ	Sarah Longford	Senior Regional Programme Advisor, Southern Africa Regional Bureau
48	OMD	Felix Gomez	Deputy Regional Director, West Africa Regional Bureau
49	OMN	Simon Denhere	Regional Procurement Officer, Eastern and Central Africa Regional Bureau
50	OMP	Hebert Lopez	P4P Regional Focal Point, Latin America and Caribbean
51	OMP	Marta Ortiz	P4P Programme Officer, Latin America and Caribbean
52	BRA	Christiani Buani	Programme Officer, Centre of Excellence, Brazil
53	BRA	Darana Souza	PAA Africa - WFP (based in the Ministry of Social Development), Brazil
EXTERNAL PARTNERS			
Country Office Partners			
54	Afghanistan	Ghulam Farooq	CEO, Omar Farooq Limited
55	Afghanistan	Dildar Khan Shinwari	Manager CFPU, Omar Farooq Limited
56	Burkina Faso	Moussa Kabore	Secretary General of the Ministry of Agriculture
57	Burkina Faso	Ali Badara Diawara	DDMPA, Ministry of Agriculture
58	Burkina Faso	Mazouma Sanou	Member of UPPA HOUET Farmers' Organization
59	El Salvador	José Daniel Flores Aguilar	Manager, ACAASS (Agricultural cooperative)
60	Ethiopia	Heather Oh	Senior Business Development Manager, TechnoServe
61	Ethiopia	Ashenafi Sileshi	Coordinator, Maize Alliance, Ethiopian Agricultural Transformation Agency (ATA)
62	Ghana	Mary Opoku Asiamah	Director of Women in Agriculture Directorate, Ministry of Food & Agriculture
63	Guatemala	Juan Antonio Calderon	Director, Instituto Nacional de Comercializacion Agricola (INDECA)
64	Honduras	Santos Lucrecia Galindo	Farmer, UNIOYOL Farmers' Organization
65	Kenya	Monica Mueni	State Department of Agriculture
66	Kenya	Cleophas Chesoli Wanyonyi	Programme Manager, AMPATH
67	Liberia	Mr. Hamadou Hamadou	Afriland First Bank, Liberia
68	Malawi	Bornwell Kaunga	Manager of Mwandama Farmers' Organization
69	Malawi	Dimitri Giannakis	Managing Director, Farmers World Limited
70	Mali	Mohamed Makiyou Coulibaly	Technical Advisor to Minister of Rural Development
71	Mali	Sean Gallagher	Country Director, Catholic Relief Services (CRS)
72	Mozambique	Vasco Nunes	Agriculture Credit Officer, Banco Portunidade de Mocambique
73	Mozambique	Antonio Mapure	Provincial Permanent Secretary, Manica Province
74	Nicaragua	Ramon Avenner Mendez Rodriguez	Manager, Cooperativa SANTIAGO
75	Rwanda	Francois Nsengiyumva	Chairman, Post-Harvest Handling and Storage Task Force, Government of Rwanda
76	Sierra Leone	Sia Foday	Programme Director ACDI/VOCA Sustainable Nutrition & Agriculture Promotion (SNAP)
77	South Sudan	Alexander Solyga	Programme Director, Food Security and the Development of Agricultural Markets, GIZ
78	Tanzania	Anna Ngoo	Director of Operations, National Food Reserve Agency (NFRA)
79	Tanzania	Magreth Simon Mgeni	Usomama SACCOs (Farmers' organisation)
80	Uganda	Moses Makaka	Secretary, (Satellite collection point), Farmers' Organisation (BAIDA)
81	Uganda	Fred Ogene	Under Secretary, Ministry of Trade, Industry and Cooperatives, Government of Uganda
82	Zambia	Tembekile Musvosvi	Country Director, ADRA
83	Argentina	Luciana Kimmel	Intern
84	Belgium	H.E. M. Vincent Mertens de Wilmars	Ambassador
85	Belgium	Marc Heirman	Minister Counsellor
86	Belgium	Ms Lieselot Germonprez	Diplomatic Attaché
87	Brazil	Marcio Alonso	Alternate Permanent Representative
88	Burkina Faso	Couliati Laurent	Counsellor
89	Canada	Michael Gort	Deputy Permanent Representative
90	Dominican Republic	Rawell Salomon Taveras Arbaje	Alternate Permanent Representative
91	Ghana	Mr. Nil Quaye Kumah	Alternative Permanent Representative

92	Guatemala	Sylvia Wohlers	Alternate Permanent Representative, Ministro Consejero
93	Honduras	Mayra Reina	Alternate Permanent Representative
94	Pakistan	H.E. Tehmina Janjua	Ambassador
95	Pakistan	Amir Saeed	Second Secretary
97	U.S. Mission to the UN Agencies in Rome	Hon. David Lane	Permanent Representative, Ambassador
98	U.S. Mission to the UN Agencies in Rome	Melanie Mason	Senior Humanitarian Advisor
99	U.S. Mission to the UN Agencies in Rome	Christopher Shephered-Pratt	USAID Humanitarian Officer
Global Stakeholders			
100	African Economic Research Consortium (AERC)	Lemma Senbet	Executive Director
101	African Economic Research Consortium (AERC)	Paulo Dias	Economist, African Economic Research Consortium (AERC)
102	African Economic Research Consortium (AERC)	Dennis Otieno Ochieng,	Data Analyst, Data Analysis & Knowledge Management Hub
103	African Economic Research Consortium (AERC)	Innocent Mahtse	Director of Training
104	African Economic Research Consortium (AERC)	Dennis Kinambuga	M. & E. Officer, Data Analysis & Knowledge Management Hub
105	Alliance for a Green Revolution in Africa (AGRA)	Steven Were Omamo	Director, Policy Program
106	Bill and Melinda Gates Foundation	Alesha Black	Program Officer, Agriculture Development
107	Bill and Melinda Gates Foundation	Josh Lozman	Deputy Director, Global Policy and Advocacy
108	Bill and Melinda Gates Foundation	Neil Watkins	Senior Program Officer, Global Program Advocacy.
109	Catholic Relief Services (CRS)	Suzanne Andrews	Markets and Agriculture Specialist
110	Collectif Strategies Alimentaire (CSA)	Marek Poznanski	Program Coordinator, Agriculture Development
111	European Union	Jose Manuel Capitan	Press & Information Officer Attache
112	European Union	Jan-Artur Sienczewski	Minister Counsellor, Deputy Permanent Representative
113	FAIRFOOD International	Anselm Iwundu	Executive Director
114	FAO	Israel Klug	PAA Africa - FAO (based in CGFome, Ministry of Foreign Affairs, Brasilia)
115	FAO	Luana Swensson	Research Analyst, Rural Infrastructure and Agro-Industries Division, (AGS)
116	FAO	Luis Dias Pereira	Economist, Europe, Central Asia, Near East, North Africa, Latin America & Caribbean Service (TCIC)
117	FAO	Lorena Braz	PAA Africa Project Coordinator (Consultant), Emergency & Rehabilitation Division
118	FAO	Florence Tartanac	Senior Officer, Rural Infrastructure and Agro-Industries Division, (AGS)
119	FAO	Siobhan Kelly	Agribusiness Economist, Agribusiness and Rural Infrastructure Division
120	FAO	Rosalind della Rosa	Senior Consultant, Partnership & Advocacy Branch, OCPP
121	FAO	Eugenia Serova	Director, Rural Infrastructure and Agro-business Division, (AGS)
122	FAO	Jorge Fonseca	Agro-Industry Officer, Rural Infrastructure and Agro-Industries Division (AGS)
123	FAO	Roble Sabrie	Economist, Investment Centre Division, Africa Service
124	FAO	Lisa Paglietti	Economist, Investment Centre Division, Africa Service, (TCIA)
125	FAO	Toshiaki Ono	Rural Infrastructure and Agro-industries Division (AGS)
126	FAO	Francoise Point	Meeting, Programme and Documentation Service, CPAM
127	FAO	Erin Murray	Fellow, Office of Partnership
128	Harvest Plus (IFPRI/CIAT)	Thom Sprenger	Interim Deputy Director of Programs
129	Harvest Plus (IFPRI/CIAT)	Anna-Maria Ball	Uganda Country Manager
130	Howard G. Buffett Foundation	Emily Martin	Programme Officer
131	IFAD	Jean-Philippe Audinet	Senior Technical Advisor, Producers Organisations and Rural Development
132	Inter-American Institute for Cooperation on Agriculture (IICA)	Miguel Garcia-Winder	Head Agribusiness and Commercialization
133	Louis Dreyfus Foundation	Sandrine Teran-Mathot	Managing Director
134	Oxford Policy Management (OPM)	Joanna Buckley	Private Sector Development Consultant (P4P Final Evaluation team member)
135	Partnership for Child Development (Imperial College, London)	Lesley Drake	Executive Director
136	U.S. Agency for International Development (USAID)	Danielle Muton-Smith	Policy Leader, Food for Peace
137	U.S. Agency for International Development (USAID)	Brian Bacon	Chief of Staff, Bureau for Food Security
138	World Bank	Giuseppe Fantozzi	Agriculture and Environmental Services Department (AES) Liaison, Rome
139	World Farmers Organisation (WFO)	Marco Marzano De Marinis	Executive Director
140	World Farmers Organisation (WFO)	Luisa Volpe	Policy Officer
141	World Farmers Organisation (WFO)	Piergiacomo Mion Delle Carbonare	Intern
142	World Vision	Thabani Maphosa	Global Director, Food Programming & Management Group

143	Italy	Adrian Van der Knaap	Chief, Logistics and Transport Service
144	Italy	Ahnna Gudmunds	Communications Officer, P4P
145	Italy	Alix Loriston	Senior Donor Relations Officer, PGG
146	Italy	Alessia De Caterina	Monitoring & Evaluation Officer, P4P
147	Italy	Annika Milisic-Stanley	Consultant, Policy, Programme & Innovation Division
148	Italy	Anne-Claire Luzot	Senior Evaluation Officer, Office of Evaluation
149	Italy	Barbara Pfister	Reports Officer, P4P
150	Italy	Batamaka Somé	Gender Consultant, P4P
151	Italy	Bhai Thapa	Finance Officer, P4P
152	Italy	Catherine Feeney	Senior Programme Adviser, Partnership and Communications, P4P
153	Italy	Clare Mbizule	Programme Adviser, Monitoring and Evaluation, P4P
154	Italy	Corinne Fleischer	Director, Procurement Division
155	Italy	Damien Fontaine	Monitoring & Evaluation Officer, P4P
156	Italy	Edouard Nizeyimana	Senior Programme Adviser, East and Southern Africa, P4P
157	Italy	Eleni Pantiora	Consultant, Food Quality, Procurement Division
158	Italy	Elisabeth Rasmusson	Assistant Executive Director, PG
159	Italy	Ester Rapuano	Senior Finance Assistant, P4P
160	Italy	Federico Porrez	Procurement Consultant
161	Italy	Frances Kennedy	Public Information Officer, Communications Division
162	Italy	Getachew Diriba	Head, Country Capacity Strengthening Unit
163	Italy	Georgia Shaver	Facilitator, P4P 2014 AC
164	Italy	Issa Sanogo	Market Specialist, PPS
165	Italy	Jay Aldous	Director, Private Sector Partnerships
166	Italy	Jean-Philippe Chauzy	Director, Communications Division
167	Italy	Ken Davies	P4P Global Coordinator
168	Italy	Lisa Rigoli	NGO Partnership Office
169	Italy	Lynnda Kiess	Head, Nutrition and HIV/AIDS Unit
170	Italy	Mahadevan (Mack) Ramachandran	Head of Strategy, Performance and Risk Unit, Procurement Division
171	Italy	Mary-Ellen McGroarty	Deputy Director, Procurement Division
172	Italy	Michiel Meerdink	Director, NGO Partnership Office
173	Italy	Mihoko Tamamura	Director, Rome-Based Agencies Relations
174	Italy	Peter Rodrigues	Chief, School Feeding
175	Italy	Richard Choularton	Chief, Rural Resilience Unit
176	Italy	Romain Sirois	P4P Senior Programme Adviser, Latin America & Afghanistan
177	Italy	Sandra Westlake	Relations Officer, Private Sector & Partnership Division
178	Italy	Sara Lovisa Lyons	Monitoring & Evaluation Consultant, P4P Unit
179	Italy	Simon Costa	Consultant, Logistics Division, (Household level Grain Storage pilot)
180	Italy	Stanlake Samkange	Director, Policy Programme and Innovation Division
181	Italy	Stephane Meaux	Programme Officer, Food Safety and Quality Unit, Procurement Division
182	Italy	Silvana Giuffrida	Senior Programme Adviser, Cash & Vouchers
183	Italy	Veronique Sainte-Luce	Programme Adviser, Gender Office
184	Italy	Yoshiko Makino	Legal Officer

Links to presentations:

PowerPoint presentations are listed according to the [agenda](#):

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Official Opening

[Moussa Kabore, Secretary General, Ministry of Agriculture and Food Security, Burkina Faso](#)
[Hon. Bokary Treta, Minister of Rural Development, Republic of Mali](#)

Reflections and Key Observations

[Ken Davies, P4P Global Coordinator](#)

Results and Farmers' Perspectives

[Clare Mbizule, P4P Coordination Unit](#)
[Alessia De Caterina, P4P Coordination Unit](#)

The UN Partners' Perspective

[Eugenia Serova, Director, Rural Infrastructure and Agro-Industries Division, FAO](#)

Country Experiences and Future Plans

Group A:

[Francis Bere, P4P Country Coordinator, DRC](#)
[Oxfam, DRC](#)
[Isabelle Mballa, P4P Country Coordinator, Republic of Mali](#)
[Sean Gallagher, Catholic Relief Services \(CRS\), Republic of Mali](#)

Group B:

[Lenin Gradiz, P4P Country Coordinator, Republic of Honduras](#)
[Jan Delbaere, Deputy Country Director, Rwandese Republic](#)
[Francois Nsengiyuma, Post-Harvest Handling Task Force, Government of the Rwandese Republic](#)

Group C:

[Zippy Mbat, P4P Country Coordinator, Republic of Kenya](#)
[Cleophas Wanyonyi, AMPATH, Republic of Kenya](#)
[Anna Ngoo, National Food Reserve Agency \(NFRA\), United Republic of Tanzania](#)

Group D:

[Djordje Vdovic, P4P Country Coordinator, Islamic State of Afghanistan](#)
[Dildar Khan Shinwari, Omar Farooq Ltd, Islamic State of Afghanistan](#)
[Emmanuela Mashayo, P4P Country Coordinator, Republic of South Sudan](#)
[Alexander Solyga, GIZ, Republic of South Sudan](#)

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Emerging Quantitative Findings:

[Lemma Senbet, Executive Director, African Economic Research Consortium \(AERC\)](#)

Emerging Gender Experiences:

[P4P Coordination Unit and WFP Gender Office](#)

Evaluation overview:

[Anne-Claire Luzot, Senior Evaluation Officer, WFP](#)

Partners' Perspectives:

[Ashenafi Sileshi, Agricultural Transformation Agency, Federal Democratic Republic of Ethiopia](#)
[Miguel Garcia, Head Agribusiness and Commercialization, IICA](#)
[William Sparks, ACDI/VOCA](#)

Feedback from simultaneous sessions:

[Group A: Darana Souza, Purchase from Africans for Africa \(PAA\)](#)
[Group B: Thabani Maphosa, World Vision International](#)
[Group D: Sheryl Schneider, P4P Guatemala](#)

Closing remarks:

[Dr. Steven Were Omamo, Director of Policy and Advocacy, AGRA](#)