



Purchase for Progress

**Final Consolidated Farmers' Organizations and Capacity
Development Report (January 2009 – December 2013)**



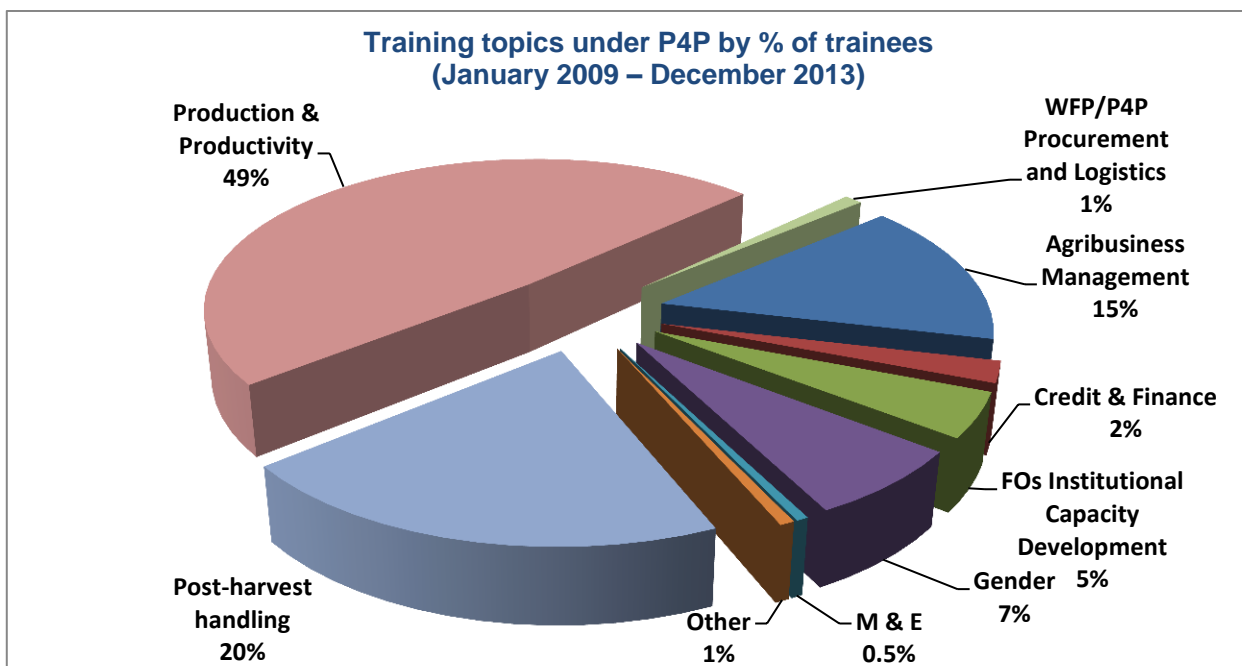
World Food Programme

Summary

This report provides a snapshot of P4P targeted Farmers' Organizations (FOs) and P4P training activities throughout the treatment period of the P4P pilot. The information presented here is extracted from country quarterly reports submitted by 20 WFP Country Offices participating in the pilot as well as input from the P4P Coordination Unit and other P4P publications. This report in particular will focus on FOs and associated capacity development efforts from their entry in the programme to December 2013. The report also highlights emerging opportunities for continued engagement with smallholders through training and other support from both WFP and partners.

As of December 2013, P4P had engaged with over 830 FOs over the duration of the pilot with 647 still being targeted in December 2013. These 647 FOs represent a total membership of over 1.5 million farmers. P4P capacity development has reached over 768,000 attendees since the first training sessions in 2009. Training sessions targeted mostly farmers and farmers' organizations, which varied in size from several families to tens of thousands of farmers. The most well-attended and frequently delivered training sessions focused on production and productivity and post-harvest handling, followed by agribusiness management. The number of training sessions delivered per year increased each year of the pilot, from just over 100 sessions delivered in 2009 to over 1,800 in 2013 alone. The groundwork has been laid for continuing capacity development beyond the pilot phase through mechanisms such as Training of Trainers, which will support both currently engaged and interested FOs by building on the training framework developed, relationships established and lessons learned through P4P.

Chart 1: Training topics under P4P by % of trainees (January 2009 – December 2013)



Farmers' Organizations participating in P4P

As of 31 December 2013, over 830 Farmers' Organizations (FOs) have been involved with P4P since the initiative's inception in late 2008. Of these, 647 were still targeted in December 2013, with even more under discussion for future partnerships beyond the initial pilot phase. The size and capacity of P4P-targeted FOs varies widely from country to country and includes a variety of structures, from small grassroots organizations to large-scale farmers' federations.

By December 2013, the total membership of all FOs who have worked with P4P over the duration of the pilot comes to over 1.6 million, with over 1.5 million members currently targeted as of December 2013. In total, WFP has contracted over 431,000 metric tons (mt) of food under pro-smallholder modalities. Since the beginning of the P4P pilot in September 2008, 474 FOs have signed contracts with WFP in 20 countries for 280,341 mt of food, and 394 FOs have so far delivered 172,124 mt (61%) of contracted commodities to WFP. Purchases through structured trading systems such as warehouse receipts and commodity exchanges, traders and processors account for an additional 151,201 mt of food contracted under P4P modalities as of December 2013.

The number of FOs varied widely throughout P4P for a number of reasons. As the initiative progressed, P4P was able to extend its geographical reach to additional regions and its technical assistance through increasing numbers of partnerships. Despite the increase in the scale of the programme over the past five years, the number of FOs decreased in some countries as smaller FOs merged into larger umbrella organizations or FOs were dropped when it became evident that they could not be effectively supported through the P4P model. Although their structure and crop production initially qualified them for support through P4P, they were dropped for reasons including defaults on contracts, discontinuation of support by the associated partner organization, limited potential for surplus production or lack of interest.

Pre-established targeting criteria are country-specific, but the common set of targeting criteria for FOs included:

- a) legal status (with the exception of post-conflict pilot countries);
- b) production of surplus (or potential to produce surplus);
- c) receiving supply-side support from supply-side partners; and
- d) a focus on women's empowerment.

Depending on the country context, it was not always possible for FOs to be legally registered, in which case a clear commitment and effort to assist FOs to register was required by partners. Along with surplus production or the potential to produce surplus, FOs were also required to have a minimum capacity to aggregate sufficient quantities. Some countries, including Mali and Sierra Leone, decreased their minimum tonnage criteria after the first purchasing season due to limited FO capacities. In accordance with P4P's gender strategy, a target minimum percentage of women members (or an intention/strategy to increase such percentage) is often included as a tangible measurable for women's empowerment. In addition, some countries, such as Burkina Faso, have decided to include criteria related to FO record keeping such as regularly updated membership lists.

The number, size and typology of targeted FOs varies greatly across countries: from 96 farmers' organizations targeted in Zambia, 74 in Kenya and 64 in Guatemala, to fewer than 15 FOs in other countries including Afghanistan, Burkina Faso and South Sudan. Different levels of FOs, from primary farmers' associations (first-tier rural producers' organizations, self-help groups, community-based organizations), to forums and unions (second-tier, consisting of 5-10 or more primary farmer organizations) and regional and national federations (third-tier) are targeted.

Legal registration of targeted Farmers' Organizations

Globally, 90% of targeted FOs are officially registered with the government; however, if DRC is excluded, over 98% of the targeted FOs are officially registered with government 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). Several countries have included "legally registered" as a criterion for P4P targeting and therefore have 100% of their targeted FOs officially registered.

Targeted FO characteristics

Table 1: Farmers' Organizations (FOs) targeted by P4P as of 31 December 2013

P4P Pilot Countries	Number of FOs currently targeted by P4P	Number of farmers currently targeted by P4P
Afghanistan	7	584
Burkina Faso	7	275,876
DRC	13	9,346
El Salvador	20	8,588
Ethiopia	31	1,038,890
Ghana	26	1,524
Guatemala	64	8,229
Honduras	22	9,570
Kenya	74	9,929
Liberia	26	2,744
Malawi	28	15,870
Mali	17	24,524
Mozambique	20	38,943
Nicaragua	15	8,920
Rwanda	61	31,629
Sierra Leone	25	7,739
South Sudan	12	3,266
Tanzania	28	18,999
Uganda	55	62,643
Zambia	96	9,337
Grand Total	647	1,587,150

Note: The definition of FOs can extend from small grassroots organisations (e.g. Sierra Leone) to large-scale farmer federations with high membership numbers. This explains why some countries (Burkina Faso, Ethiopia) can work with only few FOs, yet target a large number of farmers.

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

- Repeated defaults on contracts (Burkina Faso, Kenya, Liberia, Sierra Leone)
- FOs located in areas prone to aflatoxin problems (Kenya)
- FOs located in remote, logistically challenging areas (Kenya, Nicaragua)
- Lack of supply side support due to funding problems (DRC, Sierra Leone, South Sudan)
- FO and WFP did not agree on the price (Sierra Leone)
- Lack of engagement from leadership, particularly lack of willingness in updating membership lists (Burkina Faso)
- Initial targeting based on inaccurate information (i.e, initially targeted FOs not focused/interested in marketing basic grains (Guatemala, Nicaragua); or targeted FOs where members did not have the capacity to produce a surplus in basic grains, because

they did not have access to sufficient land or were primarily subsistence farmers (Guatemala, Kenya).

- Leadership/organizational problems, or trust issues among members (El Salvador, Guatemala, Honduras)
- Regrouping of FOs leading to a reduction in total number of FOs (DRC, Mali)
- Land ownership issues (Liberia)
- Internal organizational problems due to political differences within the group (El Salvador)

Adjustments to the implementation of P4P have attempted to address some of the above issues, which include:

- In Guatemala, access to grain quality testing kits (“Blue Boxes”) at the farmers’ organization level and training on the use of these kits enabled farmers to know earlier whether their crops met WFP’s quality standards. Early quality testing helped improve the quality of grains received from P4P-supported FOs and reduced farmers’ expenses associated with transporting grain that did not meet quality standards.
- In Kenya, P4P’s involvement in addressing aflatoxin issues resulted in joint initiatives with FAO and the Partnership for Aflatoxin Control in Africa (PACA) to address aflatoxin testing of Kenyan grain, thereby improving the safety and quality of maize sold in the Kenyan market as well as through WFP.
- Logistical challenges have been confronted in a variety of creative ways, from the use of motorized carts to transport grain from farms to satellite collection points in Uganda to significant government investment in improving roads in DRC. Still, remote areas with weak transportation infrastructure represent a significant challenge to the participation of FOs in these areas.
- Some FOs were dropped because that they did not focus on the production of the staple crops purchased by WFP. In some situations, P4P has also adapted to better engage with these farmers. For example, in Mali and Sierra Leone, P4P procurement changed to include a stronger emphasis on pulses and other crops not originally targeted. The shift to pulses also attempted to align P4P’s procurement and capacity development efforts with its gender strategy, as the production of pulses in certain traditional settings is perceived as women’s role while maize production is perceived as men’s role. P4P’s inclusion of pulses such as cowpeas in its procurement portfolio made the initiative more accessible to women, while providing a higher nutrient crop for food assistance recipients.
- In some cases, WFP’s long payment period made selling to WFP challenging due to FOs’ limited access to credit. The long payment period also occasionally made WFP a less appealing buyer than other buyers with a shorter payment period. Some procurement mechanisms highlighted in the most recent procurement report, such as warehouse receipt systems and forward contracting, reduced these barriers by facilitating access to credit. WFP has also worked on addressing internal and institutional challenges to make its payment processes more smallholder-friendly by prioritizing payments to FOs and providing advance or partial payments.

In sum, while not all FOs initially targeted by the pilot successfully sold commodities to WFP, some obstacles to meaningful participation can be addressed through partners’ continued capacity development efforts, government investment and adjustments to WFP procedures.

Table 2: FO membership structure, January 2009 – December 2013

P4P Pilot Countries	# of FOs currently targeted	# of men members	# of women members	Total # of members	# of men leaders	# of women leaders	Total # of leaders	% women members	% women leaders
Afghanistan	7	584	0	584	14	0	14	0%	0%
Burkina Faso	7	138,800	137,076	275,876	32	17	49	50%	35%
DRC	13	6,188	3,158	9,346	1,104	564	1,668	34%	34%
El Salvador	20	5,649	2,939	8,588	419	244	663	34%	37%
Ethiopia	31	926,848	112,042	1,038,890	258	19	277	11%	7%
Ghana	26	790	734	1,524	109	44	153	48%	29%
Guatemala	64	5,158	3,071	8,229	301	144	445	37%	32%
Honduras	22	7,260	2,310	9,570	123	43	166	24%	26%
Kenya	74	3,795	6,134	9,929	260	243	503	62%	48%
Liberia	26	827	1,917	2,744	68	89	157	70%	57%
Malawi	28	8,785	7,085	15,870	140	105	245	45%	43%
Mali	17	13,253	11,271	24,524	198	60	258	46%	23%
Mozambique	20	23,690	15,253	38,943	111	40	151	39%	26%
Nicaragua	15	5,881	3,039	8,920	288	127	415	34%	31%
Rwanda	61	17,357	14,272	31,629	206	151	357	45%	42%
Sierra Leone	25	3,558	4,181	7,739	134	90	224	54%	40%
South Sudan	12	2,260	1,006	3,266	124	75	199	31%	38%
Tanzania	28	11,289	7,710	18,999	156	96	252	41%	38%
Uganda	55	30,770	31,873	62,643	119	85	204	51%	42%
Zambia	96	5,197	4,140	9,337	448	399	847	44%	47%
Grand Total	647	1,217,939	369,211	1,587,150	4,612	2,635	7,247	23%	36%

Total membership refers to the total membership as reported by the FO and may include both smallholder and non-smallholder farmers, although FO records to date show that the vast majority are indeed smallholder farmers. Hence the total membership may not automatically correspond to the total direct P4P participants, though all may indirectly benefit from improved services resulting from strengthening the FO through capacity development and other activities.

The Central American pilot countries have a clear distinction of which members are "P4P participants" (the ones eligible for the Revolving Funds for inputs on credit) and which are not, and in these countries, only "P4P participants" 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" which are under compilation will provide additional information on the characteristics (in terms of land size and other parameters) of those farmers contributing to WFP contracts.

Gender

P4P's focus on gender was formalized through the initiative's gender strategy which was published in 2011. Implementation targeted women smallholder farmers through gender sensitization and capacity development as well as procurement from women-only FOs. Women-only FOs are specifically targeted in many pilot countries and account for a significant percentage of all farmers trained in those areas. The gender characteristics of FOs targeted varies widely across countries: some countries such as Burkina Faso, Kenya, Liberia, Sierra Leone and Uganda have a high percentage of female members (over 50%) because they include women-only FOs in their targeting or target lower-capacity FOs at the grassroots level where women may be better represented.

The average global percentage of female members stands at 23%. However, 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 1,000,000), of which only 11% are women. Besides Ethiopia, female membership is also low in countries where the cultural environment may be particularly challenging for women's participation (e.g. Afghanistan, DRC, El Salvador, Honduras, Nicaragua, and South Sudan).

Women's participation in P4P has tripled since the beginning of the pilot, and some 200,000 women have been trained in various capacities. Skills and income gained through P4P have boosted women's confidence, enabling them to participate and engage more in markets. However, many challenges remain to further assist women to access markets and benefit economically from their work. As of December 2013, some 36% of FO leadership positions are held by women. Most P4P pilot countries have over 25% women in leadership positions with many reporting over 30% women in leadership positions. Kenya, Liberia and Zambia report over 45% women in leadership positions. Ethiopia and Afghanistan are the only two exceptions, with only 7% women in leadership positions in Ethiopia and none in Afghanistan.

P4P in practice: Perspectives from Lolgorian Growers Self Help Group in Kenya

"Before P4P, we used to plant local maize seed varieties which gave us low yields and poor quality but now we use certified seeds with better results. We used to dry the maize on un-cleaned rooftops and farming gave us so little money that it was left to women while men concentrated on cattle rearing. When we formed our FO and WFP came in through P4P, we learned how to store maize properly in the granary and how to clean, sort and dry it. We don't dry on the rooftops anymore and the quality has greatly improved."

Farmers' Organization Infrastructure and Assets

Smallholder farmers targeted under P4P often had limited access to mechanized agriculture. As this was a major obstacle to the productive and marketing capacity of targeted FOs, P4P's capacity development approach included the provision of various basic equipment and infrastructure as well as training from partners on the use of equipment. This has helped FOs to increase production, reduce losses, achieve WFP's demanding quality standards and take advantage of seasonal price variations. Equipment and infrastructure was generally provided on a cost-sharing basis.

Of the 647 FOs targeted at the end of 2013, 70% had access to some sort of storage facility, either owned, rented, or used for free. Globally, 30% of FOs targeted in December 2013 had access to a sorting machine and 19% to a drying machine. Only 7% of FOs owned trucks but some FOs have established good relationships with transport companies over the course of the pilot, enabling them to obtain better transport rates.

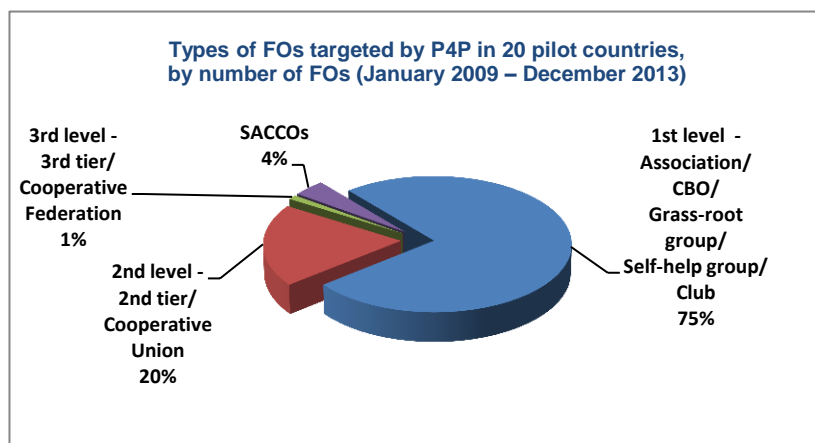
Types of FOs: Capacity and level

The vast majority of FOs targeted in December 2013 (487 FOs or 75% of all FOs currently targeted) are **first tier**, usually grassroots and community-based farmers' organizations or rural producer 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" groups, other times they may be pre-existing 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 selling to formal, quality-conscious buyers prior to engaging with P4P was very limited. Though these groups form the majority of FOs targeted by WFP, they represent only 7% of members supported by the P4P initiative.

Twenty percent of targeted FOs (127 FOs) are **second tier organizations**: Cooperative Unions in Ethiopia, other Unions in Burkina Faso, Mali, Mozambique and Rwanda. These are usually

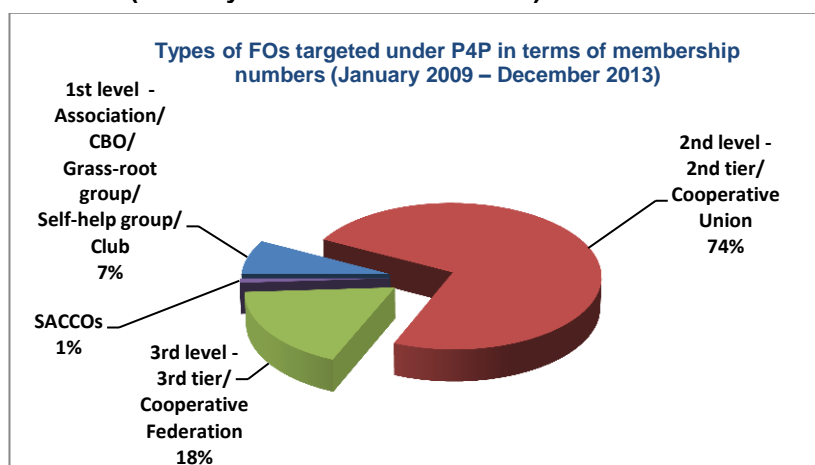
(though not always) of higher capacity, with better infrastructure and access to financial services. "Second tier" organizations represent the majority of farmers currently targeted by WFP, comprising 74% of the total number of farmers.

Chart 2: Types of FOs targeted by P4P in 20 pilot countries, by number of FOs (January 2009 – December 2013)



Seven P4P FOs in Burkina Faso, Mali, Malawi and Mozambique (1% of the total) are **third tier** FOs, i.e. at federation level. Eighteen percent of farmers targeted under P4P are members of third-tier FOs.

Chart 3: Types of FOs targeted by P4P in terms of membership numbers (January 2009 – December 2013)



The remaining 26 FOs (4% of the total number) are **Savings and Credit Cooperatives** (SACCOS). They are located in Tanzania and represent 1% of farmers supported under P4P. SACCOS provide credit and savings accounts to registered smallholders. SACCOS are now transitioning to Agricultural Marketing Cooperatives (AMCOs) in Tanzania.

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

Capacity development

Attendance at training sessions

Since the beginning of training activities in January 2009, attendance at training sessions has reached nearly 769,000. Of these, over 765,000 attendees were smallholder farmers, lead farmers, agricultural technicians, small and medium traders, school staff and warehouse operators. Some people were trained several times through progressive training sessions within the same area or on more than one topic. They have therefore attended more than one training session and are double-counted in the data presented. However, it is also important to note that total training figures are likely to be higher than the available data. In many countries, figures for training delivered by partners might be considerably higher than the statistics show as data is only captured if reported by the partner. In addition, the approach in many countries has been "training of trainers" for which records on the expected trickle-down are often not available.

Table 3: Training Audience (January 2009 – December 2013)

Target audience	Number of Women Trained	Number of Men Trained	Total Attendance
Agricultural Extension Workers & Experts	334	2,836	3,170
Farmers/Farmers' Organizations	225,575	531,879	757,454
Other	65	138	203
Traders	427	489	916
Warehouse Operators	12	119	131
Subtotal	226,413	535,461	761,874
WFP & Partners' Staff	2,616	4,236	6,852
Grand Total	229,029	539,697	768,726

Table 4: Training attendance by region (January 2009 – December 2013)

Countries/Regions	Women Trained	Men Trained	Total Attendance
Asia	308	19,873	20,181
Afghanistan	308	19,873	20,181
Eastern, Southern and Central Africa	112,170	367,918	480,088
DRC	3,732	6,513	10,245
Ethiopia	18,418	258,414	276,832
Kenya	7,776	7,349	15,125
Malawi	11,608	14,210	25,818
Mozambique	18,757	20,784	39,541
Rwanda	20,125	25,567	45,692
South Sudan	1,112	813	1,925
Tanzania	5,193	7,336	12,529
Uganda	21,003	19,994	40,997
Zambia	4,446	6,938	11,384
Latin America	55,382	103,080	158,462
El Salvador	4,845	10,451	15,296
Guatemala	31,688	38,492	70,180
Honduras	12,326	40,205	52,531
Nicaragua	6,523	13,932	20,455
West Africa	61,169	48,826	109,995
Burkina Faso	54,237	42,790	97,027
Ghana	1,996	2,254	4,250
Liberia	1,964	915	2,879
Mali	2,519	1,819	4,338
Sierra Leone	453	1,048	1,501
Grand Total	229,029	539,697	768,726

The highest number of trainees are in **East and Southern Africa**, accounting for 53% of all trainees under P4P to date. This is mainly the result of a large training exercise on increasing production of priority crops, technology for production and marketing organized by the Ethiopian Agricultural Transformation Agency and Ministry of Agricultural Extension Service, which reached 260,000 smallholder farmers. In **West Africa**, Burkina Faso has provided capacity development to a large number of smallholder farmers, accounting for 88% of trainees in this region and also increasing the share of female training participants considerably to 56%.

In **Afghanistan**, P4P has trained over 10,000 individual farmers in addition to members of farmers' organizations. P4P partner organization NEI promotes soybean cultivation through training and input distribution for individual farmers, as FO structures do not currently exist for farmers producing soy. Training offered to individual soybean farmers under P4P accounts for the main difference between the figure for wheat-producing FOs in the Farmers' Organizations section of this report and the training figure shown here, which includes both wheat-producing farmers' organizations and individual farmers producing soy.

Most training courses have been targeted through FOs, who account for 98% of all attendees. Warehouse operators and small-scale traders targeted under P4P as well as agricultural extension workers and experts and school staff also participated in capacity development activities. In addition, some training courses were delivered to a mixed audience of WFP and partner staff.

Chart 4: Attendance at training sessions, by training provider (January 2009 – December 2013)

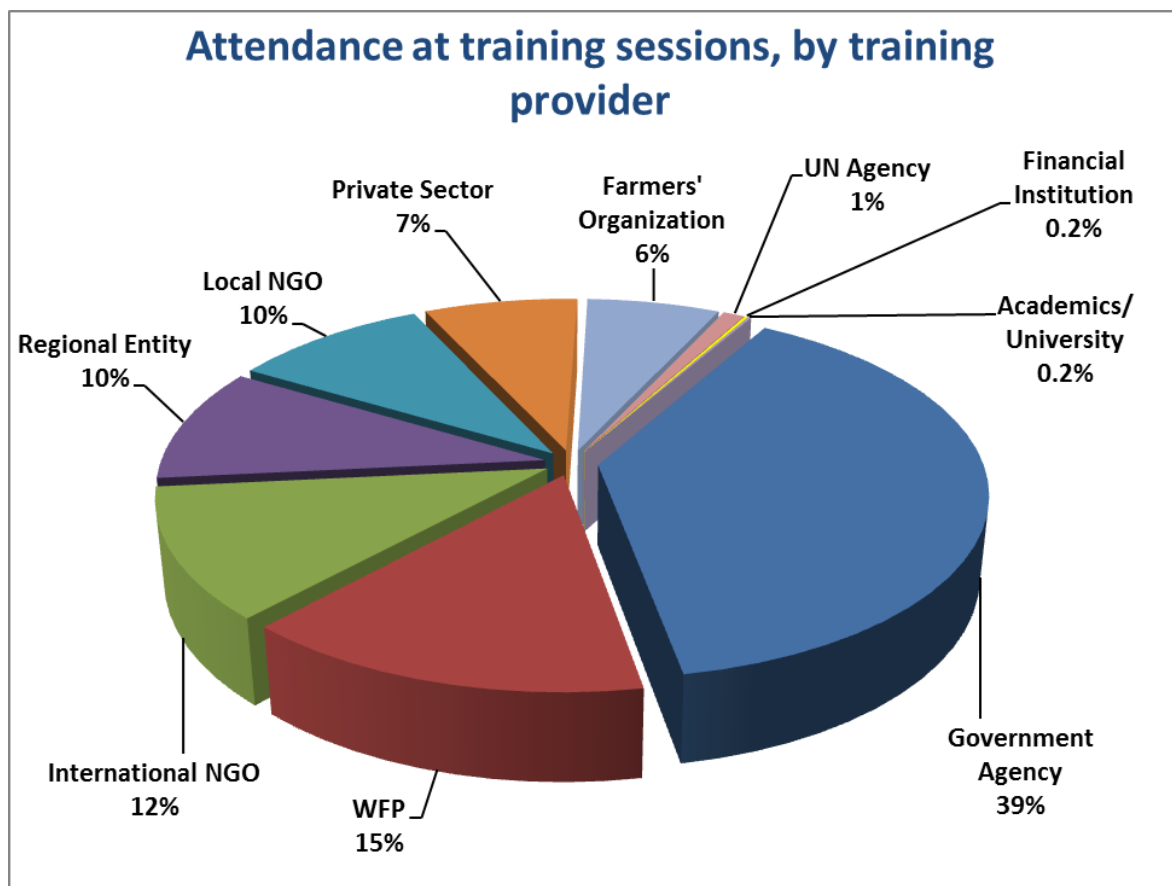


Table 5: Smallholder farmers, agricultural technicians, small & medium traders, warehouse operators and school staff trained (Jan 2009 – Dec 2013)

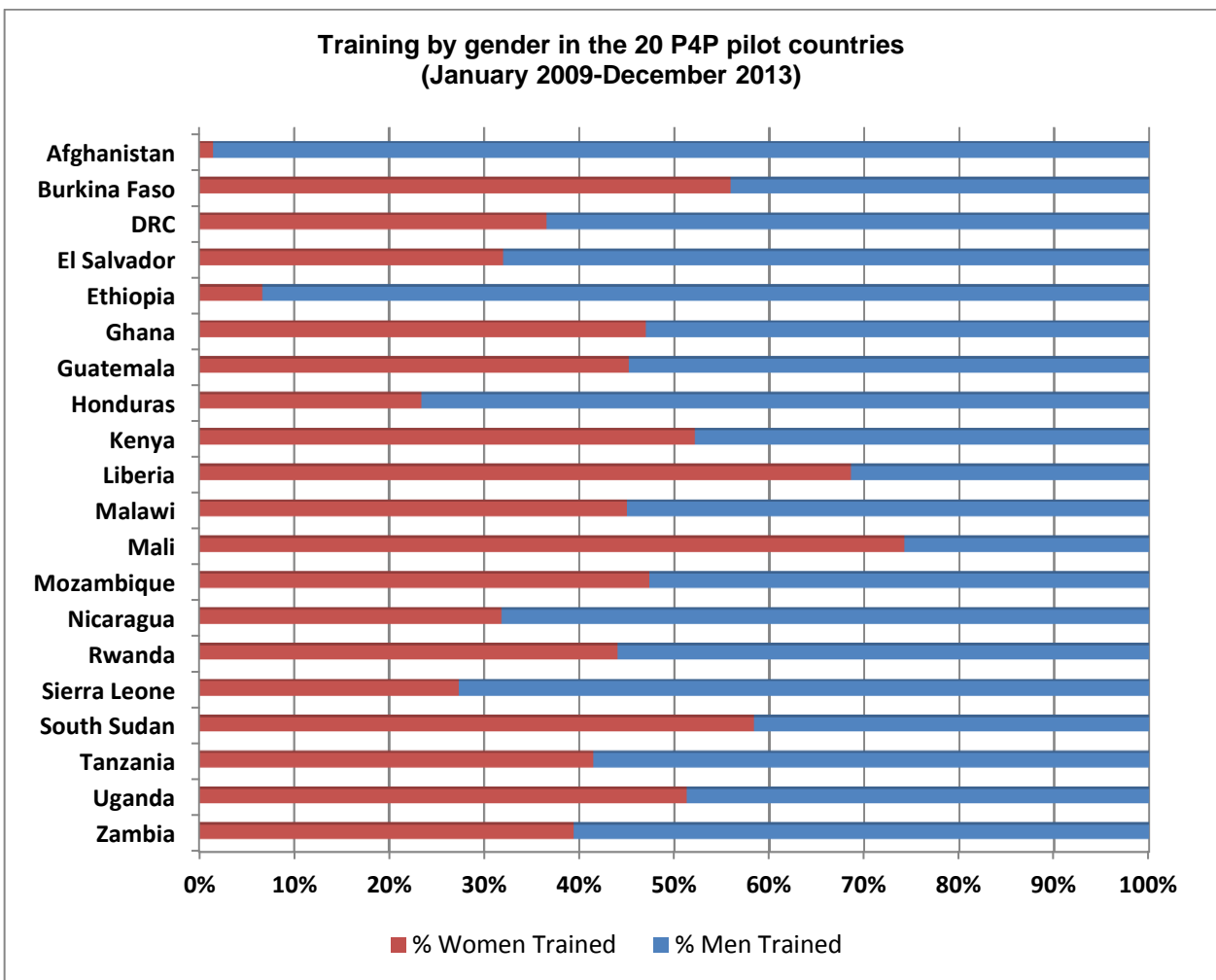
P4P Pilot Countries	2009		2010		2011		2012		2013		Total # Men Trained	Total # Women Trained	% Women trained
	# Men Trained	# Women Trained	# Men Trained	# Women Trained	# Men Trained	# Women Trained	# Men Trained	# Women Trained	# Men Trained	# Women Trained			
Afghanistan							7,452	23	12,400	280	19,852	303	2%
Burkina Faso	961	1,273	61	21	1,679	1,077	24,527	29,716	15,547	22,142	42,775	54,229	56%
DRC	8	1	277	71	341	252	3,146	1,776	2,662	1,612	6,434	3,712	37%
El Salvador	1,228	281	2,491	735	2,913	1,687	2,323	1,243	1,151	808	10,106	4,754	32%
Ethiopia	47	6	262	53	468	39	7,535	553	249,917	17,705	258,229	18,356	7%
Ghana					581	506	715	575	953	915	2,249	1,996	47%
Guatemala	4,424	1,709	7,098	4,455	5,805	4,533	11,343	11,395	9,167	9,121	37,837	31,213	45%
Honduras	1,933	299	9,394	1,960	10,284	2,810	16,643	6,193	1,567	909	39,821	12,171	23%
Kenya	44	33	509	342	975	770	1,749	1,619	3,533	4,657	6,810	7,421	52%
Liberia	57	137	370	536	88	160	190	660	189	457	894	1,950	69%
Malawi	58	22	60	58	590	226	4,617	3,091	8,802	8,163	14,127	11,560	45%
Mali	267	284	117	464	59	426	69	381	33	12	545	1,567	74%
Mozambique	278	119	2,170	1,635	904	417	220	49	17,142	16,402	20,714	18,622	47%
Nicaragua	398	163	4,917	2,518	3,234	1,036	2,473	731	2,905	2,047	13,927	6,495	32%
Rwanda			109	53	24,557	19,484	49	46	789	497	25,504	20,080	44%
Sierra Leone	199	62	338	150	21	9	97	66	175	25	830	312	27%
South Sudan			228	676	316	130	128	262	115	36	787	1,104	58%
Tanzania	94	17	1,003	926	80	75	1,221	1,069	4,938	3,106	7,336	5,193	41%
Uganda	3,376	1,494	5,128	5,745	8,361	8,252			3,022	5,468	19,887	20,959	51%
Zambia	48	10	184	30	214	164	526	254	5,825	3,958	6,797	4,416	39%
Grand Total	13,420	5,910	34,716	20,428	61,470	42,053	85,023	59,702	340,832	98,320	535,461	226,413	30%

Gender

On average **30% of all trainees were women**, although this percentage varies across countries depending on WFP’s entry point in the value chain and on whether pilot countries target women-only organizations. In Burkina Faso, Kenya, Liberia, Mali, South Sudan and Uganda over 50% of trainees were female, while in Afghanistan and Ethiopia the percentage of female trainees remains below 10%.

Capacity development efforts for targeted women’s FOs often incorporated a gender component, taking into account the types of crops locally produced by women as well as household and community dimensions of gender. Gender-focused training sessions, which were attended by both men and women, included topics such as domestic violence, women’s economic empowerment, literacy, women’s leadership, crib construction and conservation of cowpeas.

Chart 5: Training by gender across the 20 P4P pilot countries (January 2009 – December 2013)



Training topics

The most common training courses conducted under P4P are on production & productivity, with 49% of training reported, followed by post-harvest handling (20%). Further training topics included agri-business management (15%), FO institutional capacity development (5%), gender (7%), WFP/P4P procurement and logistics processes to enable successful contract adherence (1%), credit & financial literacy (2%), M&E (0.5%) and other (1%).

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), with close to 40% of training sessions held on these topics, accounting for about 50% of all training participants. In addition, a large number of training sessions throughout the pilot period focused on post-harvest handling and agribusiness management. Gender and FO institutional capacity building emerged as topics of increasing importance during the second half of the pilot period.

At the beginning of the pilot, countries in Africa mainly focused on training smallholder farmers in post-harvest handling and agribusiness management. Capacity building in post-harvest handling, including storage and off-farm processing was considered crucial from the beginning to help smallholders reduce post-harvest losses and to fulfil WFP's quality standards. Agribusiness management was identified as another area of critical training needs as the majority of FOs had not sold collectively before engaging in sales with WFP. Training sessions in the first half of the pilot also focused on P4P's Procurement and Logistics processes to enable FOs to understand and adhere to their contracts with WFP. Over the course of the pilot, FO organizational development and financial management including market price monitoring emerged increasingly as new training topics.

The training topics are categorised as follows:

- i. **Production and Productivity:** This training was usually delivered by specialized agencies of the Ministries of Agriculture, FAO, NGOs and in Central America through the Inter-American Institute for Cooperation on Agriculture (IICA). It included training on specific agricultural techniques for staple crops as well as rice parboiling/milling techniques in Sierra Leone and Liberia where WFP procured rice from smallholders. Subsets included training on the optimal use of agricultural inputs, fertilization techniques, integrated pest management, weed control, zero tillage techniques, irrigation systems, swampland rehabilitation and water management as well as training on the use and maintenance of agricultural machinery. In Central American countries, the private sector and research institutions also played an important role in delivering these trainings.
- ii. **Post-harvest handling, storage techniques and quality control:** This training has been conducted in all P4P pilot countries, with WFP generally taking 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 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. Training also included on-site quality control through the "Blue Box" in Guatemala and Mozambique and specific training on the management of community grain silos or warehouse construction and management training. Training activities in post-harvest handling were also provided directly by FOs to their members.

In order to capitalise on best practice and develop some core standards on post-harvest training for P4P across countries, WFP and the Natural Resources Institute (NRI) of the University of Greenwich developed the "Training Manual for Improving Postharvest Handling and Storage". This manual which is available in English and French is used to support trainers who are helping FOs and their members to improve the quality of their grain. In Tanzania for example, RUDI and FAIDA MALI, the local partners training P4P SACCOs, have largely drawn from the PHHS Manual to train 1,650 lead farmers who

themselves trained more farmers in their respective SACCO. A total of 5,046 farmers received training based on modules adapted from the PHHS manual.

In addition, drawing from P4P experience and building on the existing partnerships in Burkina Faso and Uganda, WFP is commencing an ambitious logistics capacity development project to train and equip 41,000 farmers over the coming year to improve post-harvest management practices at the household level. Within this project, WFP will work with the respective governments, partners and the substantial network of P4P's FOs to improve post-harvest planning, preparation, drying and crop storage at farm level, the critical entry point to minimizing food losses in the supply chain. WFP has also joined forces with FAO and IFAD to launch a Swiss funded joint project to tackle the global problem of food losses, with the major focus being preserving existing food production (rather than increasing agricultural production). Combining the individual strengths of each UN organization, the two projects are closely aligned and part of a wider activity to mainstream food loss reduction initiatives and create an effective global communication platform on this important subject.

- iii. **Agribusiness management:** The majority of training sessions in this area were originally conducted by WFP and partner NGOs. However, over the course of the pilot this type of training was increasingly also led by government agencies and the private sector. Training topics included basic accounting, production and business planning, negotiation skills, the management of funds, group marketing training as well as market research. In countries where FOs sold through Warehouse Receipt Systems or a Commodity Exchange, partners provided training in business skills related to trading and selling through these marketing platforms.
- iv. **Credit & Finance:** As access to affordable financial services increasingly emerged as a challenge for most P4P-supported FOs, capacity building strategies were strengthened in this area. The majority of training was conducted by NGO partners, particularly local NGOs, in collaboration with financial service partners such as Rabobank Foundation in Rwanda, with training topics ranging from credit access to financial management. Training has been particularly strong in Central America but has also continuously expanded in African countries. P4P has also established a number of partnerships with financial institutions to not only train but also facilitate access of smallholder farmers to financial services these institutions provide.
- v. **FO Institutional Capacity Building:** Training in FO organizational management was expanded over the course of the pilot as governance and leadership issues affected FO cohesion and thus their marketing efforts. Training covered a range of areas, from group formation, administration, management and fiscal responsibility to accountability and transparency of leadership and good governance. It also included basic skills training on numeracy and literacy as well as record keeping and analysis.
- vi. **Gender:** In addition to including gender criteria in the selection of FOs and requiring female membership, P4P has encouraged women farmers to access FO leadership positions and other sets of skills and benefits made available through the pilot, including the various training activities along the value chain. In addition, specific gender training was implemented in most countries which mainly focused on raising awareness of gender issues, promotion of gender equality and mainstreaming gender issues in rural agricultural activities. This type of training targeting female and male farmers as well as community, administrative, and religious leaders was considered vital to securing communities' and particularly males' buy-in and support to women's empowerment.
- vii. **M&E:** Training courses were conducted by WFP staff for farmers' organisations and partners to explain and facilitate the P4P M&E requirements such as data collection for surveys, maintenance of FO records and case studies. NGO partners, universities and government agencies also provided training on data collection and M&E.
- viii. **WFP procurement & payment procedures – doing business with WFP:** This training has been led by WFP staff, sometimes supported by government or NGO

partners. The intention was to explain WFP’s tender processes and other procurement procedures, with the objective of not only enabling FOs to sell collectively to WFP but also build their capacity to engage in business procedures with a large supplier.

- ix. **Other:** Some countries including Guatemala and Mali have adapted training materials to the needs of mostly illiterate farmers with the use of visuals and are exploring partnerships with organizations providing basic literacy and numeracy training in local languages. This training was intended to enhance female farmers’ participation in cases this was hampered by their low educational level, as recognized explicitly by DRC, Burkina Faso, Guatemala and Mali. Other training topics have included climate change and road maintenance.

WFP Staff and Partner Training

In addition, almost 7,000 partner and WFP staff have been trained on P4P-related topics, including WFP procurement procedures, grain storage and warehouse management, food safety and quality specifications, gender and Commodity Exchange rules as well as on baseline and follow up survey tools.

Table 6: Number of WFP and Partners' Staff Trained

P4P Pilot Countries	# Men Trained	# Women Trained	Total Trained
Afghanistan	21	5	26
Burkina Faso	15	8	23
DRC	79	20	99
El Salvador	345	91	436
Ethiopia	185	62	247
Ghana	5	0	5
Guatemala	655	475	1,130
Honduras	384	155	539
Kenya	539	355	894
Liberia	21	14	35
Malawi	83	48	131
Mali	1,274	952	2,226
Mozambique	70	135	205
Nicaragua	5	28	33
Rwanda	63	45	108
Sierra Leone	218	141	359
South Sudan	26	8	34
Uganda	107	44	151
Zambia	141	30	171
Grand Total	4,236	2,616	6,852

Capacity development: Evolving focus

As is evident in the chart below, the focus of capacity development activities has evolved throughout the pilot. Not only did the amount of training available to smallholders through P4P increase continuously from 2009 through 2013 but the focus of training sessions evolved to complement changing FO capacities.

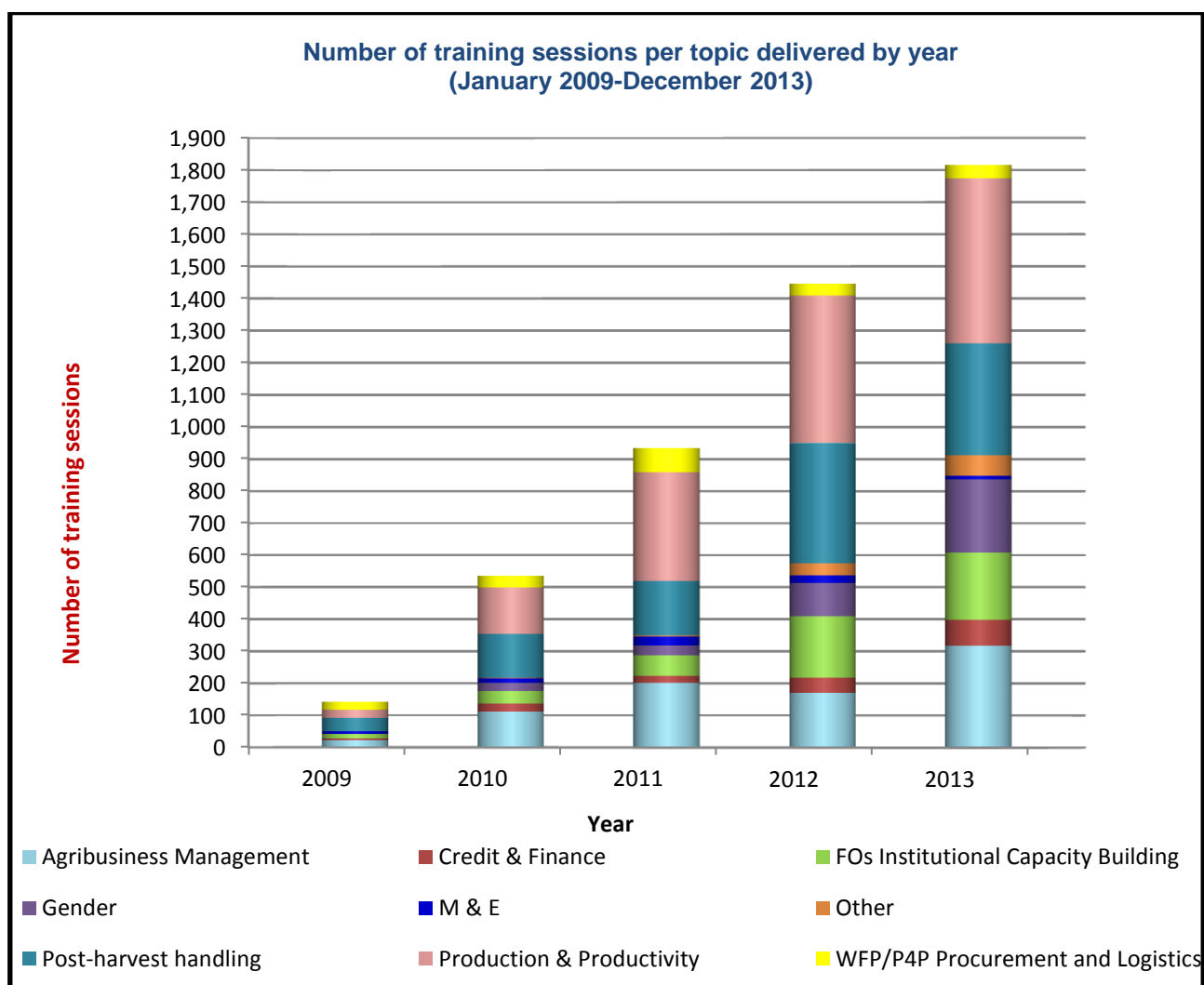
In 2009 and 2010, the most significant focus areas were production and productivity and post-harvest handling, as farmers received training on how to improve the quality and quantity of their product. While production and productivity and post-harvest handling remained key training topics throughout the pilot, other topics grew in importance in later years. Later in the pilot, the focus at the global level shifts to include agribusiness management, FOs institutional capacity development and gender. There was also a small but significant increase in the amount of training available on credit and finance, which aimed to address lack of access to credit and limited financial literacy as major barriers to market participation for smallholder farmers.

Seeing farming as a business

One notable effect of capacity development is FOs' exposure to the concepts of collective marketing and increased confidence in their ability to farm as a business. In addition to providing market opportunities for first-level farmers, P4P has triggered a change in farmers' mindsets from viewing farming as a means of subsistence to an entrepreneurial venture. In the words of one P4P-supported farmer in Guatemala:

"P4P showed us how to think like businesspeople. We used to think like producers and we were able to produce. Now we have the mindset that we have to produce quality to get a good price and a business point of view."

Chart 6: Number of training sessions per topic delivered by year (January 2009 – December 2013)



As P4P progressed, a discrepancy became evident between membership numbers and the number of people trained. There are two main factors that complicate the training figure: first, the 'training of trainers' concept (ToT), which is so important to the sustainability of the training component of P4P, is difficult to account for in the data received throughout the pilot. Training of trainers sessions resulted in many more individuals eventually being trained than may be evident in the data collected and presented in this report. Conversely, some countries conducted highly focused and targeted training sessions for the same individuals throughout the pilot and as such training numbers in those countries may be misleading. The report discusses attendance at training sessions, taking into account the fact that some individuals may have been trained several times.

Training of trainers (ToT) was used in a number of P4P pilot countries, including Ethiopia, Ghana, Kenya, Malawi, Mozambique, Rwanda, Tanzania and Zambia. Formal ToT sessions are training sessions given to facilitators of future training sessions. The objective of ToT is to spread training to a larger beneficiary pool, in addition to fostering a sense of ownership in the gains made through the programme.

In Zambia, for example, cascading training reached over 5,000 people through a series of ToT sessions on several levels, where individuals were trained and later facilitated sessions for beneficiaries or other trainers. Through this structure, training was provided to thousands of individuals from an initial training session of just over 20 people. It is difficult to capture the number of beneficiaries and potential facilitators trained through subsequent ToT sessions, and while this makes reporting on this data challenging, it is certainly a positive outcome of the capacity development component of P4P. Another set of training data that is not reflected in the data captured here is informal training given by beneficiaries of P4P training sessions to their families and communities.

Qualitatively, feedback from farmers on training has shown it to be positive and impactful.

Mazouma Sanou, one farmer from Burkina Faso who participated at the P4P Annual Consultation in January 2014, described P4P as a school for farmers. She explained that P4P gave her not only the agricultural skillset to increase the quality and yield of her crops but also how other trainings, such as gender-related sessions, have resulted in a change in gender dynamics in her family as well as increased access to land and negotiating power.



Contact information

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20 P4P pilot countries

Asia: Afghanistan

Africa: Burkina Faso, Democratic Republic of the Congo, Ethiopia, Ghana, Kenya, Liberia, Malawi, Mali, Mozambique, Rwanda, Sierra Leone, South Sudan, Tanzania, Uganda, Zambia

Latin America: El Salvador, Guatemala, Honduras, Nicaragua