

STRATEGIC EVALUATION

WFP 2008-2013 Purchase for Progress Pilot Initiative: Annexes - Volume II

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Annex 1: Terms of Reference

1. Please note that all figures referred to in this report are those provided to the ET up until May 2014 (the close of the period for data submission). Updated figures, provided outside of this period, are referred to in the main report and SER but are not reproduced here.

Background

2. Strategic Evaluations focus on strategic and systemic issues of corporate relevance, including new WFP strategic direction and associated policy, operations and activities. They evaluate the quality of the work being done related to the new strategic direction, its results, and seek to explain why and how these results occurred.

3. This evaluation is considered strategic because of the P4P pilot initiative's pivotal and transformational profile in the WFP shift from Food Aid to Food Assistance including enhanced development impact, capacity and market developments as envisaged in the 2008-2013 SP. It is the most comprehensive pilot initiative carried out by WFP with ramifications for many parts of the organisation: ranging from policy to all aspects of programme support. The expected results of this initiative should inform the operationalization of the new 2014-2017 SP, in particular, the second goal of the third Strategic Objective related to leveraging purchasing power to connect SHFs to markets, reduce post-harvest losses, support economic empowerment of women and men and transform food assistance into a productive investment in local communities. It should contribute to clarify WFP's future role in this area by identifying the priorities, the approach and the tools required to mainstream results within the organisation.

4. The TOR were prepared by the WFP Office of Evaluation (OEV) evaluation manager Anne-Claire Luzot, Senior Evaluation Officer, based on a documents' review and discussions with stakeholders.

5. The purpose of these TOR is to provide key information to stakeholders about the proposed evaluation, to guide the ET and specify expectations that the ET should fulfil.

Context

6. Improving linkages between SHFs and markets has long been part of the growth and equity agenda of governments and development partners. Over the last few years, this agenda led to strategic development partner initiatives and academic research. Many studies have shown the need for production to be linked to market demand. For instance, the FAO commissioned in 2007 a strategic paper on linkages between producers and markets. Recognizing the value added of the linkages it draws lessons from experiences with different approaches taken to establish these linkages. It also identifies key problems observed and makes several practical recommendations to improve the likelihood of success when engaging in this area.¹ Among others, it highlights the need to position the linkages with the market within the overall chain approach, as all elements of the chain need to be operational for the linkages with the markets to be successful and sustainable. Understanding of and collaboration with the

¹ FAO, 2007, 'Approaches to linking producers to markets', Agricultural Management, Marketing and Finance Occasional Paper 13.

private sector are highlighted. Similarly, the role of the Governments responsible for enabling the environment is underlined. Finally it highlights the need to quantify the associated costs to strengthen these linkages and to assess ways of scaling up.

7. The IFAD Strategic Framework 2011-2015 includes the integration of poor rural people in value chains as a key focus. Presently about half of IFAD's projects include components strengthening the value chain.

8. In 2013 the Overseas Development Institute released a major study² on linking smallholders to markets based on literature review and on case studies in various African countries. The literature review confirms once again the relevance of improving the linkages between farmers and markets. It stated that 'developing smallholder agriculture can be effective in reducing poverty and hunger in low income countries but only through sustainable access to markets can poor farmers increase the income from their labour and lift themselves and their families out of poverty'. The study concluded, among others, that 'if successful cases of linkages were to be scaled up, to increase their reach and impact then a variety of models and processes should be considered'. Interestingly this study comes back on issues already raised in the 2007 FAO paper such as: the key role of governments in ensuring an enabling environment; the issues of sustainability; costing and scaling up. The study found that investment in innovation, learning and dissemination of experience remains overall very limited when compared with the extent of experiences happening in the field. The study also recognizes that most schemes reviewed were not aimed at improving equity in general and gender in particular.

9. Overall in 2008, staple food commodity prices were generally above their five-year seasonal averages. While this was a major threat on household food security it was also perceived as an opportunity for SHFs to increase their revenues. Since then, though food commodity prices have been decreasing they remain on average higher than before the peak of 2008.³

Reasons for the Evaluation

Rationale

10. The P4P pilot initiative's wide operational reach, the innovative approach of building on existing WFP operations for enhanced developmental impact and the high profile given to leveraging purchasing power to connect SHFs to markets in the 2014-2017 SP, call for a Strategic Final Evaluation (SFE) of this pilot initiative.

11. The evaluation is timed to coincide with the end of the P4P pilot initiative in December 2013. This evaluation is also a contractual obligation with the BMGF and an integral element of the P4P pilot initiative M&E system.

²ODI, 2013, 'Leaping and Learning, Linking smallholders to markets'.

³WFP, Market monitor, various issues between 2008 and 2013.

Objectives

12. All evaluations serve the dual objectives of accountability and learning. The weight of each objective varies from evaluation to evaluation. Usually summative evaluations emphasize accountability and the evaluations of pilots, learning.

13. Acknowledging that for this specific evaluation both dimensions are mutually reinforcing and should be given equal attention, the evaluation will:

- Assess and report on the quality and results achieved by the P4P pilot initiative at its closure. The evaluation will determine, to the extent possible, the reasons for the performance or lack thereof, of the different approaches developed according to the context; and
- Assess the extent to which the results and learning can be used to inform the implementation of the next SP, the development of relevant policies, strategies, guidance and tools to mainstream the relevant, effective, efficient and sustainable approaches (with highest potential impact) identified within the course of the pilot initiative.

14. These two objectives will be pursued when addressing the EQs detailed in section 4.2 around the five evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability.

15. An important element to take into consideration within a pilot initiative which by nature intends to test different approaches is to assess the extent to which the initiative has been able to learn from both its successes and its failures and has integrated the lessons learned in subsequent activities.

Stakeholders and Users of the Evaluation

16. There are two main groups of stakeholders who play a key role in the P4P pilot initiative and will be participating in the evaluation process in various degrees. A more detailed stakeholders' analysis will be conducted at the inception stage. Members of various stakeholders groups will also be part of the evaluation reference and advisory groups (for further details see section 5.3 and Annex 8)

17. Internal stakeholders. The P4P CU (reporting to the Director of the Policy, Programme and Innovation Division) at HQ was created in December 2007 to design the overall strategy and approach, manage the trust funds, oversee the partnerships and spearhead advocacy, communication, policy and guidance development, monitoring and knowledge sharing as well as support country-level implementation. The P4P CU integrated within the WFP CO has been set up in the pilot countries to design, manage, implement monitor and report on country level activities. The RBs have assigned focal points to support the implementation of the P4P pilot initiative.

18. In order to ensure appropriate inter-divisional arrangements, the main following groups have been set up:

- SC4: ‘strategic oversight’, at executive staff level, is acting in an advisory capacity on strategy, policy operational and partnership issues. It ensures appropriate linkages with external and internal parties and advises on issues to raise with the Regional Directors and CDs.
- Stakeholder group.⁵ ‘Operational focus and information sharing’ at working level, is providing a forum for discussion on programme and implementation concerns.

19. The SC and the stakeholder group are the primary internal stakeholders and key informants to the evaluation. They will play a key role to inform on the achievements, underlying causes as well as potential way forward within the organisation.

20. Managers of WFP Policy, Programme and Innovation, in particular, nutrition, school feeding, VAM resilience and the Brazil Centre of Excellence, Procurement, Logistics, Budget and Programming, and Human Resources Divisions have a stake in the initiative whose results will inform new WFP practices on local procurement, logistics as well as new programme design. These stakeholders will be consulted on issues of relevance, performance and possible side-effects on other WFP programmes.

21. WFP Management and EB are key stakeholders as they decide on the organisation’s policies and strategic directions. The new SP demonstrates a clear strategic intent when it comes to connecting SHFs to the markets which will have to be translated in new policies, strategies and guides.

22. External stakeholders. SHFs, in particular women, as ultimate beneficiaries have a very high stake in the initiative increasing their capacity to produce and competitively sell their products on the markets. They are key to assessing which approaches succeeded. They should be consulted in the evaluation process and provide feedback on their experience both in terms of success and challenges as well as on possible way forward. Farmers associations are the beneficiaries of the capacity development activities undertaken within the initiative.

23. The private sector in particular (small, medium and big) traders as well as other key actors (warehouse owners, banks, processors, etc.) supporting linkages between farmers and markets should be consulted during the course of the evaluation in order to assess the results in terms of market developments, value added for all (for instance in terms of purchases beyond WFP) and possible side-effects on those not included in the initiative.

24. Governments, national public agencies and NGOs are critical actors of the P4P pilot initiative results and are ultimately those who will be adopting the approaches that prove to be effective. Their implication in the evaluation process and sharing of their experience with various approaches will be instrumental to generate lessons learned.

⁴ Chaired by the Assistant Executive Director Operations Services, its members include Directors from Policy, Planning, and strategy; Government Donor Relations; Programming; Procurement, Communication and Public Policy Strategy; Finance and Treasury; Liaison office and P4P Coordinator.

⁵ Chaired by the P4P Global Coordinator, its members include, among others, colleagues from Policy, Programme and Innovation (Cash and Voucher country capacity strengthening, agricultural markets, VAM, nutrition and HIV/Aids, school feeding, resilience and prevention); Gender; Human Resources; Procurement; Logistics and Transport; Legal; Communication; Evaluation; Treasury and Risk Management, Government and Partnership; Liaison Offices; and Regional and COs.

These stakeholders will be consulted on: effectiveness of the approaches developed; their comparative advantages within specific contexts; and on partnerships.

25. Without the involvement of the donors it would not have been possible for WFP to test and research to the extent it happened over the last 5 years in the 20 pilot countries.⁶ Agricultural market development remains a priority for all these development partners and donors and now that the pilot initiative is ending, they have legitimate expectations in finding out what worked, what did not and what WFP will be mainstreaming in the next SP implementation. RBAs are also important stakeholders of this evaluation considering their long term investments and research in this area.

26. Finally the initiative has been supported since the start by a TRP composed of reputed members of the academia, research institutes, United Nations agencies, NGOs, etc. It provides an external forum for expert discussion and engagement on implementation of the P4P pilot initiative, supporting the P4P pilot initiative learning and sharing pillar. It provides a mechanism for external review of the results of the P4P pilot initiative monitoring activities.

27. Expected Users. The primary audience for this evaluation is threefold:

- WFP management (supported by the P4P pilot initiative CU) who will be responsible for deciding, on the basis of the evidence provided by the evaluation, which strategic and sustainable way forward to adopt, and possibly developing corresponding policies, strategies and guidance.
- The donors and development partners who supported the pilot phase will be informed in a transparent and credible manner on the results achieved with their support. This evaluation will also provide them with independent evidence on whether and how to support the way forward to be formulated by WFP.
- The EB who will have the opportunity to review and discuss the evaluation conclusions and recommendations as well as the corresponding Management Response. Any new policy that WFP would decide to develop based on the evaluation results, will also be discussed at the EB.

28. Another important audience for this evaluation are the Governments and national partners in recipient countries, the development partners and NGOs involved in agricultural market development are also expected to use the evaluation findings to inform their work in this area. Considering the need for evidence identified earlier, the results of the evaluation should be of interest to the wider development community active in this area.

Subject of the Evaluation

Overview of the P4P Pilot Initiative⁷

29. The SP 2008-2013 confirmed WFP's commitment to utilizing its purchasing power to develop suppliers' capacities by purchasing food locally thereby supporting national agricultural sectors with a special focus on smallholder farming. It is within this dynamic framework that the P4P pilot initiative was launched in September 2008

⁶There were initially 21 pilot countries but Laos was dropped early on in the process.

⁷WFP, 2012, 'P4P a Primer' serves largely as the main reference to this section.

for a period of five years ending in 2013. Continued funding is available for 2014 thereby ensuring smooth running of activities during what the P4P CU calls the post pilot period.

30. The ToC underlying the initiative has been summarized within a comprehensive logical framework⁸ at the inception stage. According to the logical framework, the goal of the P4P pilot initiative is to facilitate increased agricultural production and sustained market engagement and thus increased incomes and livelihoods for participating low income SHFs, the majority of whom are women.

31. The ultimate pilot initiative beneficiaries are low-income SHFs and the initiative aims to achieve a level of direct procurement from SHFs that impact 500,000 SHFs overall and aims for a US\$50 annual SHF income gain. Women feature prominently amongst these in an attempt to redress gender inequalities affecting women's role as agricultural producers.⁹

32. As detailed in the logical framework, the objectives of the pilot initiative are:

- To identify and share best practices for WFP, NGOs, governments and agricultural markets stakeholders to increase profitable smallholder/ low income farmer engagement in markets;
- To increase smallholder/low income farmers' capacities for agricultural production and market engagement in order to raise their income from agricultural markets;
- To identify and implement best practices for increasing sales to WFP and others with a particular focus on smallholder/low income farmers;
- To transform WFP food purchase programmes so that they better support sustainable small-scale production and address the root causes of hunger.

33. While the first three objectives are focused on expected external changes, the fourth one is about expected changes within the organisation required to support the realization of the first three objectives.

34. The initiative relies on the following development hypothesis: "Increased income for the SHFs is to be achieved through a combination of increased productivity, capacity for aggregation and quality assurance, market development and enabling environment. It also assumes that SHFs generally fare better when acting together to deliver a large quantity of improved quality to market".¹⁰

35. To achieve the above, the initiative includes seven activities organised around three pillars. The latter three activities are cross-cutting:

- Procurement pillar (demand): 1. Enhancing and expanding pro-smallholder competitive tendering practices; 2. Purchasing directly from smallholder groups (associations or cooperatives); 3. Contracting for risk reduction in smallholder areas to create greater certainty for SHFs in their planning decisions; 4. Developing pro-smallholder processing options.

⁸ Available in Annex 6.

⁹ According to P4P CU these targets have been nuanced over time to allow the pilot nature of the initiative to follow its course, through the testing of different approaches producing different level of results for the SHFs.

¹⁰ WFP, 2012, 'P4P a Primer'.

- Partnership pillar (supply): 5. Partnership and training.
- Learning and sharing pillar: 6. M&E; and 7. Policy advice and advocacy.

36. The logical framework also identifies for each expected outcome and output the associated risks and assumptions which will also have to be reviewed during the course of the evaluation. The pilot initiative is based on a certain number of explicit and implicit assumptions, especially related to the agricultural markets.

37. At the start of the project, 10 countries were funded by the BMGF and 7 by the HGBF. Inclusion of countries in the pilot spanned from 2008 until early 2009. No pilot countries were added after February 2009. Pilot countries have been selected in various areas of interventions of WFP. They are low income, lower-middle income or post-conflict countries.

38. 15 donors are now supporting this pilot initiative for a total of US\$159 million¹¹ with 42 percent provided by the BMFG, 18 percent from HGBF and another 18 percent from Canada. The funds are meant for the technical assistance of the P4P units in HQ and at CO levels including capacity building, M&E and grants for supply-side partnerships. Contributions are extra-budgetary and managed through one dedicated trust fund managed by the global P4P coordinator. Except for less than US\$300,000 allocated to Senegal, Mozambique and Niger, these funds do not cover the purchase of food, which is paid for by the cash contributions – sometimes specifically earmarked for P4P purchases – to the regular WFP emergency, recovery or development operations implemented in the pilot countries. It also means that actual purchases are contingent to available funding at country level. Continuing funding from previous years will ensure running of activities in 2014 at least. There are negotiations on-going with the major donors regarding a possible second phase.

Table 1: An overview of P4P in figures

P4P Pilot Countries	20
Donors¹²	
No. of donors	15
Total Confirmed Contributions (US\$)	159,557,582
Partnerships¹³	
Total numbers of signed agreements	302
On-going agreements	190
Concluded agreements	112
Procurement (2008-2012) (in MT)¹⁴	
Total planned	579,392

¹¹ P4P Data covering the period 2008 - October 2013.

¹² P4P Unit.

¹³ WFP, April 2013, P4P consolidated partnerships report (Sep 2008 – Dec 2012).

¹⁴ CIP and WFP P4P Consolidated procurement report (Sept 2008 - Dec 2012).

Total contracted	293,369
Percent contracted versus planned	51%
Total contracted (includes only contracts closed as at March 2013) ¹⁵	279,261
Total defaulted (from all closed contracts as at March 2013) ¹⁶	62,112
Percent confirmed default rate	22%

39. Partnership pillar (supply) is at the core of the P4P pilot initiative. On the supply side its main objective is to strengthen organizations, ensure availability of inputs, improve farming technology and techniques, reduce post-harvest losses and improve farm storage. In the area of markets, partners support capacity building of SHFs in 7 critical areas relevant to marketing: production negotiation expanding business, capital and assets, building relationships, aggregation and quality. Presently, a total of 302 partnership agreements have been signed.

40. Procurement pillar (demand). Each pilot country has defined its approach and plans including expected procurement in a CIP. According to P4P CU data about 293,369 mt have been contracted FOs since the start of the initiative until December 2012. About 46 percent were contracted through competitive processes: 31 percent through direct contracts, 16 percent using FDC; and 6 percent of the contracts were processed commodities.

41. As indicated in the table above, overall the contracted amounts represent about 51 percent of aggregated corresponding plans of all pilot countries. On average the default rate amounts to 22 percent of total amounts contracted. According to the P4P summary procurement report¹⁷, Kenya, Mozambique, Uganda, Guatemala and Tanzania have high default rates in both absolute and relative terms. They contract relatively large quantities and have consistently defaulted more than other countries since the start of the initiative. The P4P pilot initiative purchases in Kenya, Tanzania and Uganda were severely impacted by the drought in the Horn of Africa while high levels of aflatoxin have been another recurrent reason for default in both Kenya and Uganda. Poor food quality was also a problem in Mozambique. Other reasons for default in Mozambique which also apply to Guatemala were tropical storms and high price fluctuations which led to side-selling. However, both countries were able to reduce their default rates over the period of implementation. An additional challenge with procurement are delays (on average 28 days) in delivery especially from medium and low capacity FOs due to reasons such as lack of experience to execute WFP contracts, recurrent appearance of live insects, lack of experience on re-bagging activity, shortage of storage space, high moisture content, etc.

42. Learning and sharing pillar. Considering the pilot nature of the P4P pilot initiative, a lot of attention has been given from the start to the following questions: what procurement modalities/platforms are most effective for building the capacities of SHFs and FOs and for creating an enabling environment conducive to the sustainable

¹⁵ WFP P4P Consolidated procurement report (Sept 2008-March 2013).

¹⁶ Ibidem.

¹⁷ WFP, Consolidated procurement report, (Dec 2008 – March 2013).

and profitable engagement of smallholders in markets? The second question asks how WFP can optimize its local food procurement activities to achieve the dual purpose of maximizing benefits to SHFs while providing safe food in a timely and efficient manner. This pillar also includes a strong M&E component. Sharing the learning including informing the external audience through the partnerships established during the course of implementation as well through the internet, newsletters, publications, workshops, international and national consultations, participation in international forum, etc.

43. Implementation approach. The P4P pilot initiative identified 4 main approaches to take advantage of opportunities and constraints specific to each pilot country: 1) FOs and capacity building partnerships; 2) Support to emerging structured demand platforms which includes warehouse receipt systems and purchases through commodity exchanges; 3) Purchase from emerging traders through modified tendering; and 4) Developing local food processing capacity. These 4 approaches are not mutually exclusive and all procure from SHFs using various marketing channels. Also all approaches include some capacity building partnership and all countries have tested the first approach and might have combined it with one or several of the other three approaches.

The MTE

44. The MTE took place in 2011 to provide a balanced assessment of the initiative strengths, weaknesses and potential side-effects. It mainly concluded the following:

- Impressive scale and diversity of the P4P pilot initiative activities;
- High relevance of the initiative;
- Weaknesses in the design requiring testing and reviewing of the intervention logic's assumptions;
- Despite various degree of results, importance of maintaining the diversity of modalities to generate learning;
- Market development and learning dimensions given less attention than the other activities at mid-point.

45. The MTE made the following three main recommendations:

- The P4P pilot initiative must remain a pilot initiative until the end of year five;
- The P4P pilot initiative should prioritize market development objectives;
- The P4P pilot initiative should adapt the M&E system to encourage research and development.

46. WFP in its management response¹⁸ confirmed its overall agreement to the recommendations. The Executive Board when discussing the evaluation results highlighted the following¹⁹:

- Importance of improved dissemination of lessons learned;

¹⁸ WFP, 2011, 'Management Response to the Recommendations of the Summary Report of the Strategic Mid-Term Evaluation of WFP's Purchase for Progress Initiative (2008-2013)', WFP/EB.2/2011/6-B/Add.1/Rev.1.

¹⁹ WFP, 2011, 'Summary of the Work of the Second Regular Session of the EB, 2011', WFP/EB.2/2011/16.

- Need to increasing emphasis on gender objectives even if it meant diversifying the acquisition strategy from mainly maize to include such crops as legumes;
- Need to identifying qualitative indicators with a view to accurate and realistic assessments of benefits to farmers before scaling up (environment and political perspectives);
- Support to recommendation to review and renegotiate the P4P pilot initiative targets;
- Need for WFP to ensure that any negative outcomes are recognized and analysed;
- Need to extensively review the role of partnership stressing that it is vital to involve the FAO, IFAD and other international organisations;
- The importance of maximizing efficiency in paying farmers and ensuring alignment with Cash and Voucher projects before expansion.

Latest developments

47. The MTE had identified four linked/overlapping facets in the P4P pilot initiative, reflecting the complexity of the pilot initiative: 1) the P4P pilot initiative as a food assistance procurement modality; 2) the P4P pilot initiative as a Development initiative; 3) the P4P pilot initiative as a Market development initiative; and 4) the P4P pilot initiative as a Research & Development (Pilot) initiative. In May 2013 the P4P pilot initiative organised a workshop bringing together a large group of stakeholders to review these overlapping objectives which concluded that while all 4 objectives were valid, market development was the primary objective of the P4P pilot initiative. Following that workshop the P4P CU has developed an impact pathway²⁰ articulating how WFP should engage in the area of market development based on lessons learned through the P4P pilot initiative so far.

Scope of the Evaluation

48. This final evaluation will focus on the P4P pilot initiative since its conception in December 2007 and official launch in September 2008. It covers the entire initiative period until December 2013, the pilot initiative end date. It will also pay specific attention to the 2011 MTE recommendations and to the corresponding management response. On the basis of the evidence generated, it will identify lessons and recommendations to inform the next phase.

49. The evaluation will assess the results against objectives making a clear distinction between the external and internal objectives. When it comes to external objectives the evaluation will focus on the extent to which best practices have been identified and shared, the extent to which these practices led to increased farmers income and sustained market engagement. In terms of internal objective the evaluation will assess the extent to which WFP purchase programme was transformed to support sustainable small scale procurement. Finally the evaluation will assess how the pilot initiative multi-level organisational framework and the systems put in place to support the implementation contributed to the results achieved, intended and unintended.

50. The evaluation will focus on the 20 pilot countries and support provided by HQ and RBs to reach the initiative objectives. It will take into consideration the evolution in

²⁰ Oxu Solutions, 2013, 'P4P Workshop Report. Impact Pathways'.

implementation of the pilot when analysing achievements and realization of assumptions made at the time of the pilot design and assess the extent these evolutions were informed by documented evidence gained from first results.

51. P4P “like” activities undertaken in non–pilot countries are not directly part of the evaluation scope except possibly (to be decided during the inception phase) to assess the spill over effects of results achieved in pilot countries and the potential these represent for sustainable benefits.

Evaluation Approach, Questions and Methodology

Evaluability Assessment

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.

52. A preliminary evaluability assessment informs the TOR. At the inception stage, the ET will have to review this preliminary assessment and critically assess data availability and quality to inform its choice of evaluation methods to address.

53. A logical framework has been developed at the start of the pilot initiative with clear outcomes and desired changes. All 55 indicators of the logical framework have been inventoried and detailed in a reference document.²¹ Following the MTE recommendations related to the initiative’s objectives, the objective of market development has been prioritized and this change has been reflected in an impact pathway (report under preparation). The ET will have to assess the appropriateness of the initial logical framework and review carefully the changes introduced with the impact pathways. Risks and assumptions made in the logical framework will have to be carefully reviewed.

54. The pilot nature of the P4P pilot initiative means a unique emphasis on M&E and on documenting and sharing knowledge. This led to a vast amount of documents produced across the 5 years of implementation and the 20 countries.

55. The original initiative proposal included a very strong evaluation component composed of yearly real-time evaluations, interim and final evaluations. The proposal expected the final evaluation to be *“based on a panel dataset, including four survey rounds in each country and the information derived from real-time evaluations. Based on analysis of this dataset, this evaluation will yield a comprehensive assessment of the extent to which the programme has met its stated objectives, quantified with respect to the baseline. It will also allow a final assessment of value for money and*

²¹ WFP, MSI, 2010, ‘P4P indicator reference’.

*form the principal vehicle through which best practices for scaling up and replication are finalised for distribution”.*²²

56. According to information provided by the P4P CU²³, baselines were undertaken in 18 countries. 3 baselines are presently available, 3 baselines are unusable (Uganda, Nicaragua and Honduras). Two countries (Afghanistan and South Sudan) did not undertake any survey through the pilot duration. The other 12 baselines will be available between November 2013 and February 2014 (at the latest). A quick review of one of the baseline survey shows that data collection covers most outputs and outcomes of the logical framework and that some of the indicators are disaggregated by sex.

57. Follow-up (yearly for FOs and every other year for households) data collection took place in 14 countries and reports will be available between December 2013 and March 2014 at the latest. 17 country level P4P stories and studies on quality market will also be available at the latest by March 2014. Four IAs will take place but only three will be accessible to the evaluation (the fourth one is due in 2015). One will be available end February 2014 (Tanzania) while the IAs for El Salvador and Ethiopia will be available in June 2014. P4P has contracted AERC in Kenya to support data collection by pilot countries and to report on the results. As part of their agreement with WFP, AERC is expected to share all the data files (this will be extensively discussed during the inception mission in January 2014). Their timely (no later than report release and to the extent possible prior to report finalisation) release to the ET will be critical for them to proceed to their own analysis of the data collected. The absence or limited availability of data will not prevent the evaluation proceeding and will be systematically recorded and assessed under the learning and sharing pillar.

58. There are other documents, critically important to the evaluation, which are due to be released during the first quarter of 2014 such as an investment analysis undertaken by FAO. In addition, each CO prepares quarterly reports, occasional cases studies as well as annual lessons learned. Finally as part of the learning pillar, P4P has developed a GLA divided in 17 themes. Documents and reports are being produced for each of these themes.

59. In order to ensure that the ET have all the documents required no later than the desk review it has been decided jointly with the P4P CU to have the DDR timed for April 2014. There is a commitment on the part of the P4P CU to ensure that all documents included in Annex 9 will be available at the identified dates and not later than the start of the data and documents review phase except for the two IAs to be released in June 2014. The ET will ensure to keep some time in June 2014 to analyse the results of these assessments and include their findings in the draft evaluation report.

EQs

60. Considering the summative aspect of the evaluation, the EQs are framed around the internationally agreed evaluation criteria²⁴ as specified for each EQ.

²² WFP, 2008, 'Grant Proposal'.

²³ Further details available in Annex 9

²⁴ For further details see: <http://www.oecd.org/dac/evaluation/dacriteriaforevaluatingdevelopmentassistance.htm>

61. The P4P pilot initiative development hypothesis according to which *‘increased income for the SHFs is be achieved through a combination of increased productivity, capacity for aggregation and quality assurance, market development and enabling environment’* will be taken into consideration as relevant across all the EQs. Similarly the gender dimension which was emphasized in the initial logical framework and whose importance was again highlighted in the MTE will be addressed wherever meaningful.

Question 1: Relevance

Relevance assesses the extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor.

62. To assess the relevance of the P4P pilot initiative, the evaluation will review the:

- Extent to which the goal and objectives, as formulated initially and especially as refined over the course of implementation, were and continued to be coherent with policies of national governments and of national and international partners (in particular the other RBAs) in the pilot countries.
- Relevance for smallholder/low income farmers in particular for women in view of their specific context.
- Coherence with agricultural markets in pilot countries.
- Coherence with WFP mandate, SPs and related policies.
- Appropriateness of the design in view of the objectives pursued and validity of the initial assumptions and appropriateness of the ToC (impact pathways) developed later on in light of the emerging learning.

63. Considering that the relevance of the initiative has extensively been analysed and discussed in the MTE, it is not expected that the ET would have to invest a lot of time on this evaluation criteria.

Question 2: Effectiveness

Effectiveness is a measure of the extent to which an aid activity attains its objectives.

64. To assess the effectiveness of the P4P pilot initiative, the evaluation will review the extent to which the initiative:

- Identified and shared best practices for WFP, NGOs, governments and agricultural market stakeholders to increase profitable smallholder/low income farmers’ engagement in markets.
- Increased smallholder/low income farmers’ capacities (ownership) for agricultural production and market engagement in order to raise their incomes from agricultural markets.
- Identified and implemented best practices for increasing sales to WFP and others with a particular focus on smallholder/low income farmers’.
- Transformed WFP food purchase programmes so that they better support sustainable small-scale production and address the root causes of hunger.

65. Given that majority of SHFs are women, the evaluation will assess the extent to the project results specifically affected them.

66. The evaluation will keep in mind the pilot nature of the initiative when assessing the results. Various approaches have been tested with various levels of results. The evaluation will also assess how the changes in implementation contributed to effectiveness. The extent to which these results have been documented in their successes and in their limitations and how these lessons have been integrated within the implementation of the initiative, will be given due attention. Finally it will look into the risks and assumptions made and the extent to which they affected the achievements of the objectives.

Question 3: Efficiency

Efficiency measures the outputs - qualitative and quantitative - in relation to the inputs. It is an economic term which signifies that the aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.

67. While keeping clearly in mind that P4P is a pilot initiative, elements of efficiency are critically important to inform the way forward. Therefore, the evaluation will review:

- The overall efficiency compared with the results achieved taking into consideration the magnitude of the initiative and the multilevel organisational framework put in place to support implementation which includes: HQ, RBs, COs²⁵, and the various stakeholder groups.
- The cost-benefit analysis of the various approaches tested within the initiative.
- Efficiency of each pillar of the initiative implementation taking into account the 4 approaches as presented in section 3.1:
- Procurement/demand: analysis of plans versus deliveries, quality and timeliness of deliveries, timeliness of payments to the SHFs. Within the 4 approaches various procurement modalities have been explored. Their respective efficiency should be assessed by the ET to the extent possible.
- Learning and sharing: cost-efficiency of SHFs and FOs capacity building across the various approaches; value added of the important investments in documenting and sharing knowledge and in M&E system.
- Partnership/supply: The role played by partnerships in developing the various approaches. Efficiency of large amount of partnerships agreements. Value added of various types of partnerships developed with the national and international partners (including the RBAs).

68. The timeliness of the overall initiative implementation including support of WFP various services.

²⁵The evaluation should consider the extent to which the way P4P has been embedded into the CO organizational structure affected efficiency of implementation.

Question 4: Impact

Impact assesses the positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors, such as changes in terms of trade and financial conditions.

69. To assess the impact of the P4P pilot initiative the evaluation will review, to the extent possible:

- The overall intended and un-intended effects of the P4P initiative within and outside WFP.
- The livelihood changes for smallholders and in particular women that can be attributed to the pilot initiative (this element is particularly important to inform any scale up and mainstreaming decision within the organisation).
- The effects of risks, assumptions and other external factors such as changes in the terms of trade, financial conditions, policies (regulations, tariffs, etc.), interest of big traders to purchase from SHFs, and production levels on the results achieved.
- The impact of the P4P pilot initiative on participating SHFs' sales and on corresponding markets.
- The spill over effects of the pilot initiative on non-participating FOs and their communities, on the governments, and on WFP.

Question 5: Sustainability

Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable. When evaluating the sustainability of a programme or a project, it is useful to consider the following questions: i) To what extent did the benefits of a programme or project continue after donor funding ceased? and ii) What were the major factors which influenced the achievement or non-achievement of sustainability of the programme or project?

70. Here what is important is not the sustainability of the initiative but the expected sustainability of each approach tested as it will influence the way forward and inform WFP's future policies and strategies in this area. Therefore the evaluation will assess:

- The extent to which learning and sharing will be sustained within and beyond WFP and in particular how the knowledge generated by P4P has contributed to inform how WFP can use its procurement demand to build the sustainable capacity of SHFs to engage in markets.
- Which approaches tested should be the most likely to continue to be implemented by WFP as well as by partners, governments and FOs.
- The various elements of the organisational framework which are critically important to maintain during the scaling up of the relevant results and

implications (including risks and assumptions) for various parts of the organisation.

- The likelihood for SHFs, in particular women, to remain connected to the markets after completion of the pilot initiative. The conditions and contextual factors enhancing prospects for sustainability.
- The potential of strengthened partnerships with the RBAs and with partners at national and international levels to ensure sustained engagement of the SHFs in the markets.

71. Considering the unique dimension of this pilot initiative, the evaluation will also generate some lessons learned for the pilot projects WFP will initiate in the future.

Methodology

72. Evaluation criteria. The evaluation will employ relevant internationally agreed evaluation criteria such as relevance, coherence (internal and external), efficiency, effectiveness, impact and sustainability as described in the previous section.

73. Participation. The approach followed from the onset of the evaluation will be as participative as possible. Stakeholders will participate to the evaluation through discussions, consultations and opportunity to comment draft documents. Some stakeholders will also reply to the recommendations made by the evaluation in the management response to be presented to the Executive Board at the same time than the evaluation report. In gathering data and views from stakeholders, the ET will ensure that it considers a cross-section of stakeholders with potentially diverse views to ensure that the evaluation findings are as impartial/representative as possible.

74. Programme Theory. This summative evaluation will use the programme theory in order to assess whether or not the expected results have been achieved and recommend whether, where and how the pilot initiative could be scaled up or applied in other settings.²⁶

75. Methodology. The ET at the inception stage will develop the most rigorous and transparent methodology to address the EQs in a way that serves the dual objectives of accountability and learning. The methodology should:

- Be geared towards addressing the EQs.
- Address gender issues and include to the extent possible disaggregated data and information.
- Take into account the limitations to evaluability as well as budget and timing constraints.

76. The methodology should demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and using a mixed methodological approach (e.g. quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means.

²⁶ For further details on programme theory see, Bamberger, Rugh and Mabry, 2006, 'Real World Evaluation'.

77. Data and document analysis. Considering the vast amount of documentation generated by the pilot initiative during its implementation and also that a lot more key documents are still expected, the evaluation will ensure that all available documents are analysed and relevant information extracted before conducting any primary data collection. Primary data collection (to be sex disaggregated whenever relevant) will be guided by potential gaps in the information available to address the EQs, triangulation purposes as well as by budget and time limitations.

78. CVs. The evaluation process will include a certain number of CVs. The possibility of a pilot visit should be envisaged to ensure that all the CVs follow the same approach validated at the conclusion of the pilot mission. Some of the selection criteria to be taken into account have been identified in the Annexes 6 and 7. These include, among others, size of the CO's and geographic coverage, type of countries (low-income, low-medium income and post conflict), availability of baseline data and IAs, countries visited during the MTE, the approaches tested, the type of activities (mode of procurement) undertaken, FO sales beyond P4P, etc. Using all these criteria will lead to various possible combinations of countries to be visited. The final list of countries to be visited will be finalised jointly with OEV during the inception phase based on transparent criteria and consultations ensuring that diversity of experience is well captured.

QA

79. WFP's EQAS is based on the United Nations Evaluation Group norms and standards and good practice of the international evaluation community (Active Learning Network for Accountability and Performance and DAC). It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the ET. The evaluation manager will conduct the first level quality assurance, while the OEV Director will conduct the second level review. This quality assurance process does not interfere with the views and independence of the ET, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

80. The ET will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

81. To enhance the quality and credibility of this evaluation, an external advisory group has been created. It is composed of members of the TRP who provided advice during the course of the initiative implementation and additional experts, mainly from United Nations agencies active on the evaluation subject. This external advisory group will comment on the draft TOR, inception and evaluation reports. Similarly, the main donors to this initiative will be shared key documents for their views from the TOR onwards.

Organisation of the Evaluation

Phases and Deliverables

82. These TOR are prepared following the EQAS templates. The final version of the TOR takes into consideration results of consultations with key internal and external stakeholders.

Inception phase

83. The inception phase will start by a first review of key documents prior to a one-week Briefing mission to HQ. The mission to HQ will be completed by a joint inception mission by the team leader and Evaluation Manager. At this stage it is proposed to undertake the inception mission in Kenya mainly because in addition to all the initiative activities undertaken there, AERC which is contracted to undertake the baselines, follow up surveys and IA is located in Nairobi. One of the key challenges of this mission will be to understand the data collection methodology adopted and to have early access to the data generated for the baselines, follow up studies and understanding. This will allow the ET to assess their reliability and utility for the evaluation. During the inception phase the ET will assess the logical framework and its underlying ToC. The inception report will close this phase. Its draft will be quality assured by OEV and shared with the Internal Review Group (IRG), internal stakeholders and with the EAG for their feedback. The inception report has to be approved by OEV prior to starting the next phase of the evaluation.

84. Inception Report IR to be prepared according to EQAS template, it focuses on methodological and planning elements. It will present, taking into account the original logical framework and the impact pathways, a detailed evaluation framework and the EM. The ET will also strengthen the stakeholder analysis and include an assessment of the reliability of the data generated through the M&E system. It will identify the countries to be visited with corresponding criteria and justification used for their selection.²⁷ Data collection tools and approaches to be used for the desk review and field visits will be clearly identified and related to the EM.

DDR

85. Considering the amount of documentation already available as well as the quantity of data generated through the M&E system, the ET will dedicate a substantial amount of time in order to analyse these documents, to provide preliminary inputs, to start responding to the EQs. As mentioned in the evaluability section, two IAs will only be available in June 2014. The ET will have to take this element into account when planning the time allocated for each steps of the evaluation process. The analysis will also be informed by a literature review. The possibility of undertaking a mission to HQ during this phase is included in the timeline.

86. A DDR report will close this phase. Its draft will be commented on by OEV and the internal reference group. This report is not meant to be finalised. Rather it will serve as inputs to the evaluation report.

²⁷ A primary list of selection criteria is available in Annex 7.

87. DDR: in order to facilitate the work of the ET it will be drafted following the template of the evaluation report. This report will include preliminary findings based on in-depth analysis of the data and documents. It will also include, whenever relevant to the fieldwork, refined lines of questioning to be addressed during the field missions.

Fieldwork

88. The ET will conduct visits of about 10 days in 6 pilot countries in teams of two. The team might consider starting with a joint /pilot mission (presently foreseen in the timeline) and/or have an internal workshop at the end of the pilot mission to ensure that all members do apply the methodology in a similar way. Each mission will start with a briefing and end with a debriefing with the CO and key stakeholders on the key findings. The evaluation manager and members of the internal reference group may connect via teleconference. The country missions will include meetings with key partners, FOs, private sector partners such as traders and visit to initiative sites to meet SHFs (especially women). While recognizing the limited participatory dimension of the evaluation at this stage, the ET will be requested to pay particular attention when engaging with beneficiaries and provide them with feedback on their observations.

89. Aide memoire of key findings to be prepared at the end of each country mission to be used to support the debriefing with the stakeholders.

90. Depending on the methodology proposed in the inception report this phase might also include additional data collection through web-based questionnaire (spill over effects) additional interviews with development partners, other United Nations agencies, members of the technical reference group, etc.

91. The fieldwork phase will conclude with an overall debriefing at HQs.

Reporting and communicating

92. This phase is dedicated to the in-depth analysis of the results of the data and documents review and of the data collected through the fieldwork. The results of this analysis will be presented in the evaluation report.

93. Pending availability of funding, this phase will include one or two workshops in WFP HQ²⁸:

- Workshop with the internal reference group, the external advisory group and other key internal stakeholders (for instance representatives from pilot countries). This will be the opportunity for the stakeholders to have an exchange around the main findings, conclusions and preliminary recommendations presented by the ET. It will take place once these stakeholders will have seen a first draft of the evaluation report.
- Workshop with P4P key donors and P4P SC. The objective of this workshop will be to share, with these key stakeholders, the key results of the evaluation and engage with them on the achievements and lessons learned to inform the way forward. This workshop will take place once the SER has been circulated to the Executive Management Group (EMG).

²⁸The evaluation team should budget the cost of their participation to the workshop (to be held in Rome) in their proposal.

94. Draft 1 evaluation report will be cleared by OEV/D before being circulated with internal stakeholders. Draft 1.1 of the evaluation report will be circulated to the EAG before the first workshop takes place. Draft 2 of the ER and draft 1 of the SER will be cleared by OEV/D before being shared with the EMG. The OEV/D does the final approval of both the ER and the Summary Evaluation Report (SER) following final revisions of both documents by the ET.

- Evaluation report will build on the DDR report. It will be prepared according to the EQAS template; it will provide an assessment of the results according to the evaluation criteria. It will include conclusions based on the evidence generated in the findings, identify clear lessons learned and draw actionable recommendations.
- SER will be based on the executive summary of the evaluation report and will follow the relevant EQAS template.

95. To be noted: Submission of revised versions of any of the deliverables by the ET will be accompanied by a feedback on each comment provided. This feedback will succinctly summarize if and how comments were addressed and if they were not it will justify why.

Follow up for EB 1 / 2015

96. This will mainly include the SER and the finalisation of the Management Response to the evaluation recommendations, initiated as soon as the recommendations become available.

Table 2: Timeline summary of the key evaluation milestones

Main Phases	Timeline	Tasks and Deliverables
1. Preparatory	Sept – Nov 13	<ul style="list-style-type: none"> • Last draft and Final TOR following consultations with various stakeholders as described in 5.3 • ET and/or firm selection & contract
2. Inception	Jan - March 14	<ul style="list-style-type: none"> • Briefing at HQ • Inception Mission • Inception report
3. Data and documents review	April – May 14	<ul style="list-style-type: none"> • Extensive desk review prior to interviews and field visits • Data and documents review report
4. Fieldwork	June - July 14	<ul style="list-style-type: none"> • Evaluation missions including pilot mission (HQ, RB and COs) and data collection • Exit debriefing after each mission and after completion of field work • Analysis
5. Reporting / communication	Sept – Nov 14	<ul style="list-style-type: none"> • Report Drafting • Comments Process • Workshops with internal and external stakeholders • Final evaluation report

Main Phases	Timeline	Tasks and Deliverables
6. EB follow up for EB.1 /2015	Oct 14 – Jan 15	<ul style="list-style-type: none"> • SER Editing/Evaluation Report Formatting • Management Response and EB Preparation

ET

97. To ensure the independence of the evaluation and the credibility of the findings, the evaluation will be conducted by a team of external consultants identified through a transparent selection process. The team will include 5/6 members with an appropriate balance of expertise in evaluation methodologies and relevant technical skills as detailed below.

98. The team leader will report to the evaluation manager. S/he will have strong evaluation experience in international development, a good understanding of agricultural development and market support theories and programmes as well as excellent analytical, communication, management and communication skills. S/he must have demonstrated experience in designing and leading strategic evaluations as well as strong evidence synthesis and report writing skills.

99. His/her primary responsibility will be: setting out the methodology and approach, guiding and managing the team during each phase of the evaluation process; consolidate and quality assurance team members contribution to the evaluation deliverables; representing the ET in meetings with stakeholders and delivering the reports aligned to EQAS.

100. Team members report to the team leader. They should collectively have strong expertise in:

- Agricultural markets development: markets analysis and commodity pricing; supply chain;
- Economic analysis: cost benefit analysis, value for money;
- Local procurement preferably in the context of food assistance and logistics;
- organizational change management; knowledge management;
- Gender equality and women empowerment;
- Ability to process large amount of qualitative and quantitative data.

101. Team members should have good interpersonal skills, ability to work effectively as part of a team and good analytical and writing skills. The team as whole needs skills in Spanish and French to allow effective communication during field visits. National experts to facilitate CVs will have to be identified at the inception phase. To the extent possible the team need to be gender balanced. The report will be written in English.

102. Members of the team will not have been involved in the P4P pilot initiative or have other conflict of interest or bias on the initiative. They will act impartially and respect the code of conduct of the profession notably the 2005 United Nations Evaluation Group norms and Standards and the 2007 United Nations Evaluation Group ethical guidelines.

Roles and Responsibilities

103. This evaluation is managed by OEV. Anne-Claire Luzot, Senior Evaluation Officer, has been appointed as evaluation manager. The Evaluation manager has not worked on issues associated with the subject of evaluation in the past. S/he is responsible for drafting the TOR; selecting and contracting the ET; preparing and managing the budget; setting up the reference groups; organizing the team briefing in HQ; assisting in the preparation of the field missions; conducting the first level quality assurance of the evaluation products and consolidating comments from stakeholders on the various evaluation products. S/he will also be the main interlocutor between the ET, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.

104. Three key stakeholders groups are constituted for the purpose of this evaluation²⁹.

- IRG: composed of key stakeholders to the P4P initiative in WFP they will be the first line of consultations on all draft documents (TOR, IR, preliminary findings note and ER).
- External Advisory Group (EAG) composed of members of the TRP and additional experts from the Rome based agencies they will be consulted on the TOR³⁰, the IR and the ER.
- Donors Group: will be consulted from the preparation of the TOR onwards and at key stages of the evaluation process (see detailed timeline in Annex 1 for further information).

105. WFP stakeholders at CO, RB and HQ levels are expected to provide information necessary to the evaluation; be available to the ET to discuss the programme, its performance and results; facilitate the ET's contacts with stakeholders for CVs; set up meetings and field visits, organise for interpretation if required and provide logistic support during the fieldwork. A detailed consultation schedule will be presented by the ET in the Inception Report.

106. The Performance Management and Monitoring Division will be responsible for coordinating the Management Response to the evaluation and concerned stakeholders will be required to provide inputs.

107. The COs selected for CVs will also be responsible to set up meetings, assist in the identification of sites to visit, provide administrative support, facilitate logistics of the field work and to identify a translator if required. To ensure the independence of the evaluation, WFP staff will not be part of the ET or participate in meetings where their presence could bias the responses of the stakeholders.

²⁹ See Annex 8 for membership of each groups.

³⁰ Participation of the Evaluation Manager to the TRP meeting in Washington when TRP members will have received draft TOR for comments.

Communication

108. A communication plan will be developed during the inception phase and articulated around the following elements:

109. Briefs. To facilitate communication about the evaluation process, the evaluation manager will prepare briefs on the TOR and inception report to be shared with relevant stakeholders for information prior to visits or interviews.

110. Briefings and debriefings. These will be organised all along the evaluation process especially at the inception stage as well as at the start and end of each CV.

111. Workshops. In order to elicit feedback on the findings and exchanges around the conclusions emerging from the data analysis a first workshop will be organised with the internal reference group and the external advisory group. Once a revised draft of the evaluation report is available, a second workshop will be organised with key expected users of the evaluation in particular the donors and key WFP stakeholders to discuss more specifically the recommendation and possible way forward for various stakeholder groups. An evaluation update will be made at the global P4P consultation in January 2014.

112. Dissemination of the findings. As mentioned earlier, a SER and an evaluation brief will be prepared by the evaluation manager to enhance the dissemination of the findings, The ER, SER, the Management Response and the evaluation brief will be public and posted on the WFP external website (www.wfp.org/evaluation).

Budget

113. The evaluation will be financed from OEV's Programme Support and Administrative budget. Based on the team composition presented in section 5.2, and travels and timeline available above and in Annex 1 the total cost of the evaluation will not exceed US\$600.000.

Table 3: Detailed Timeline

Phases	Responsibility	Deadline	Nr of weeks
Phase 1 - Preparation			
Draft 0 TOR shared with OEV/D	EM	31/07/2013	3
Feedback OEV/D	OEV/D	23/08/2013	3
Draft 1 TOR shared with P4P team	EM	30/08/2103	1
Comments from P4P unit	P4P	13/09/2013	2
Draft 2 TOR shared with internal ref group (IRG) and SC	EM	23/09/2013	2
Comments from IRG	Stakeholders	04/10/2013	2
Draft 3 TOR shared with External Advisory Group (EAG) & donors	EM	11/10/2013	1
TRP consultation	EM	17-18/10/2013	

Phases	Responsibility	Deadline	Nr of weeks
Comments from external stakeholders	Stakeholders	25/10/2013	2
Draft 4 TOR sent to OEV/D for clearance	EM	05/11/2013	1
Final TOR cleared by OEV/D	OEV/D	12/11/2013	1
Final TOR Shared	EM	15/11/2013	0
Contracting ET/firm	EM	15/11/2013	
Phase 2 - Inception			
Team preparation prior to HQ briefing	Team	Dec 2013	1
HQ briefing (WFP Rome)	EM & Team	6 to 10 Jan 2014	1
Inception Mission - Kenya	EM +OEV/D?+ TL	20 to 24 Jan	1
P4P Global consultation	EM	28 to 31 Jan	1
Submit draft 0 Inception Report (IR) to OEV	TL	07/02/2014	2
Comments on draft 0	EM	14/02/2014	1
Submit draft 1 Inception Report (IR) to OEV	TL	21/02/2014	1
Comments on draft 1 from IRG and EAG + consultation with OEV/D	Stakeholders+OEV/D	07/03/2014	2
Submit draft 2 Inception Report (IR) to OEV	TL	14/03/2014	1
Review of draft 2 + consultation with OEV/D	EM+OEV/D	28/03/2014	2
Final IR shared with IRG and AEG	EM	04/04/2014	1
Phase 2 - DDR			
Submit draft 0 Findings based on desk review	Team	02/05/2014	5
Comments on draft 0	EM	09/05/2014	1
Submit draft 1 findings to OEV	TL	16/05/2014	1
Mission to HQ	team	May	1
Comments on draft 1 from IRG	Stakeholders	30/05/2014	2
Phase 3 - Fieldwork			
Pilot field mission	Team	10/06/2014	1.5
Team internal workshop	Team	12-13/06/2014	0.5
Field visits RB and COs	Team	18/07/2014	5
Exit debrief for each visit	TL		
Final debriefings after all missions in HQ	EM&TL	21-22/07/2014	0.5

Phases	Responsibility	Deadline	Nr of weeks
Phase 4 - Reporting and Communication			
Submit draft o Evaluation Report (ER) to OEV	TL	22/08/2014	4
Comments on draft o	EM	22/08/2014	1
Submit draft o.1 ER to OEV	TL	05/09/2014	1
OEV/D clearance of draft for comments	OEV/D	12/09/2014	1
Comments on draft 1 ER from IRG	Stakeholders	26/09/2014	2
Submit draft 1.1 ER to OEV	TL	03/10/2014	1
Sharing draft 1.1 ER to EAG	EM	10/10/2014	1
Workshop 1 with IRG and EAG	Stakeholders +team +EM	Week Oct 13	0.5
Submit draft 1.2 ER and draft o SER to OEV	TL	24/10/2014	1
Review draft 1.2 ER and draft o SER	EM	31/10/2014	1
OEV/D clearance to issue SER for EMG comments	OEV/D	07/11/2014	1
EMG comments on SER	EMG	14/11/2014	1
Workshop 2 with donors and SC	Stakeholders +team +EM	17-18/11/2014	0.5
Submit draft 2.1 ER (with the revised SER) to OEV	TL	21/11/2014	
Final approval by OEV/D	OEV/D	28/11/2014	
Submit draft SER/recommendations to RMP for management response	EM	07/11/2014	
Submit SER to ERBT for editing and translation	EM	Deadline EB Secretariat	
Tail end actions, OEV websites posting, EB Round Table Etc.	EM		
Presentation of SER to the EB	D/OEV	EB1/2015	
Presentation of management response to the EB	D/RMP	EB1/2015	

Key food procurement trends

114. Globally, WFP is the largest single procurer of food assistance for all its operations in emergency recovery and development contexts. WFP aims to balance its main procurement objective of “ensuring that appropriate commodities are available to WFP beneficiaries in a timely and cost-effective manner” with a more programmatic objective of promoting developing country food markets and food and nutrition security or recipient countries. Consequently, “when conditions are equal, preference should be

given to purchasing from developing countries, while avoiding to cause negative effects on local markets and prices”.³¹

115. Long term trends show regular increase in total amount of food purchased with peaks during specific emergencies and in proportion amount of food procured from developing countries. Over the last five years an annual average of 2.6 million mts were procured for an average value US\$1.9 million from about 75 developing countries. The proportion of food procured from developing countries has been regularly increasing over that period to reach 86 percent of all food procured in 2012.

Table 4: Key figures on WFP’s outputs, contributions and procurement 2008-2012

	2008	2009	2010	2011	2012	Average
WFP COs ³²	77	75	75	75	80	76
Beneficiaries (in million)	102.1	101.8	109.2	99.1	97.2	102
Tonnage distributed (in million MT)	3.9	5.0	4.3	3.6	3.5	4
Contributions (US\$billion)	5.0	4.2	4.1	3.7	3.9	4.2
Total purchases (in million MT) ³³	2.8	2.6	3.2	2.4	2.1	2.6
Total purchases (in million US\$)	1,407	965	1,250	1,232	1,103	1,191
Percent of tonnage purchased from developing countries	75.5%	82%	83%	72%	86%	80%
Percent of tonnage purchased from LDCs and LICs ³⁴	25.6%	31%	51%	29%	35%	34%

116. Following research on Local and Regional Purchase (LRP), WFP issued in 2006 a Policy on food procurement in developing countries³⁵, confirming the considerable comparative advantage of LRP to provide the food closer to the beneficiaries thereby reducing transport costs and improving delivery timeliness. Locally produced food also generally matches local taste preferences better.

117. The policy recognized the role WFP should place in advocating for national policies that promote effective functioning of food markets. It identified market development as an implicit objective for WFP and encouraged WFP to support small traders and farmers’ groups that can trade competitively in the formal sector. It also recognized that, at the time, WFP was not well-placed to use procurement as a mean to support farmers and farmers ‘groups in entering the market place, due, among others, to high administrative costs.

118. More recently, WFP established the FPF with the objective to reduce supply lead time; to buy when market conditions are more favourable (including developing countries markets); and to shorten response time during emergencies³⁶.

³¹ WFP Annual Procurement Report (2008-2012).

³² WFP Annual Performance Reports (2008-2012).

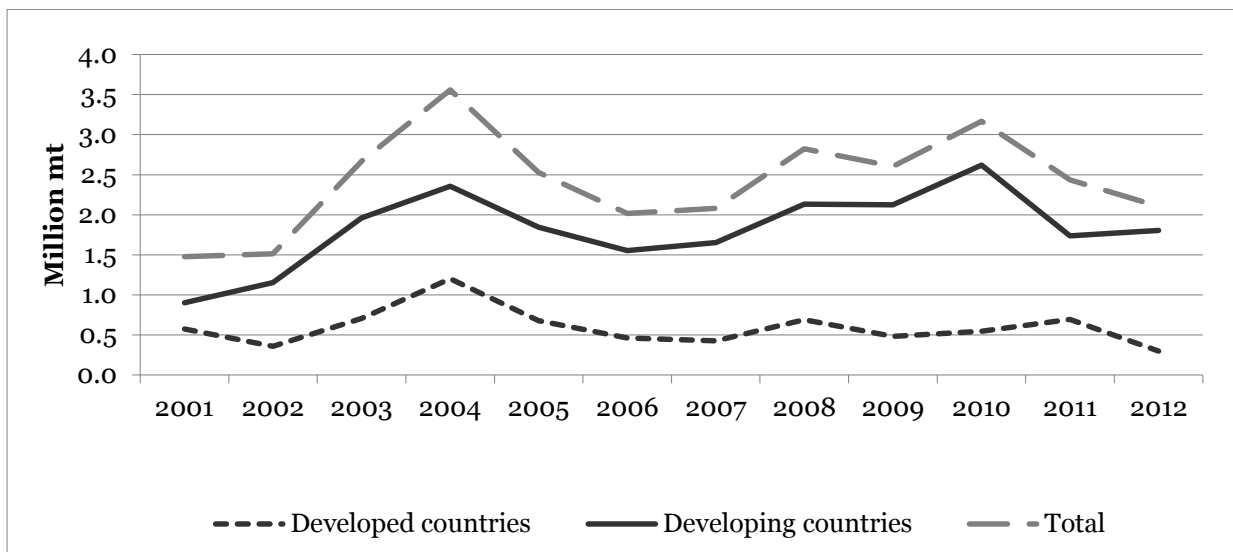
³³ WFP Annual Procurement Report (2008-2012).

³⁴ Least Developed Countries (LDCs) AND Low Income Countries (LICs) based on OECD Development Assistance Committee (DAC) list.

³⁵ WFP, 2006, ‘Food Procurement in Developing Countries’, WFP/EB.1/2006/5-C.

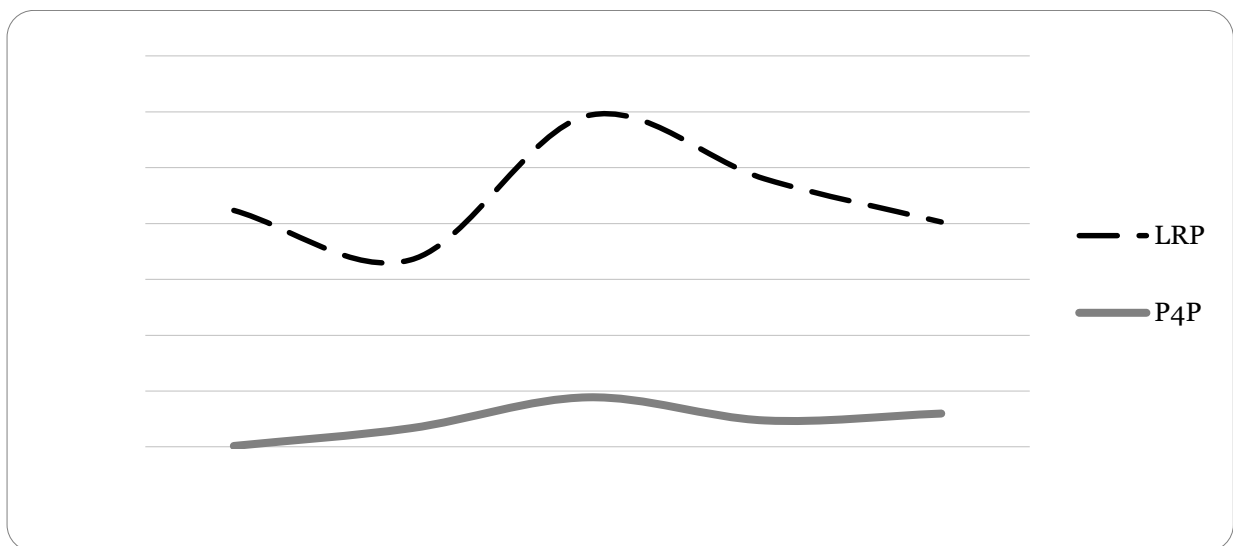
³⁶ WFP, 2012, ‘Forward Purchase and Positioning Approach’. Information and interim guidance note.

Figure 1: Food Procurement by Origin & Tonnage



Source: WFP Procurement Unit. 2004 data includes 1,562,000 mt for Iraq.

Figure 2: Quantities delivered in P4P countries



Source: WFP Procurement Unit

Table 5: P4P Logical framework (last update 10th September 2009)

Component	Indicator	Data source	Risks and assumptions
Impact: To facilitate increased agricultural production and sustained market engagement and thus increase incomes and livelihoods for participating smallholder/low income farmers, the majority of whom are women.	Participating smallholder/low income farmers' annual household incomes (relative to baseline and comparison groups, disaggregated by gender of household head).	SHF household surveys.	
Objective 1. To identify and share best practices for WFP, NGOs, governments, and agricultural market stakeholders to increase profitable smallholder/low income farmer engagement in markets.			
Outcome 1.1: WFP and other agricultural development stakeholders collaborate to identify procurement and market development best practices from P4P experience	Number of completed compilations (by WFP) of best practice programming and policy recommendations on pro-smallholder local procurement.	DDR.	Local procurement is an effective method for accomplishing development objectives without undue risk to WFP's and other stakeholders' core objectives.
Output 1.1.1: Mechanisms and procedures to collect and manage P4P performance data developed & functioning	Completed global level M&E system including M&E plan, implementation guidelines, M&E manual, and analysis and reporting routines/templates.	DDR.	WFP, and particularly the COs, embrace the learning objective and have the capacity and funding necessary to support country-level M&E activities.
	Number of P4P pilot countries implementing M&E system (e.g., collecting data, producing required reports, etc.).	WFP P4P CU records.	

Component	Indicator	Data source	Risks and assumptions
Output 1.1.2: M&E results compiled, analysed, and disseminated.	Percentage of required M&E reports delivered to, or developed by, P4P Unit (disaggregated by country/unit and report type).	WFP P4P CU records.	P4P CU reviews and assimilates CO M&E reports and data.
Output 1.1.3: Engagement of agricultural market stakeholders (e.g., governments, NGOs, partners, private sector, etc.) in dialogue to interpret findings and validate best practices facilitated	Average percentage of invited/expected organizations represented at event/meeting (disaggregated by event/meeting).	Meeting minutes or event attendance/participation records. Applicable events include country level action reviews, regional P4P meetings, global events, TRPs, and lessons learnt events.	WFP is able to engage a sufficiently wide range of experts who actively participate in the learning process. Stakeholders are willing to participate in collaborative learning.
Outcome 1.2: By the end of the project, agricultural development stakeholders (e.g., governments, NGOs, private sector, donors, etc.) have integrated smallholder/low income farmer-focused market development and procurement best practices into their operations, procedures, or policies	Number of participating stakeholders that have incorporated best procurement and market development recommendations into their operations, procedures, or policy documents.	Document review, P4P Unit staff, country-level P4P staff. Document evidence that a stakeholder has incorporated a specific recommendation arising from the P4P pilot into its operations, procedures, or policy documents.	Other agricultural development stakeholders have a large enough presence and can effectively manage the risks associated with local procurement (i.e., not disrupt markets) and retain a focus on smallholder/low income farmers and women.
Output 1.2.1: Implications of lessons learned and best practices for programming or policy (including specific recommendations) documented and conveyed to agricultural market stakeholders and others	Number of publications, or other communications, produced by WFP that contain specific programming or policy recommendations (e.g., guidance to COs, position papers, policy recommendations, etc.)	Review of documents and other communications (CO quarterly reports, weekly not-for-the-record papers from teleconferences between HQ and CO).	The appropriate stakeholders receive the message and are receptive to the policy recommendations arising from the P4P pilot.

Component	Indicator	Data source	Risks and assumptions
	Number of meetings of agricultural development stakeholders at which either policy or programming proposals are tabled by P4P implementers.	Records of WFP, P4P CU, COs, and implementing partners documenting formal presentation of P4P programming or policy recommendations at meetings/conferences with other stakeholders.	
Activity: Design, document, and implement an M&E system and plan for P4P including impact assessment models, baselines, data collection, sampling strategies, and training materials.			WFP is able to identify and engage the assistance of partners for data collection and develop the resources and capacities in COs to manage the M&E process at the country level.
Activity: Develop and implement procedures to manage M&E data at both the CO and HQs levels			Obtain sufficient funding to manage country-level M&E functions (e.g., data collection and analysis).
Activity: Develop and implement training programs for country office staff in M&E system management, implementation, analysis, and reporting			Training is effective.
Activity: Develop standardized routines (SPSS syntax) and reporting templates for country-level analysis and reporting of M&E data			COs have the capacity and motivation to collect and analyse data and produce required reports.

Component	Indicator	Data source	Risks and assumptions
Activity: Articulate country-specific criteria for selecting participating FOs			Criteria identify FOs that have the capacity to benefit from supply-side interventions and ultimately sell to WFP but not so advanced that they will not benefit from supply-side interventions.
Activity: COs and HQs produce monthly and quarterly reports on P4P activities, issues, and lessons learned			P4P CU and COs have the capacity and motivation to collect and analyse data and produce required reports.
Activity: COs and HQs produce biannual M&E reports			Reports are a high enough priority given limited resources.
Activity: COs and P4P Unit produce annual reports drawing out implications for programming and policy			Reports are a high enough priority given limited resources.
Activity: P4P CU collaborates with WFP Evaluation Unit to facilitate external mid-term and final evaluations of P4P pilot			P4P Unit obtains the resources to support evaluations (if necessary) and the OEV engages the appropriate expertise to conduct the evaluations.
Activity: At mid-term and final evaluation points, conduct cost benefit/effectiveness analysis of P4P procurement modalities			Accounting and benefit data to support meaningful cost benefit analysis are available and WFP has access to the

Component	Indicator	Data source	Risks and assumptions
			expertise necessary to conduct the analyses.
Activity: P4P CU convenes annual global events in Rome to review P4P performance with country office staff, donors, partners, and other experts			The relevant individuals and organizations attend and participate in the events.
Activity: P4P CU compiles materials to support review by TRP			None.
Activity: P4P CU convenes annual TRP of experts in Rome to review M&E procedures and findings			TRP members have the necessary expertise, interest, and sustained engagement in the learning process.
Activity: COs convene quarterly or biannual Action Reviews to draw out lessons learned (based on quarterly reports and analysis of M&E data) and validate P4P best practices			The relevant country-level partners attend and actively participate in the events.
Activity: Design and/or contribute to public forums to share knowledge about P4P best practices			Knowledgeable individuals participate in the forums.
Activity: Develop and distribute/disseminate market development and procurement best practices guidelines to WFP, agricultural stakeholders, and partners			
Activity: Develop and distribute training materials for implementing market development and procurement best practices			

Component	Indicator	Data source	Risks and assumptions
Activity: Design and execute cost-effective advocacy campaigns to promote adoption of best practices among agricultural market stakeholders			
Activity: Collaborate with the Institute for Development Studies (IDS) to develop and distribute/implement policy outreach and policy- level advocacy materials			
Activity: Develop and distribute policy briefs and position papers to highlight policy implications (including specific recommendations) of P4P market development and procurement best practices			
Objective 2. To increase smallholder/low income farmers' capacities for agricultural production and market engagement in order to raise their income from agricultural markets.			
Outcome 2.1: By the end of the project, participating smallholder/low income farmers have increased their marketable surpluses of staple commodities.	Average per farm marketable surplus of staple commodities produced by smallholder members of participating FOs (relative to baseline and comparison group, disaggregated by commodity and gender of farmer).	SHF household surveys.	P4P is successful at building sustainable access to markets for smallholder/low income farmers at prices that reflect the cost of production.
	Average per farm quantity of staple commodities sold by participating smallholder/low income farmers (relative to baseline and comparison group,	Smallholder/low income farmer household surveys.	

Component	Indicator	Data source	Risks and assumptions
	disaggregated by gender of household head).		
	Average (per smallholder farm) post-harvest losses of staple commodities as a percentage of annual production (relative to baseline and comparison group, disaggregated by commodity and gender of household head).	Smallholder/low income farmer household surveys.	
Output 2.1.1: Smallholder/low income farmers trained in improved agricultural production inputs and practices	Percentage of participating FOs for which WFP has signed agreements with partners to improve agricultural productivity/production.	CO activity records.	Training is effective, inputs are available, and farmers have sustainable markets at prices sufficient to encourage investment in agricultural production.
	Number of SHF members of participating FOs trained in improved agricultural productivity/production practices (disaggregated by gender of trainee).	Supply-side partner activity records.	
Output 2.1.2: Participating smallholder/low income farmers trained in post-harvest handling	Percentage of participating FOs for which WFP has signed agreements with partners to improve post-harvest handling facilities and practices.	CO activity records.	Training is effective, farmers have the resources and incentives to put the training into practice, and implementation is

Component	Indicator	Data source	Risks and assumptions
			adequate to reduce post-harvest losses.
	Number of SHF members of participating FOs trained in improved post-harvest handling and storage practices (disaggregated by gender of trainee).	Supply-side partner or WFP activity records.	
Outcome 2.2: By the end of the project, participating smallholder/low income FOs have increased their capacity to aggregate and market their smallholder members' marketable surpluses of staple commodities	Average proportion of smallholder members' staple commodities sold through participating FOs (relative to baseline and comparison group, disaggregated by commodity and gender of registered FO member).	Smallholder/low income farmer household surveys, FO records and surveys.	SHFs have increased their production of staple commodities and are choosing to sell more of their surpluses through the FO.
	Average (per registered member) quantity of staple commodities sold through participating FOs (relative to baseline and comparison group, disaggregated by gender of registered FO member).	FO survey and records.	
	Average (over participating SHF organizations) price received for commodities as a percentage of the highest price in that locality during the marketing season.	FO records Secondary market data (source varies by country)	

Component	Indicator	Data source	Risks and assumptions
Output 2.2.1: Participating smallholder/low income FO management staff trained in organizational management (e.g., governance, administration, financial)	Percentage of smallholder/low income FO management staff who have completed training in governance, administration, or financial management of FOs (disaggregated by gender),	Supply-side partner activity records.	Training is effective, trainees implement lessons in running their organizations, and SHFs increase production and choose to sell their staple commodities through the FO.
Output 2.2.2: Participating smallholder/low income FOs trained in contracting	Number of FOs with at least one member of the management staff trained in organization management (i.e., governance, administration, or financial management of FOs).	FO survey and records.	Training is effective, trainees implement lessons in running their organizations, contract opportunities exist, and SHFs increase production and choose to sell their staple commodities through the FO.
	Average (over FOs) percentage of contracts successfully delivered. (Relative to baseline and comparison group, disaggregated by country and primary reason for default).	FO surveys and records.	
	Number of participating smallholder/low income FOs qualified to participate in WFP competitive tenders (relative to baseline).	WFP procurement data and records.	

Component	Indicator	Data source	Risks and assumptions
Output 2.2.3: Stability and representativeness (gender and smallholders) of participating smallholder/low income FOs improved	Percentage of participating smallholder/low income FO members who are women (disaggregated by country).	FO surveys and records.	Improved representativeness leads to organizations that better respond to members' needs and are thus better able to effectively market members' commodities.
	Percentage of participating smallholder/low income FOs' elected leadership positions held by women (disaggregated by country).	FO surveys and records.	
	Number of participating smallholder/low income FO members who are SHFs (disaggregated by country)	FO surveys and records	
	Average attrition (drop-out) rate of participating smallholder/low income FO members (i.e., percentage of members at beginning of year who were not members at the end of the year) (disaggregated by gender of FO member)	FO surveys and records	

Component	Indicator	Data source	Risks and assumptions
Output 2.2.4: Mechanisms established to address participating smallholder/low income farmers' cash flow constraints	Number of participating smallholder/low income FOs with ability to offer their members some form of financing for crops at harvest (e.g., by pre-purchase, credit, access to warehouse receipt systems, or other full or partial pre-payment for crops) (relative to baseline and comparison group, disaggregated by type of financing).	FO survey and records	Addressing cash flow constraints is sufficient to provide SHFs greater flexibility in how they sell commodities and they then choose to sell those commodities through the FO.
	Number of participating FOs depositing commodities in a warehouse with a receipt system.	FO survey and records.	
Outcome 2.3: By the end of the project, participating smallholder/low income FOs have increased access to markets for staple commodities	Average quantity of staple commodities sold by participating FOs (relative to baseline and comparison group, disaggregated by commodity).	FO surveys and records.	SHF members increase production of staple commodities and choose to sell their surpluses through the FO.
	Average size of sale of staple commodities by participating smallholder/low income FO (relative to baseline and comparison group, disaggregated by commodity).	FO surveys and records.	
	Average number of different geographic markets sold into by participating smallholder/low income FOs (relative to baseline and comparison group).	FO surveys and records.	

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

Component	Indicator	Data source	Risks and assumptions
	Average food consumption score of participating smallholder/low income farmer households (relative to baseline and comparison groups, disaggregated by gender of FO member).	Smallholder/low income farmer household surveys.	
	Average household asset score (HAS) of participating smallholder/low income farmer households (relative to baseline and comparison groups, disaggregated by country and gender of FO member).	Smallholder/low income farmer household surveys.	
	Average annual household expenditure (food and non-food) by SHF households (relative to baseline and comparison groups, disaggregated by gender of household head).	Smallholder/low income farmer household surveys.	
	Percentage of participating smallholder/low income farmers who are net sellers of staple commodities (i.e., produce more than they consume) (relative to baseline and comparison group, disaggregated by commodity).	Smallholder/low income farmer household surveys.	
Activity: Coordinate with partners to provide appropriate support (access to inputs and technical assistance) to increase productivity of smallholder/low income farmers.			

Component	Indicator	Data source	Risks and assumptions
Activity: Collaborate with partners to provide training in post-harvest handling and storage practices.			
Activity: Identify and sign agreements with appropriate supply-side partners to meet identified gaps in the capacities of smallholder/low income FOs.			
Activity: Monitor partners' performance relative to agreements, desired P4P outputs, and the Bill and Melinda Gates Foundation activity/milestones			
Activity: Work with supply-side partners to facilitate access to credit for SHFs			
Activity: Facilitate access to cleaning, drying, and storage facilities (e.g., partners rehabilitate or build warehouses, provide cleaning and drying equipment, or link FOs to certified warehouses, etc.)			
Objective 3. To identify and implement best practices for increasing sales to WFP and others with a particular focus on smallholder/low income farmers.			
Outcome 3.1: The quantity of WFP's purchases from smallholder/low income farmer associations increases by 30 percent annually throughout the five- year P4P pilot phase	Quantity of food purchased annually by WFP from smallholder/low income FOs (disaggregated by commodity, procurement modality, and country).	WFP procurement records.	Farmers have sufficient surpluses and WFP has sufficient need and capacity to support the targeted increase in procurement.

Component	Indicator	Data source	Risks and assumptions
Output 3.1.1: A clear (country-specific) strategy for increasing procurement of staple commodities from smallholder/low income farmers documented	Number of P4P pilot countries with a documented plan for achieving the required growth increment.	CIP, specific strategy for increasing local procurement to achieve the 30 percent growth target.	External factors (i.e., production shocks, prices, etc.) do not curtail quantity available, WFP's need for staple commodities, or ability to procure locally without disrupting markets (i.e., local price is below IPP).
Output 3.1.2: COs' local procurement strategies explicitly document impacts on local markets and traders	Number of P4P pilot countries with documented local- specific decision rules to minimize/avoid market distortions.	P4P CO records/documents.	None.
	Number of P4P pilot countries producing timely market intelligence/impact reports.	P4P CO records/documents.	
Output 3.1.3: CO staff trained in P4P procurement	Percentage of COs with at least one staff member trained in some aspect of local procurement specific to P4P.	WFP COs, P4P CU records.	Training is effective and addresses a relevant constraint to P4P procurement.
Output 3.1.4: WFP contracts for processed foods establish minimum requirements for smallholder/low income farmer content and means of verification	Average (over participating FOs) sales of staple commodities to processors. (Measured annually and disaggregated by commodity and country).	WFP's P4P and Procurement Units.	Processors represent a large enough market for commodities and FOs can provide adequate quality of commodities.
Activity: Country offices design and regularly review P4P procurement strategy			
Activity: COs integrate purchases through P4P into food pipeline			

Component	Indicator	Data source	Risks and assumptions
Activity: Develop standard format for direct and FDCs			
Activity: Conduct regular analyses of impacts of P4P procurement on local markets and traders			
Activity: Develop locally applicable decision rules to guide the decision on the timing and quantity of purchase from FOs			
Activity: Develop guidance on price setting and contract negotiation for use by COs.			
Activity: Develop materials and train P4P country office staff in P4P procurement (e.g., price setting, contract negotiation, quality assurance, etc.)			
Activity: WFP increases requirement for their suppliers of processed foods to procure from qualifying smallholder/low income FOs			
Activity: WFP assesses the potential for smallholder/low income farmers to contribute to WFP's processed foods needs			
Activity: Establish and apply clear criteria for selecting smallholder/low income FOs to participate in P4P			

Component	Indicator	Data source	Risks and assumptions
Objective 4. To transform WFP food purchase programmes so they better support sustainable small-scale production and address the root causes of hunger.			
Outcome 4.1: By 2013, WFP has transformed its programming, policies, rules, and regulations to incorporate a strategic focus on local procurement with a focus on smallholder/low income farmers	Financial regulations and procedures revised to incorporate pro-smallholder procurement	Review of WFP financial regulations	The P4P pilot concludes that an increased focus on local procurement delivers the desired development impacts and that risks to markets and WFP's core objectives are manageable.
	Job descriptions reflect needs/skills required to effectively manage local procurement	Review HR job descriptions for relevant positions (CDs and procurement, logistics, finance, programming staff). Job descriptions need to include managing/implementing P4P.	
	Programme guidance manual revised to reflect a strategic approach to Local Procurement.	DDR	
	Number of P4P pilot countries in which risk management strategies explicitly acknowledge risks associated with pro-smallholder procurement	DDR	

Component	Indicator	Data source	Risks and assumptions
	Percentage of PRROs, EMOPs, and country programmes that incorporate pro-smallholder local procurement as a programme component (disaggregated by country)	DDR	Projects have sufficient untied funding to buy under P4P
Output 4.1.1: WFP policies reflecting pro-smallholder procurement best practices endorsed by EB	Percentage of pro local procurement policy proposals presented to WFP's Executive Board that are adopted.	P4P CU documents and activity records	Local procurement serves WFP's needs and remains a priority for the organization.
Output 4.1.2: Integration and coordination across WFP operational units relevant to P4P implementation established	Percentage of required SC and Stakeholder group meetings convened.	P4P CU records	Local procurement accepted by all relevant units.
Output 4.1.3: COs reliance on identified best procurement practices for local food procurement increased	Percentage of total annual procurement from local sources (disaggregated by supplier, i.e., trader, FO, etc.)	WFP procurement monitoring	WFP funding constraints (i.e., tied aid, timing of fund availability) and external factors (demand, availability, prices) do not constrain local procurement activities.
	Quantity of food procured locally (disaggregated by commodity, procurement modality, and country)	WFP procurement monitoring	
Activity: Develop and package results of M&E and mid-term and final evaluations to illustrate impacts of P4P on WFP objectives			
Activity: P4P CU convenes monthly meetings with SC and Stakeholder group			

Component	Indicator	Data source	Risks and assumptions
Activity: Adapt existing WFP risk tool to manage risks to local markets and apply to assessing risk associated with P4P procurement.			
Activity: Train CO staff to manage pro-smallholder local procurement activities			
Activity: COs form SCs to provide input on local procurement implementation			

Table 6: P4P Trust Funds Facts and figures

Region	Pilot Country	Approval Date of the CIP	Donor	Total Funding (US\$)	Grand Total Funding (US\$)	Contracted quantity by activity (mt)				Total contracted quantity (mt)
						1	2	3	4	
Asia	Afghanistan	19-Jan-10	Canada	19,391,541.44	19,391,541.44	3,000	4,702		1,800	9,502
	Laos		Luxemburg	110,627.00	110,627.00	-	-	-	-	-
East Africa	DRC	09-Dec-10	Belgium	6,558,275.65	8,482,615.42		264			264
			France	1,767,797.71						
			UPS Foundation	156,542.06						
	Ethiopia	05-Dec-09	BMGF	3,226,098.00	3,648,297.90	14,554	16,190	27,800		58,544
			Brazil	249,221.18						
			Comitato Italiano WFP	52,978.72						
			USAID	120,000.00						
	Kenya	05-Dec-09	BMGF	4,988,035.00	5,111,352.00	14,405	3,549	4,335	393	22,682
			Netherlands	23,317.00						
			USAID	100,000.00						
Rwanda	20-Oct-10	BMGF	2,767,464.00	2,767,464.00	1,156	6,611			7,768	
South Sudan	29-Jan-10	HGBF	2,533,979.44	2,623,979.44		1,502	1,166		2,668	

Region	Pilot Country	Approval Date of the CIP	Donor	Total Funding (US\$)	Grand Total Funding (US\$)	Contracted quantity by activity (mt)				Total contracted quantity (mt)
						1	2	3	4	
Latin America	Tanzania	16-Feb-09	France	90,000.00	4,837,490.00	12,015	5,019	600		17,635
			BMGF	4,737,830.00						
			USAID	99,660.00						
	Uganda	22-Apr-09	BMGF	4,998,811.00	5,091,588.00	11,497	8,069			19,566
			USAID	92,777.00						
	Latin America	El Salvador	16-Feb-09	HGBF	5,121,919.06	5,121,919.06	2,555	2,350		
Guatemala		16-Feb-09	HGBF	5,150,317.76	7,046,537.01	19,708	418			20,126
			EU	1,896,219.25						
Honduras		16-Feb-09	HGBF	3,728,554.05	10,062,299.82	9,167	17,435			26,602
			EU	6,333,745.77						
Nicaragua		16-Feb-09	HGBF	4,736,149.53	4,736,149.53	1,022	1,756			2,779
Panama City RB		HGBF	1,755,645.65	1,755,645.65						
Southern Africa	Malawi	20-Mar-09	BMGF	4,245,175.00	4,608,175.00	37,450	3,129		6,076	46,654
			Brazil	263,000.00						
			USAID	100,000.00						

Region	Pilot Country	Approval Date of the CIP	Donor	Total Funding (US\$)	Grand Total Funding (US\$)	Contracted quantity by activity (mt)				Total contracted quantity (mt)
						1	2	3	4	
	Mozambique	30-Oct-08	BMGF	3,451,076.00	4,034,504.18	5,818	6,591	4,230	412	17,051
			Brazil	249,221.18						
			EU	202,375.00						
			USAID	131,832.00						
	Zambia	05-Dec-09	BMGF	4,320,824.00	4,420,824.00	12,587	848		11,159	24,594
			USAID	100,000.00						
West Africa	Burkina Faso	16-Feb-09	BMGF	4,619,968.00	4,653,618.00	315	2,865	1,683		4,863
			USAID	33,650.00						
	Ghana	29-Mar-11	Canada	5,069,364.16	5,069,364.16		2,913			2,913
	Liberia	16-Feb-09	HGBF	1,412,000.00	4,707,628.49	668	1,530			2,198
			Ireland	345,628.49						
			Saudi Arabia	950,000.00						
			USAID	2,000,000.00						
	Mali	23-Mar-09	BMGF	4,114,601.00	4,214,601.00	1,923	5,961	9,470		17,354
			USAID	100,000.00						

Region	Pilot Country	Approval Date of the CIP	Donor	Total Funding (US\$)	Grand Total Funding (US\$)	Contracted quantity by activity (mt)				Total contracted quantity (mt)
						1	2	3	4	
	Senegal RB		USAID	30,150.52	30,150.52					
	Sierra Leone	12-Dec-09	HGBF	1,412,000.00	2,755,369.49		1,716		268	1,984
			Ireland	345,628.49						
			Saudi Arabia	950,000.00						
			Zynga United States of America (USA)	47,741.00						
WFP HQ	P4P UNIT & Other allied units at HQ		Belgium	246,596.54	32,310,492.06					
			BMGF	21,197,945.00						
			Canada	2,000,000.00						
			France	14,334.00						
			HGBF	1,354,331.00						
			Saudi Arabia	3,100,000.00						
	USAID	4,397,285.52								
Unassigned		USAID	1,550,791.69	1,550,791.69						

Region	Pilot Country	Approval Date of the CIP	Donor	Total Funding (US\$)	Grand Total Funding (US\$)	Contracted quantity by activity (mt)				Total contracted quantity (mt)
						1	2	3	4	
TOTAL				149,143,024.86	149,143,024.86	147,841	93,418	49,284	20,108	310,651

Source*: WFP P4P CU. Source ** WFP, 2013, 'P4P Consolidated Procurement Report Sept 2008-March 2013'. NB: Niger and Senegal, OMD and the WFP Centre of Excellence received funding by Brazil and USAID for P4P activities. They are not part of the P4P pilot initiative and the amount received is not included in the grand total. The grand total does not include Indirect Support Costs and Forex loss. Funds for OMP as a Regional Coordinator Office have been included in the funding for WFP-HQ

Table 7: Summary of donor support

	US\$	Percent donors
BMGF	62,667,827	42.02%
HGBF	27,204,896	18.24%
Canada	26,460,906	17.74%
USAID	8,856,147	5.94%
EU	8,432,340	5.65%
Belgium	6,804,872	4.56%
Saudi Arabia	5,000,000	3.35%
France	1,872,132	1.26%
Brazil	761,442	0.51%
Ireland	691,257	0.46%
UPS Foundation	156,542	0.10%
Luxemburg	110,627	0.07%
Comitato Italiano WFP	52,979	0.04%
ZYNGA USA	47,741	0.03%
Netherlands	23,317	0.02%
Total confirmed contributions	149,143,025	100%
ISC	10,414,557	
Total	159,557,582	

Source: P4P CU (as at September 2013)

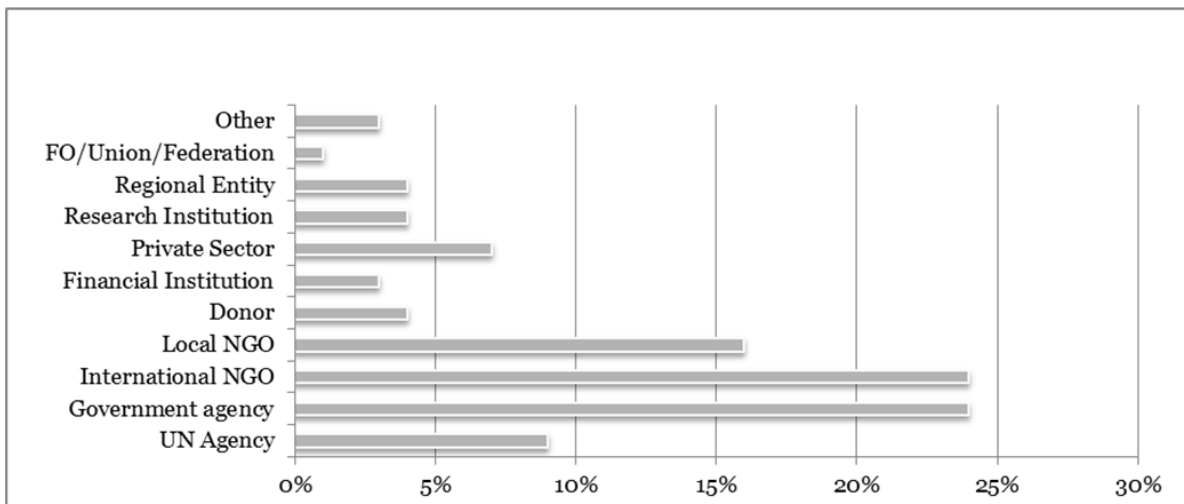
Table 8: Partnerships

	Number of Agreements			
	As at P4P Mid-term Evaluation*	As at 31 Dec 2012 (on-going)	As at 31 Dec 2012 (completed)	As at 31 Dec 2012 (on-going and completed)**
UN Agency	5	16	11	27
Government agency	18	50	24	74
International NGO	27	54	18	72
Local NGO	12	20	28	48
Donors	2	10	4	14
Financial Institution	1	7	2	9
Private Sector	2	14	7	21
Research Institution	4	8	5	13
Regional Entity	2	Not available		12
FO/Union/Federation	4	Not available		3
Other	-	Not available		9
	77	190	112	302

Source *: Summary P4P Data Analysis report – Sept 2008 – 31 March 2010 – Section 2 Partnerships and Trainings, WFP May 2010 (quoted in the TOR of P4P Mid-Term Evaluation)

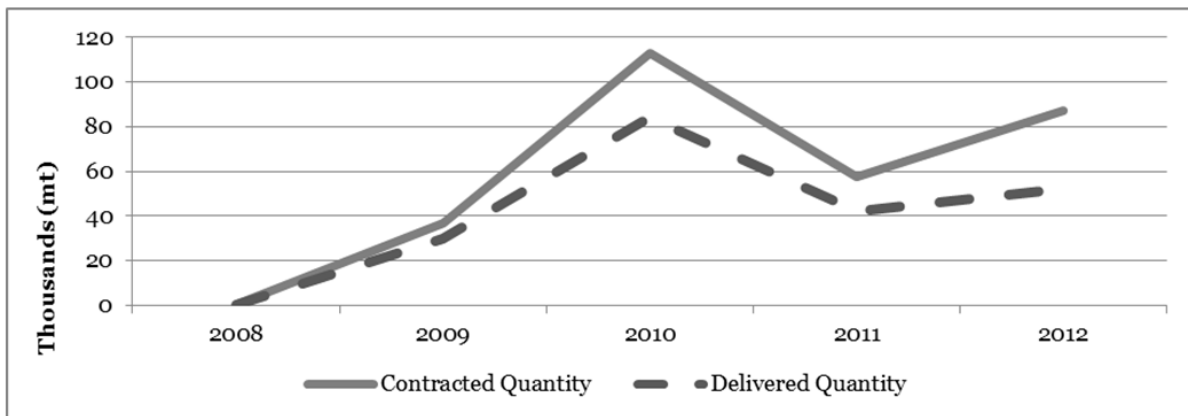
Source **: WFP, April 2013 - P4P Partnerships Consolidated Report (Sept 2008- Dec 2012). For some categories, the source Summary P4P Partnerships Report shows percentage only. Therefore figures are rounded.

Figure 3: P4P capacity development agreements by partner category



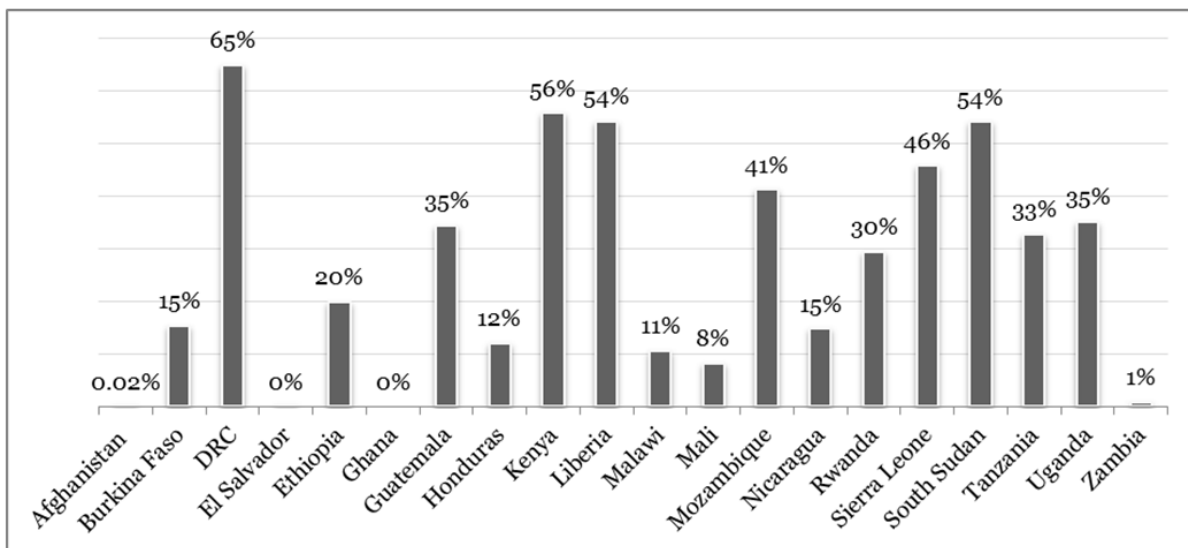
Source: WFP, April 2013 - P4P Consolidated Partnerships Report (Sept 2008- Dec 2012)

Figure 4: Total P4P contracted & delivered quantities



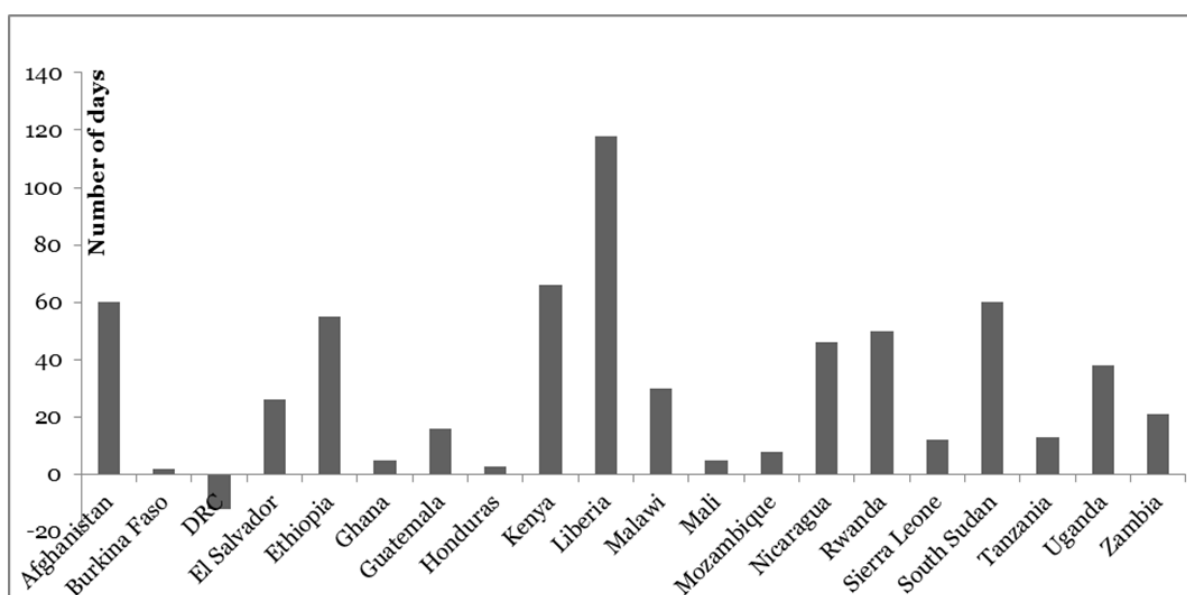
Source: P4P CU (June 2013). 2012 data are subject to change

Figure 5: Percent of P4P completed deliveries confirmed defaulted



Source: P4P Consolidated Procurement Report (Sept 2008 - Mar 2013). The data for Liberia is under revision and the default rate may be significantly higher.

Figure 6: Average number of days of delays in delivery (Sept 2008- March 2013)



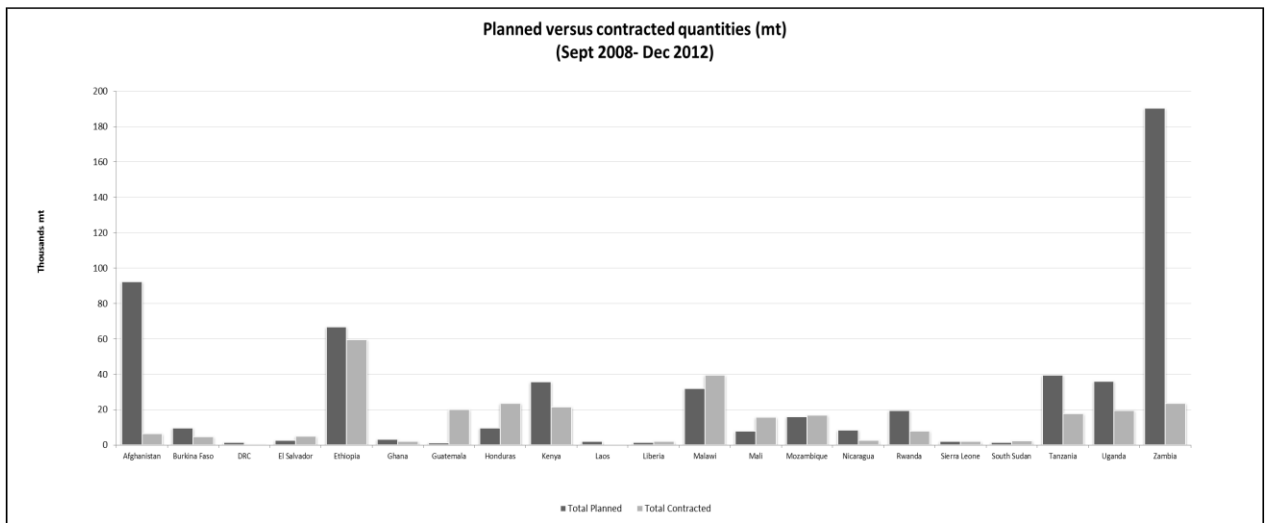
Source: P4P Consolidated Procurement Report (Sep 2008-Mar 2013)

Table 9: FO Sales beyond WFP Sep 2008-July 2013

FO Sales beyond WFP Sep 2008-July 2013	
Country	Quantity (MT)
Burkina Faso	8,853
El Salvador	5,866
Ethiopia	31,046
Guatemala	9,818
Honduras	14,711
Kenya	10,998
Malawi	1,152
Mali	607
Mozambique	3,176
Nicaragua	2,245
Rwanda	28,000
Tanzania	1,070
Uganda	25,801
Zambia	702
Total	144,045

Source: P4P CU (July 2013)

Figure 7: Planned versus contracted quantities (mt)



Source: CIPs and P4P consolidated procurement report (Sep 2008-Dec 2012)

Table 10: Preliminary list of country selection criteria

Region	P4P Country	WFP CO size ³⁷		Country Typology ³⁸			CV MTE	The 6 most important development partners						Approach				Activity						
		2013	2010\2011	Low-income	Lower-middle income	Post Conflict ³⁹		BMGF	HGBF	Canada	USAID	EU	Belgium	1	2	3	4	1	2	3	4	Total contract ed		
Asia	Afghanistan	Very Large	Large	x						x					x				x	3,000	4,702		1,800	9,502
	Laos	Small	Small		x																			
East Africa	DRC	Very Large	Large	x		X							x	x							264			264
Africa	Ethiopia	Very Large	Large	x				x			X			x	x		x			14,554	16,190	27,800		58,544
	Kenya	Very Large	Large	x			x	x			X			x		x				14,405	3,549	4,335	393	22,682
	Rwanda	Large	Medium	x				x						x						1,156	6,611			7,768
	South Sudan	Very Large	Large	x		X				x				x							1,502	1,166		2,668
	Tanzania	Large	Medium	x				x			X			x	x					12,015	5,019	600		17,635
	Uganda	Very Large	Large	x		X	x	x			X			x	x					11,497	8,069			19,566
Latin America	El Salvador	Small	Small		x		x		x					x						2,555	2,350			4,905
	Guatemala	Small	Small		x		x		x			x		x			x			19,708	418			20,126
	Honduras	Small	Small		X				x			x		x						9,167	17,435			26,602
	Nicaragua	Small	Small		X				x					x						1,022	1,756			2,779
Southern Africa	Malawi	Medium	Small	x				x			X			x	x					37,450	3,129		6,076	46,654
	Mozambique	Large	Medium	x				x			X	x		x		x	x			5,818	6,591	4,230	412	17,051
	Zambia	Small	Small		X		x	x			X			x			x			12,587	848		11,159	24,594
West Africa	Burkina Faso	Medium	Small	x				x						x						315	2,865	1,683		4,863
	Ghana	Medium	Small		X						x	X		x							2,913			2,913
	Liberia	Large	Small	x		X	x		x		X			x						668	1,530			2,198
	Mali	Large	Small	x			x	x			x			x	x					1,923	5,961	9,470		17,354
	Sierra Leone	Large	Medium	x		X				x				x							1,716		268	1,984
	WFP HQ							x	x	x	x		x											

Source: P4P CU unless specified otherwise.

³⁷ WFP RMBB Unit The Categorisation is calculated on: 1. Average DSC availability from 2009-2012 and 2. Advice and Agreement with RBs on individual COs

³⁸ World Bank classification: Economies are divided according to 2012 GNI per capita, calculated using the [World Bank Atlas method](#). The groups are: low income, \$1,035 or less; lower middle income, \$1,036 - \$4,085; upper middle income, \$4,086 - \$12,615; and high income, \$12,616 or more.

³⁹ <http://usa.wfp.org/photo-gallery/wfp-post-conflict-countries> (visited on 25\07\2013)

Table 11: Key stakeholder groups

Internal Reference Group	
Burbano, Carmen	Policy Officer, School Feeding
Denhere, Simon	Regional Procurement Officer
Dieng, Abdou	CD - Ethiopia
Gardner, Calum	Chief, Organizational Budgeting Service
Hart, William	Deputy Director, Government Partnership Division
Husain, Arif	Chief Economist, SPning Office
Kennedy, Frances	Public Information Officer, Communications Division
Longford, Sarah	Sr. Regional Programme Adviser
Lopez, Hebert	Regional P4P Advisor
Martin-Daihirou, Alice	CD – Uganda
Mashayo, Emmanuela	P4P Country Coordinator - South Sudan
Mballa, Isabelle	Regional Programme Officer
Mbizule, Clare	Sr. Programme Adviser P4P CU
McGroarty, Mary-Ellen	Deputy Director, Procurement
Meaux, Stephane	Programme Officer, Food Safety and Quality Assurance CU
Milisic, Zlatan	Deputy Director, Policy, Programme and Innovation
Ruedas, Sonsoles	Director of Gender
Sanogo, Issa	Programme Adviser, Market Specialist, Analysis and Nutrition Service
Sirois, Romain	Sr. Programme Adviser P4P CU
Van Der Knaap, Adrian	Chief Logistics and Transport Service
Van Der Zee, Robert	Chief Finance and Treasury
Vdovic, Djordje	P4P Country Coordinator - Afghanistan
Westlake, Sandra	Donor and Private Sector Relations Officer

Table 12: P4P SC members

P4P SC members		
Brown	Denise	Regional Director
Chauzy	Jean-Philippe	Director, Communication
Curran	Finbarr	Director, Budget and Programming
Darboe	Mustapha	Regional Director
Davies	Ken	P4P Global Coordinator
Diop	Abdoulaye	Government Partnership Division
Fleischer	Corinne	Director – Procurement
Guarnieri	Valerie	Regional Director
Herbinger	Wolfgang	Director, Logistics
Lodesani	Gemmo	Regional Director
Lopesdasilva	Ramiro	Assistant Executive Director, Operation Services
Oshidari	Kenro	Regional Director
Samkange	Stanlake	Director, Policy, Programme and Innovation
Von Roehl	Claudia	Director, Government Partnership

Table 13: External Advisory Group members

External Advisory Group		
	Specialization	Institution
Ahmed Shukri*	Senior Economist	FAO
Audinet Jean-Philippe	Sr. Technical Advisor, Policy and Technical Advisory Division	IFAD
Ferris Shaun*	Senior Technical Advisor for Agriculture and Environment	Catholic Relief Services (CRS)
Garcia Miguel*	Director, Agribusiness and trade	Inter-American Institute for Cooperation on Agriculture
Garcia Valdes Marta	M&E Specialist	Oxfam Intermon
Keizire Boaz*	Director	African Union Commission (CAADP)
Mbaabu Anne	Director, Market Access Program	AGRA
Rispoli Francesco*	Technical Advisor, Rural Finance	IFAD
Serova Eugenia	Director of Rural Infrastructure and Agro-Industries Division	FAO
Steven Were Omamo	Director of Policy	AGRA
Torero Maximo*	Division Director of the Markets, Trade, and Institutions Division	IFPRI
Tschirley Dave*	Market Specialist	Michigan State University (MSU)

* Members of the TRP

Table 14: Donors

Donors		
Representatives	Specialization	
Emily Martin	Programme Officer	HGBF
Alesha Black	Programme Officer	BMGF
Anne Kelly	Chief of Staff	HBBF
Arlene Mitchell	Deputy Director of Access & Markets team	BMGF
Michael Gort	Deputy Permanent Representative of Canada	Canada
Laurence Argimon-Pistre	Head of Delegation, Rome	European Union
Aïcha Touré	Humanitarian Unit - Directorate of Development Cooperation	Belgium
Tjada Mc Kenna	Deputy coordinator for development for Feed the Future	USAID

Table 15: List of P4P documents essential to the evaluation

	Baseline Reports	Follow-up reports	Impact assessment	P4P Story	Study on quality market
Afghanistan	No report	No report		March 2014	
Burkina Faso	End Dec 2013	Feb 2014 (yrs 1-5)		Nov 2013	Dec-13
DRC	End Dec 2013	End Dec 2013 (yrs 1-3)		Feb 2014	Dec-13
El Salvador	Available	Dec 2013	Jun -14	Jan 2014	Dec-13
Ethiopia	End Dec 2013	Jan 2014 (yrs 1-4)	Jun-14	Jan 2014	Dec-13
Ghana	January 2014	Feb 2014 (yrs 1-3)	Jun-15	March 2014	Dec-13
Guatemala	Dec 2013	Jan 2014 (yrs 1-4)		March 2014	Dec-13
Honduras	Baseline unusable	No report		March 2014	Dec-13
Kenya	End Dec 2013	Feb 2014 (yrs 1-4)		Dec 2013	Dec-13
Liberia	Jan 2014 (poor quality)	No report		March 2014	?
Malawi	Available	Feb 2014 (yrs 1-5)		Dec 2013	Dec-13
Mali	End Dec 2013	Feb 2014 (yrs 1-5)		Dec 2013	Dec-13
Mozambique	Jan 2014	FO report for yr 1 and 5 no date set		Dec 2013	Dec-13
Nicaragua	Baseline unusable	No report		March 2014	Dec-13
Rwanda	Feb 2014	March 2014 (yrs 1-5)		Dec 2013	Dec-13

	Baseline Reports	Follow-up reports	Impact assessment	P4P Story	Study on quality market
Sierra Leone	Jan 2014 (poor quality)	March 2014 (yrs 1-5)		Dec 2013	Dec-13
South Sudan	No report	No report		Dec 2013	?
Tanzania	Available	End Dec 2013 (yrs 1-4)	Feb 2014	Nov 2013	Dec-13
Uganda	Baseline unusable	No report		Dec 2013	Dec-13
Zambia	End Dec 2013	Feb 2014 (yrs 1-4)		Dec 2013	Dec-13

Table 16: List of P4P key global documents

List of P4P key global documents*	Time frame covered	To be completed by
P4P Primer	2012	
Consolidated Procurement Reports	Sept 2008-Dec 2013	
Consolidated Partnerships Reports	Sept 2008-Dec 2012	
Consolidated FOs & Trainings Reports	Sept 2008-Dec 2012	
Global Annual Reviews	2009-2013	
TRP Summary Reports	2009-2013 (TRP 1)	2013 (Nov for TRP 2)
Investment Analysis (FAO)		March 2014
Final Impact Pathways Report		November 2013
MSI analysis (5 reports)		February 2014
Global Gender Paper		November 2013
Documentation on FO's markets beyond WFP		End December 2013
MSU study	Available	

As per latest dates provided by the P4P CU (Sep 11th 2013)

Annex 2: Methodology

1. This chapter covers the evaluation methodology, including a description of the methodological approach and the EM (with the full EM being available in Annex 4), data collection methods, stakeholders, gender, limitations and timeline.
2. The evaluation was conducted from December 2010 and is currently on-going. The core team consists of six team members, with a further six individuals joining the team as part of the CVs.
3. During the inception phase the core team conducted an initial briefing with the P4P CU and other WFP stakeholders in Rome and undertook a CV in Kenya. During this phase the EQs were adapted from the ToR, preliminary interviews were conducted and a visit was made to the AERC HQs to better understand the data collection process, data cleaning procedures and the data analysis. The table below indicates how the EQs were derived from the TOR.

Table 17: EQs derived from the TORs

EQs in TORs	Related EQ in EM	Notes
Relevance	1 Relevance: How relevant is the P4P pilot initiative to the needs of stakeholders and the contexts within which it has been implemented? How well designed is the P4P pilot initiative to achieve its objectives?	Definition of high-level question distinguishes two main elements: relevance to needs and context and appropriateness of design
Extent to which the goal and objectives, as formulated initially and especially as refined over the course of implementation, were and continued to be coherent with policies of national governments and of national and international partners (in particular the other RBAs) in the pilot countries	1.1 How well do the P4P goal and objectives align with the objectives and policies of national governments and of national and international partners (in particular the other RBAs) in the pilot countries? How has this alignment changed over the implementation of the initiative?	Concept of alignment with national and international policies is more clearly defined
Relevance for smallholder/low income farmers in particular for women in view of their specific context.	1.3 How relevant is the P4P pilot initiative to the needs of male and female SHFs?	
Coherence with agricultural markets in pilot countries.	1.4 How responsive is the design of the P4P pilot initiative implementation plans and activities to the market contexts in the pilot countries?	Concept of “coherence with markets” is unclear, and has been clarified with focus on extent to which design in pilot countries has responded to market context
Coherence with WFP mandate, SPs and related policies.	1.2 Is P4P aligned with WFP’s mandate and SP and related policies?	
Appropriateness of the design in view of the objectives pursued and validity of the initial assumptions and appropriateness of the ToC (impact pathways) developed later on in light of the emerging learning.	1.5 Has P4P been based on a valid ToC including appropriate initial assumptions and taking account of emerging learning? 1.6 How well designed is P4P to achieve its objectives?	

EQs in TORs	Related EQ in EM	Notes
Effectiveness	2 Effectiveness: Has P4P achieved its objectives?	
Identified and shared best practices for WFP, NGOs, governments and agricultural market stakeholders to increase profitable smallholder/low income farmers' engagement in markets.	2.1 Has P4P identified and shared best practices for WFP, NGOs, governments and agricultural market stakeholders to increase profitable smallholder/low income farmer engagement in markets? [Objective 1]	
Increased smallholder/low income farmers' capacities (ownership) for agricultural production and market engagement in order to raise their incomes from agricultural markets.	2.2 Has P4P increased smallholder/low income farmers' capacity for agricultural production and market engagement in order to raise their income from agricultural markets? [Objective 2]	
Identified and implemented best practices for increasing sales to WFP and others with a particular focus on smallholder/low income farmers'.	2.3 Has P4P identified and implemented best practices for increasing sales to WFP and others, with a particular focus on smallholder/low income farmers? [Objective 3]	
Transformed WFP food purchase programmes so that they better support sustainable small-scale production and address the root causes of hunger.	2.4 Has P4P transformed WFP food purchase programmes so that they better support sustainable small-scale production? [Objective 4]	
Efficiency	3 Efficiency: Has P4P provided value for money in using the resources provided? Could the same or more have been achieved by using the money in other ways? Are the modalities of procurement and best practices developed cost-efficient?	
The overall efficiency compared with the results achieved taking into consideration the magnitude of the initiative and the multilevel organisational framework put in place to support implementation which includes: HQ, RBs, COs ⁴⁰ , and the various stakeholder groups.	3.1 Has P4P been implemented on budget? 3.3 Has P4P been effectively and efficiently managed?	ToR question does not break down concept of "overall efficiency". Formulation proposed identifies all key elements of efficiency within sub-questions, including the organisational framework
The cost-benefit analysis of the various approaches tested within the initiative.	[Dealt with in sub-questions under 3.4, 3.5 and 3.6]	A cost benefit analysis will not be possible given data limitations. An investment analysis approach is envisaged in line with work being undertaken by FAO
Efficiency of each pillar of the initiative implementation taking	3.4 How efficient are the procurement approaches developed under P4P?	Efficiency should be -assessed in terms of cost to achieve

⁴⁰ The evaluation should consider the extent to which the way P4P has been embedded into the CO organizational structure affected efficiency of implementation.

EQs in TORs	Related EQ in EM	Notes
<p>into account the 4 approaches as presented in section 3.1:</p> <p><u>Procurement/demand</u>: analysis of plans versus deliveries, quality and timeliness of deliveries, timeliness of payments to the SHFs. Within the 4 approaches various procurement modalities have been explored. Their respective efficiency should be assessed by the ET to the extent possible.</p> <p><u>Learning and sharing</u>: cost-efficiency of SHFs and FOs capacity building across the various approaches; value added of the important investments in documenting and sharing knowledge and in M&E system.</p> <p><u>Partnership/supply</u>: The role played by partnerships in developing the various approaches. Efficiency of large amount of partnerships agreements. Value added of various types of partnerships developed with the national and international partners (including the RBAs).</p>	<p>[Efficiency of procurement modalities is dealt with as a sub-question of 3.4]</p> <p>3.5 How efficient has P4P been in achieving capacity development for SHF and FOs?</p> <p>3.6 How efficient has P4P been as a means to learn and share best practices and lessons?</p>	<p>objectives, particularly those for which outputs can be clearly defined. Questions 3.4 and 3.5 focus on costs to achieve objectives 1 and 2. The efficiency of pillars and investment analysis of approaches are dealt with as sub-questions to these broader questions.</p>
<p>The timeliness of the overall initiative implementation including support of WFP various services.</p>	<p>3.2 Has P4P been implemented on time?</p>	
<p>Impact</p>	<p>4. Impact: Has P4P facilitated increased agricultural production and sustained market engagement and thus increased incomes and livelihoods for participating smallholder/low income farmers (most of whom are women)?</p>	<p>Formulation reflects intervention logic set out in logframe</p>
<p>The overall intended and unintended effects of the P4P initiative within and outside WFP.</p>	<p>4.1, 4.2, 4.3 and 4.4 What have been the other effects (intended and unintended) of the P4P initiative?</p>	<p>Effects on intended beneficiaries are identified more specifically in 4.1, 4.2, 4.3</p>
<p>The livelihood changes for smallholder men and women that can be attributed to the pilot initiative (this element is particularly important to inform any scale up and mainstreaming decision within the organisation).</p>	<p>4.2 What has been the impact of the P4P pilot initiative on participating male and female SHF production?</p> <p>4.3 What was the impact of the P4P pilot initiative on male and female SHF livelihoods?</p>	<p>Impact on production is identified separately as part of the intervention logic</p>
<p>The effects of risks, assumptions and other external factors such as changes in the terms of trade, financial conditions, policies (regulations, tariffs, etc.), interest of big traders to purchase from SHFs, and production levels on the results achieved.</p>	<p>Sub-question under 4.4</p>	

EQs in TORs	Related EQ in EM	Notes
The impact of the P4P pilot initiative on participating SHFs' sales and on corresponding market	4.1 What has been the impact of the P4P pilot initiative on participating male and female SHFs' sales and on markets?	
The spill over effects of the pilot initiative on non-participating FOs and their communities, on the governments, and on WFP.	Sub-question under 4.4	
Sustainability	5 Sustainability: Has P4P developed sustainable best practices? Will results that have been achieved through the pilot initiatives be sustained?	Two main elements of sustainability are identified, and questions are structured around these: sustainability of learning/lessons learned and best practices, and sustainability of market engagement achieved
The extent to which learning and sharing will be sustained within and beyond WFP and in particular how the knowledge generated by P4P has contributed to inform how WFP can use its procurement demand to build the sustainable capacity of SHFs to engage in markets.	5.1 To what extent will lessons learned and shared be sustained within and beyond WFP, in particular on how WFP can use its procurement demand to build the sustainable capacity of SHFs to engage in markets?	
Which approaches tested should be the most likely to continue to be implemented by WFP as well as by partners, governments and FOs.	Sub-question under 5.1	
The various elements of the organisational framework which are critically important to maintain during the scaling up of the relevant results and implications (including risks and assumptions) for various parts of the organisation.	Sub-question under 5.1	
The likelihood for SHFs, in particular women, to remain connected to the markets after completion of the pilot initiative. The conditions and contextual factors enhancing prospects for sustainability.	5.2 Will male and female SHFs continue to engage in markets after completion of the pilot initiative? What actions can be taken to improve the prospects of sustainable impact?	
The potential of strengthened partnerships with the RBAs and with partners at national and international levels to ensure sustained engagement of the SHFs in the markets	Sub question under 5.2	

The EM

4. The EM provided an analytical framework for the evaluation, and presents a summary of the methodology by which the EQs were answered, including the EQs and sub-questions, data sources and data collection methods, performance indicators, methods for data analysis and the evaluability assessment. It is structured around the OECD/DAC criteria.

5. The EM is structured as follows. For each of the evaluation criteria, a headline question has been defined as follows. These encapsulate the high level strategic questions that the SFE will answer:

- **Relevance:** How relevant is the P4P pilot initiative to the needs of stakeholders and the contexts within which it has been implemented? How well designed is the P4P pilot initiative to achieve its objectives?
- **Effectiveness:** Has the P4P pilot initiative achieved its objectives?
- **Efficiency:** Has the P4P pilot initiative provided value for money in using the resources provided? Could the same or more have been achieved by using the money in other ways? Are the modalities of procurement and best practices developed cost-efficient?
- **Impact:** Has the P4P pilot initiative facilitated increased agricultural production and sustained market engagement and thus increased incomes and livelihoods for participating smallholder/low income farmers?
- **Sustainability:** Has the P4P pilot initiative developed sustainable best practices? Will results that have been achieved through the pilot initiatives be sustained?

6. Within each OECD/DAC criterion, numbered EQs were identified. The core of the methodological approach is around lists of sub-questions for each EQ. For each sub-question, the following is defined:

- **Data Source:** This is generally a document or management information (such as financial reports) or a specific stakeholder or key informant from whom information will be obtained. More than one data source is used in each instance in order to support the triangulation of findings. Sources of information are predominantly drawn from secondary sources but on-line questionnaires and interviews will provide limited primary data. Additional data (relating in particular to finance and capacity development) was prepared in consultation with the P4P pilot initiative CU.
- **Data Collection Methods:** This defines how information was obtained from the source, for example through interviews, questionnaires or documentation reviews.
- **Performance Indicators and Benchmarks:** This identifies criteria which were used to determine the answers to the sub-questions based on information from different sources. Some of these are derived from the P4P pilot initiative logframe and indicator reference (where this information is in fact being collected through the M&E system). In some cases these can be quantified (for instance percentages of stakeholders judging a programme to be effective, increases in quantities procured). In others criteria may not meaningfully be quantified but depend on an overview of evidence (for instance that gender issues have been adequately analysed in formulating implementation plans). A further review of the indicators from the P4P Indicator Reference document was undertaken to identify those which were most useful for the team to address specific sub-questions in the EM.
- **Methods of Data Analysis:** This specifies how the data obtained was used to provide performance indicators and hence to answer the sub-question.
- **Evaluability Issues:** For each sub-question, an overall assessment of evaluability was made on a three point scale: high, medium and low. A rating of high indicates an expectation that the evaluation will be able to provide an answer to the sub-question

that will be derived from a firm evidence base and that should be robust in the face of additional evidence.

7. Responding to the EQs contained in the EM involved quantitative and qualitative elements. Quantitative elements included directly drawing on data captured by the M&E system including baseline data, follow-up reports, IAs, and records on procurement and FOs, and a comparison, where data is available, on how indicators have changed over the time of the P4P pilot initiative. This quantitative work was supported and supplemented by qualitative analysis. This included examining the ToC, factors or external elements that have either supported or inhibited the P4P pilot initiative success, reviewing the structural and organisational processes and systems in place that enable or inhibit effective collaboration between partners and WFP, and capturing findings on the lesson learning, innovation and replicable models that the P4P pilot initiative has led to. The table below gives a summary of the data methods used for each of the three levels of review (WFP corporate level, the 20 P4P pilot COs and the six P4P pilot COs visited during the CV phase).

Table 18: Data methods

WFP	P4P Pilot Initiative (20 Countries)	P4P Pilot Initiative (Six CVs) ⁴¹
Desk-based review of key WFP polices and SPs	Desk-based DDR.	Desk-based DDR.
On-line questionnaire for WFP COs	On-line questionnaire for all P4P pilot COs.	The on-line questionnaire for all P4P pilot COs will include those COs where a CV took place.
	On-line questionnaire for the recipients of P4P communications.	CVs to a representative sample of P4P pilot countries.
	On-line questionnaire for donors funding the P4P Pilot initiative.	KII with P4P Country Coordinators and other relevant members of staff (P4P and non-P4P).
	Interrogation of the ToC and the logframe.	KII with implementing partners and stakeholders including government and the private sector.
	Meetings with relevant stakeholders in WFP HQ or by telephone, including donors , RBA staff, TRP members and the P4P SC.	FGDs and KIIs with SHFs and FOs, making use of participatory tools.
	KII and briefing sessions with members of the P4P CU and other relevant WFP divisions.	Financial re-classification for four of the countries.
	Analysis of P4P web statistics.	

8. The DDR review featured strongly as a data collection method. The P4P pilot initiative has, since 2008, generated a great deal of documentation from the country to the global level. The SFE drew primarily on these secondary data sources, with other data collection methods helping to nuance, add detail and triangulate findings from the DDR. The resulting output from the DDR was a report that was submitted to OEV and the CU in May.

9. The EM contained in Annex 4 indicates which documents were most relevant to get information for each of the EQs and sub-questions. The table below shows the secondary data sources used for the evaluation.

⁴¹ The CVs were undertaken in teams of three comprised of two international staff and one local consultant.

Table 19: Main secondary data sources

Secondary Data Sources
AERC outputs (including IA).
Literature on constraints to sustainable small-scale production in countries visited.
Literature on market context (e.g. relevant value chain studies) for the visited countries.
Investment analysis information (conducted by FAO).
GLA outputs.
National policies on smallholder market development in visited countries.
Partner data and documentation (for example MoU, training records, performance reports).
P4P quantitative and qualitative programmatic and organisational documentation and data sets (including all M&E outputs, databases, documentation articulating the ToC and logframe information).
P4P internal financial data and reports.
P4P pilot initiative internal and external communication data and web statistics (web statistics, twitter analysis and newspaper distribution tracking data).
TRP meeting notes and agendas.
WFP corporate documentation and data.

Stakeholders

10. The evaluation tools used consulted the entire range of identified key stakeholders. These stakeholders are outlined in the table below.

	CVs	Review of existing case studies	Telephone interviews	KIIs	On-line questionnaire	Feedback on the evaluation report outputs	EB feedback on the evaluation report outputs
Beneficiaries ⁴²	✓	✓					
Donors			✓		✓		
RBAs	✓					✓	
P4P CU and CO staff	✓		✓	✓	✓	✓	
WFP staff ⁴³	✓			✓	✓		✓
TRP			✓			✓	
Private sector organisations ⁴⁴	✓						
Government in CV locations	✓						
Partners	✓						

⁴² FO management and SHF members

⁴³ Including the internal stakeholder group and steering committee members

⁴⁴ Local traders, banks and MFIs, warehouse owners, food processors

11. As shown above, the ET captured multiple perspectives, using a range of tools in order to triangulate the information provided. This means of triangulation was accompanied by the DDR which cross-checked evidence from across the 20 COs.

Gender

12. The ET ensured that gender issues were addressed through several means. Firstly, a number of the questions or sub-questions within the EM are gender disaggregated, with appropriate related indicators and data sources. With regard to DDR, documents reviewed included the P4P pilot initiative Gender Strategy, GLA output number 2 in the briefing note on the P4P GLA; “Empowering rural women through pro-smallholder procurement and market development activities” and the tailored gender strategies for countries being visited where they existed. Survey data and IA data was already gender disaggregated and was analysed as such. Relevant documents at country level (for those being visited) include gender disaggregated country level records of FO membership, leadership and sales.

13. During the CVs, interviews with the P4P pilot initiative gender focal points were held. At the FO level FGD with men and women FO members were carried out separately wherever possible and were supplemented by the use of Participative Rural Appraisal tools, for example market access mapping; gender diversity and; timelines.

Synthesis and Reporting

14. The DDR output was one of the sources used in order to lead to this evaluation report. The DDR was supplemented with the data collected during the CVs, on-line questionnaires, financial reclassification and KIIs. The evaluation findings were drawn by allocating the evidence collected against the EQ and making use of the indicators in the EM. The ET conducted an internal workshop in order to cross-check areas where there was a complex evidence base and to ensure that there was a consensus on the findings being drawn from the evidence base. These answers informed the drafting of conclusions and recommendations.

Limitations to the evaluation

15. One limitation was that the M&E outputs, including baseline surveys, follow-up reports and impact evaluations were not uniformly available for all twenty countries. This prevented the level of comparison, across all 20 pilot COs, that the ET aimed to achieve. In addition many of the GLA outputs were not available at the time of the DDR.

16. A second limitation concerned the reporting and M&E systems which were not designed in a way that made it possible to assess issues of cost-efficiency and viability. The nature of WFP’s financial management system termed “WINGS” and the trust fund financial and reporting mechanism did not allow for budgeted and actual expenditure to be recorded in a way that the P4P CU or the ET could assess expenditure against planned activities. If considered at design stage these constraints could have been addressed at least to some extent. In the event, the ET initially envisaged a financial reclassification for all the P4P pilot COs. This was subsequently reduced to four due to the level of effort required on the part of the COs. The four CO Finance Officers were sent a template designed by the ET with the purpose being to re-classify expenditure for the last two years in order to provide a more nuanced and detailed picture of how the resources are being utilised, in addition to allocated. A longer period could not be used due to the system in place and rotation of staff.

17. A third limitation related to the limited evaluability of some of the EQs. The main findings of the Evaluability Assessment conducted during the pilot phase can be summarised as follows:

- **Relevance:** Evaluability of the extent to which P4P activities are aligned on the needs of intended beneficiaries and on national policies and a strong understanding of context will be High for pilot countries visited, since P4P documentation can be triangulated against other information sources and the views of stakeholders. The same applies for the appropriateness of the design of P4P activities in relation to the specific national context. Evaluability for the other pilot countries (not visited) is Medium, since no triangulation of the P4P pilot initiative documentation will be possible. However, aggregating information from countries visited and other pilot countries should allow an overall rating of High Evaluability for these questions. Evaluability is also High for assessment of alignment with WFP mandate, and the validity of the P4P pilot initiative ToC.
- **Effectiveness:** In relation to the first objective (identification and sharing of best practices), Evaluability is rated High. The ability of the P4P CU to provide key documents related to global lesson learning will demonstrate the extent to which identification of lessons has taken place. Reviews of P4P's communications outputs and the results of the on-line questionnaire of recipients of these outputs will provide a firm basis for assessing the effectiveness of lesson sharing, which will be examined in more detail through interviews in countries visited and with selected stakeholders. Similar considerations apply for the third the P4P pilot initiative objectives (identification and implementation of best practices for increasing sales to WFP), where information sources will include evidence on sales levels, information from the on-line questionnaire of pilot countries, and CVs. Evaluability is also rated as High for the fourth objective, on the extent to which the P4P pilot initiative has transformed WFP food purchase programmes. Evaluability for the second objective (capacity development achieved) is rated at best as Medium, since the initial assessment is that there is a lack of comprehensive and comparable information on indicators of capacity development achieved (particularly at SHF level).
- **Efficiency:** Evaluability is generally rated as High for assessments of management effectiveness, matching of actual to planned expenditures, and timely implementation. Evaluability is lower for assessments of the efficiency of activities under the three P4P pilot initiative pillars. A general constraint is the difficulty in identifying appropriate and comparable alternative approaches. Evaluability of capacity development will depend on the extent of available materials on capacity outputs.⁴⁵
- **Impact:** This is the criterion for which there are the most constraints on Evaluability. These mainly relate to the fact that the ambitious programme of data collection envisaged through surveys in the pilot countries has only partially been implemented, and specifically only for three of the pilot countries is it anticipated that IAs will be completed in time to be drawn on for the SFE. In principle, evaluability of Impact is high for these countries for which IAs will be available (provided that these are judged to be of sufficient quality). Evaluability will be at best Medium for those countries for which Baseline and Follow Up survey data of sufficient quality is available (since some assessment should be possible of whether positive changes have occurred, though it will

⁴⁵ This relates to our having as a data source "Findings on capacity development achieved against question 3.5: The efficiency of P4P in achieving capacity development for SHF and Fos.

not be possible to determine how far the P4P pilot initiative has contributed to these changes). Evaluability will be Low in other cases.

- **Sustainability:** Evaluability of the extent to which lessons learned and shared are likely to be sustained (particularly within WFP) is rated as High, though Evaluability is lower for the sustainability of adoption of approaches outside WFP. Evaluability of the sustainability of engagement in markets by smallholders after the completion of the pilot initiative is rated as Low, since direct information can only be collected directly from a small number of examples of FOs in the visited countries.

18. The ET requested primary data on the FOs in order to select FOs of different levels of capacity (and graduation progress to date), to visit contrasting agro-ecological areas in which the P4P pilot initiative is operating (e.g. highly productive areas versus more marginal areas), and based on the types of procurement modality being used and the approach taken. Whilst the ET had significant input into the types of stakeholders that were met with and the selection of the FOs met with, the selection of the individuals to be interviewed was outside of the control of the ET. This could have introduced bias through meeting with individuals who were particularly engaged with the P4P pilot initiative.

19. Lastly, the on-line questionnaires were conducted in English. The ET sought to mitigate against any language barriers by enabling the questionnaire response to be submitted by a team rather than an individual. The logic to this was to enable staff members with English language reading and writing capability to support other team members if required and to support greater consensus on the responses provided.

Overview of the Evaluation Phases

20. The table below shows the timeline for the evaluation and an overview of the main evaluation phases, tasks and deliverables and key dates.

Table 20: Timeline summary of the key evaluation milestones

Main Phases	Timeline	Tasks and Deliverables
Inception	Jan - Mar 2014	<ul style="list-style-type: none"> • Briefing at HQ • Inception Mission • Participation in Annual Consultation Workshop • Inception report
Data and documents review	Apr – May 2014	<ul style="list-style-type: none"> • Extensive desk review prior to interviews and field visits • DDR report
Fieldwork	May - Jul 2014	<ul style="list-style-type: none"> • Evaluation missions including pilot mission (HQ, RB and COs) and data collection • Exit debriefing after each mission and after completion of fieldwork • Analysis
Analysis of data and report writing	Jul – Nov 2014	<ul style="list-style-type: none"> • Write up of the draft evaluation report • Comments Process • SER Editing/Evaluation Report Formatting • Management Response and EB Preparation • Final evaluation report
Workshops	Oct - Nov 2014	<ul style="list-style-type: none"> • Workshops with internal and external stakeholders

Annex 3: Questionnaire and questionnaire findings

Overview and Methodology

1. The ET made use of a combination of methods to support the triangulation and corroboration of findings. One such method was a set of on-line questionnaires, administered via survey monkey, which were designed with the aim of collecting data beyond that which was available from the field visits and DDR. The majority of the questions in the questionnaires were closed ended due to the volume of interviewees who could potentially take part. Where there were open responses a numerical code was developed and applied to each comment. Related comments were allocated the same code which then enabled analysis of open fields.
2. The questionnaires were listed as data sources for relevant questions in the EM and were designed with reference to the EQs. A total of three on-line questionnaires were designed and sent to the following:
3. WFP COs (excluding the P4P pilot initiative COs): Whilst P4P was not operational in these COs the ET wanted to capture information on the wider organisational understanding from, and interest in P4P. In addition, leveraging the purchasing power of WFP to connect SHFs to markets is part of strategic objective three in the WFP Global Corporate Strategic Framework for 2014-2017 making P4P relevant beyond the P4P pilot initiative COs. An invitation and instructions were sent by the OEV evaluation manager. The instructions stated that the questionnaire could be filled in jointly by members of the CO team or by one individual, with the most suitable person being a member of senior management, the head of procurement or programmes, the deputy CD or CD. Only one completed questionnaire per country was requested.⁴⁶ 75 COs were contacted with two opting out of participation. Two countries opted out of the questionnaire (Peru and Korea) and 21 COs replied. This resulted in a response rate of 28 percent.
4. P4P pilot initiative COs: The purpose was to collect information that can be used to support the formulation of the answers to the questions in the EM and to provide comparable evidence across all 20 pilot COs. The questionnaire was piloted with the Ethiopia P4P Coordinator. Based on the feedback revisions were made. An invitation and instructions were sent by the OEV evaluation manager. The instructions stated that the questionnaire could be filled in jointly by members of the CO team or by one individual, with the most suitable person being the P4P country coordinator. Only one completed questionnaire per country was accepted. 20 COs were contacted with all 20 participating. This resulted in a response rate of 100 percent.
5. Recipients of the P4P pilot initiative communications: The purpose was to capture data on the quality and usefulness of the learning coming out of the P4P pilot initiative via the newsletter and P4P website. The questionnaire was sent to 1,510 recipients of the P4P pilot initiative newsletter by the OEV evaluation manager. There were 58 undeliverable e-mails and 165 replies. This resulted in a response rate of 11 percent.
6. An additional mini questionnaire was sent by e-mail, via OEV, to P4P pilot initiative donors who were not being interviewed by telephone and where contact information was available. The purpose was to provide a broader range of donors with the possibility of providing feedback to the ET and to capture additional information on key lessons and best practices, areas where donors wished to see further testing and the effect of P4P on the donor

⁴⁶ Despite this seven COs replied twice. This resulted in 28 replies, 21 of which were from distinct COs.

organisation. Eight donors were sent invitations: Belgium, Brazil, Europe, France, Ireland, Luxemburg, the Netherlands and Saudi Arabia. Three additional donors, the UPS foundation, Comitato Italiano and Zynga USA, were not contacted due to only part of the funding being redirected to P4P specific activities. There were two replies from two donor organisations – a response rate of 25 percent.

Presentation of the Questionnaires and Summary Findings

The P4P pilot initiative CO questionnaire

Q1. Please state the country office that you work in:

7. Reply: Respondents: from all 20 countries.

Q2. How would you rate the alignment of the implemented P4P pilot initiative activities with the Governments national policy(ies) in your country of operation? (Dropdown menu: Excellent, good, fair, poor).

8. Reply: All respondents thought that there was good or excellent alignment of the implemented P4P pilot initiative activities with the Governments national policy(ies) in their country of operation.

Q3. How would you rate the alignment of the implemented P4P pilot initiative activities with the objectives and policies of the FAO in your country of operation? (Dropdown menu: Excellent, good, fair, poor).

9. 80 percent of the respondents thought the P4P activities were aligned with the objectives and policies of the FAO in their country of operation. 20percent thought there was fair alignment.

Q4. How would you rate the alignment of the implemented P4P pilot initiative activities with the objectives and policies of the IFAD in your country of operation? (Dropdown menu: Excellent, good, fair, poor).

10. 28 percent thought the P4P activities were aligned with the objectives and policies of IFAD, with 48 percent saying it was 'fair' and 24 percent saying the alignment was poor.

Q5. How satisfied are you that the gender dimension of the P4P pilot initiative in your country of operation is given sufficient attention? (Dropdown menu: Very satisfied, satisfied, dissatisfied, very dissatisfied).

11. All the respondents were satisfied that the gender dimension of the P4P pilot initiative in their country of operation was given sufficient attention.

Q6. How satisfied are you that the P4P pilot initiative, in your country of operation, is informed by analysis and understanding of the market context? (Dropdown menu: Very satisfied, satisfied, dissatisfied, very dissatisfied).

12. 90 percent of the respondents were satisfied that the P4P pilot initiative was informed by analysis and understanding of the market context in country. 10 percent stated they were dissatisfied.

Q7. Did you make adjustments to the original CIP prior to December 2013? (Dropdown menu: Yes, No).

13. The dynamic nature of the programme can be seen by the fact that 71 percent of the respondents stated they made adjustments to the original CIP prior to December 2013.

Q8. If yes, why were these adjustments made? Please tick up to three boxes.

- Due to an increased amount of available funding;
- Due to a decreased amount of available funding;
- Due to a donor(s) request;
- Due to a change in the market context (political/ economic/ social);
- Due to a change in available partners;
- Due to a request/ guidance from the P4P CU;
- Due to a change in orientation of the CO programmes;
- Based on a review of what aspects of the implementation had been successful to date; and
- Other (please specify).

14. The three most common reasons for the adjustments from the CIP were because:

- Of a review of what aspects of the implementation had been successful to date
- A change in the market context (political/ economic/ social); and
- An increased amount of available funding.

Q9. How responsive is the implementation of P4P, in your country of operation, to changes in the market context? (Dropdown menu: Responsive, slightly responsive, unresponsive, very unresponsive).

15. 65 percent of respondents felt that the P4P implementation was responsive to changes in the market, whereas 35 percent felt it was 'slightly' responsive. No respondents felt that the implementation was unresponsive.

Q10. Did you test the killer assumptions outlined by the MTE in your country of operation? Please tick one answer per row. (Dropdown menu: Yes, no unsure).

- Local procurement is an effective method for accomplishing development objectives without undue risk to the core objectives of WFP and other stakeholders;
- P4P is successful in building sustainable access to markets for smallholder/low-income farmers at prices that reflect the cost of production;
- SHFs have increased their production of staple foods and are choosing to sell more of their surplus through FOs; and
- Markets for higher-quality commodities exist.

16. The killer assumptions were tested by most countries. 18 of 20 countries stated that they tested the assumption that SHFs have increased their production of staple foods and are choosing to sell more of their surplus through FOs. The least tested was whether markets for higher-quality commodities exist where only 11 of the 20 countries stated they tested the assumption.

Q11. Which of these assumptions did you successfully validate (tested and proved to be correct) in your country of operation? Please tick one answer per row. (Dropdown menu: Yes, no unsure).

- Local procurement is an effective method for accomplishing development objectives without undue risk to the core objectives of WFP and other stakeholders;
- P4P is successful in building sustainable access to markets for smallholder/low-income farmers at prices that reflect the cost of production;
- SHFs have increased their production of staple foods and are choosing to sell more of their surplus through FOs; and
- Markets for higher-quality commodities exist.

17. Most respondents found that they were able to successfully validate the killer assumptions. However the assumption that markets for higher-quality commodities exist seems to have been less clear with 9 saying it held and 7 saying it didn't.

Q12. Are you familiar with the P4P development hypothesis (Increased income = increased productivity + capacity for aggregation and quality assurance + market development +enabling environment) for example in the pilot design)? (Dropdown menu: Yes, no).

18. All the respondents stated they were familiar with the P4P development hypothesis (Increased income = increased productivity + capacity for aggregation and quality assurance + market development +enabling environment).

Q13. Did you make use of the P4P development hypothesis? (Dropdown menu: Yes, no).

19. Nearly all the respondents stated they used the development hypothesis.

Q14. Was the P4P pilot initiative in your country of operation designed in such a way that it will meet its objectives? (Dropdown menu: Yes, no). If no please explain.

20. All the respondents felt the programme was designed in a way that it will meet its objectives. One respondent stated that s/he felt that the strategy was not appropriately designed initially but this was amended, after which it was suitable.

Q15. How effective has the P4P pilot initiative (CU in Rome and other COs) been at sharing lessons learned with your country of operation? (Dropdown menu: Very effective, somewhat effective, somewhat ineffective, ineffective).

21. 90 percent of the respondents felt that the CU in Rome was very effective or somewhat effective. 10 percent of them felt that it was somewhat ineffective.

Q16. Is the evidence base for country level lessons presented? (Dropdown menu: Very often, often, sometimes, never).

22. 80 percent of the respondents felt that the evidence base for country level lessons was presented often. 20 percent felt it was sometimes presented.

Q17. To what extent do you agree or disagree with the following statement: Lessons identified by the P4P pilot initiative have gone beyond those already existing in the literature and existing development practice in my country? (Dropdown menu: Strongly agree, agree, disagree, strongly disagree).

23. All the respondents felt that the lessons identified by the P4P pilot initiative have gone beyond those already existing in the literature and existing development practice in the countries they are operating in.

Q18. Have you implemented any of the lessons learned that were identified by P4P for increasing smallholder sales (through FOs, processors, or CEXs/WRS)? (Dropdown menu: Yes, no).

24. All the respondents have implemented lessons learned that were identified by P4P for increasing smallholder sales (through FOs, processors, or CEXs/WRS).

Q19. How effective has the P4P pilot initiative (CU and other COs) been at sharing best practice with your CO? (Dropdown menu: Very effective, somewhat effective, somewhat ineffective, ineffective).

25. 84 percent of respondents felt the P4P pilot initiative (CU and other COs) had been effective at sharing best practice with their CO. 16 percent felt they had been somewhat ineffective.

Q20. Is the evidence base for country level best practice presented? (Dropdown menu: Very often, often, sometimes, never).

26. 16 percent of the respondents felt the evidence base for country level best practice was presented very often, 63 percent felt it was often presented and 21 percent felt it was sometimes presented

Q21. To what extent do you agree or disagree with the following statement: Best practice identified by the P4P pilot initiative have gone beyond those already existing in the literature and existing development practice in my country? (Dropdown menu: Strongly agree, agree, disagree, strongly disagree).

27. All the respondents felt that the best practice identified by the P4P pilot initiative went beyond those already existing in the literature and existing development practice in the country of operation.

Q22. Have you implemented best practices identified by P4P for increasing smallholder sales (through FOs, processors, or commodity exchanges/warehouse receipt system)? (Dropdown menu: Yes, no). If yes, please describe.

28. All the respondents implemented best practices identified by P4P for increasing smallholder sales (through FOs, processors, or commodity exchanges/warehouse receipt system). This included the use of FDCs, the mainstreaming of market linkage activities in the Country Programme and working with women - including in post conflict situations.

Q23. What factors have influenced uptake of identified best practice in your CO?

29. Strong collaboration and cooperation with the Government in a number of the countries has helped drive uptake of identified best practice in COs. Other factors identified included the availability of funds over a four year period, the use of multidisciplinary teams and the ability to coordinate effectively across other units within WFP.

Q24. How have you accessed lessons? Please tick the three primary sources.

- P4P Newsletter
- P4P Website
- GLA outputs
- Country exchanges
- Other internal documentation

- Through colleagues
- From partners
- During country meetings
- During global meetings
- Not applicable as no current source of lessons
- Other (please specify)

30. The three primary sources for accessing lessons for COs were the P4P Newsletter (58 percent), global meetings (53 percent) and country meetings (37 percent).

Q25. How have you accessed best practices? Please tick up to three primary sources.

- P4P Newsletter
- P4P Website
- GLA outputs
- Country exchanges
- Other Internal documentation
- Through colleagues
- During country meetings
- During global meetings
- Not applicable as no current source of best practices
- Other (please specify)

31. The three primary sources for accessing best practices for COs were the P4P Newsletter, global meetings and country meetings.

Q26. How satisfied are you that M&E outputs are being used as a management tool in your country of operation? (Dropdown menu: Very satisfied, satisfied, dissatisfied, very dissatisfied).

32. 42 percent of respondents were dissatisfied with the way M&E outputs were being used as a management tool in their country. 37 percent were satisfied and 21 percent were very satisfied.

Q27. For what purpose do you use the M&E outputs? Please list up to two responses.

- Orientating P4P on-going activities
- Reporting (to external or internal stakeholders)
- Informing the design of future WFP country programme activities
- Informing the design of future implementing partner programme activities
- Personal interest/awareness
- Other (please specify)

33. Most respondents (63 percent) use the M&E outputs as a way to undertake reporting to external or internal stakeholders. In addition to that 47 percent of respondents stated that they used it for orientating on-going P4P activities, and 42 percent stated it helped in informing the design of future WFP country programme activities.

Q28. How would you rate the overall usability of the M&E outputs? (Dropdown menu: Excellent, good, poor, very poor).

34. 21percent of the respondents stated that the overall usability of the M&E outputs was poor. 53 percent felt it as good and 26 percent, excellent.

Q29. Do you have sufficient staff, financed from the P4P budget, to carry out P4P operations effectively? (Dropdown menu: Yes, no).

35. Questions remain around staffing structure with nearly half of the respondent saying they did not have sufficient staff, financed from the P4P budget, to carry out P4P operations effectively.

Q30. What skills does your country of operation lack, if any, regarding the implementation of P4P?

- Market development
- Procurement
- Gender
- Logistics
- M&E
- No skills are missing
- Other (please specify)

36. With regards the skills in country to implement P4P, 26 percent felt they did not lack any skills. 42 percent felt they did not have adequate market development skills and 36percent felt they lacked M&E skills.

Q31. How effective has the P4P CU been at supporting and guiding P4P activities in your CO? (Dropdown menu: Very effective, somewhat effective, somewhat ineffective, ineffective).

37. Most respondents (80 percent) felt the P4P CU had been very effective at supporting and guiding P4P activities in their COs. 11percent felt they had been somewhat ineffective.

Q32. How frequently are the guidelines, issued to your CO from the P4P CU, given in a timely manner that enables you to implement activities adequately? (Dropdown menu: Never, occasionally, sometimes, often, no guidelines given).

38. Most respondents (63 percent) felt that the guidelines issued to COs from the P4P CU was often given in a timely manner.

Q33. Has the process of working through partners been effective in linking SHFs to markets? (Dropdown menu: Very effective, somewhat effective, somewhat ineffective, ineffective).

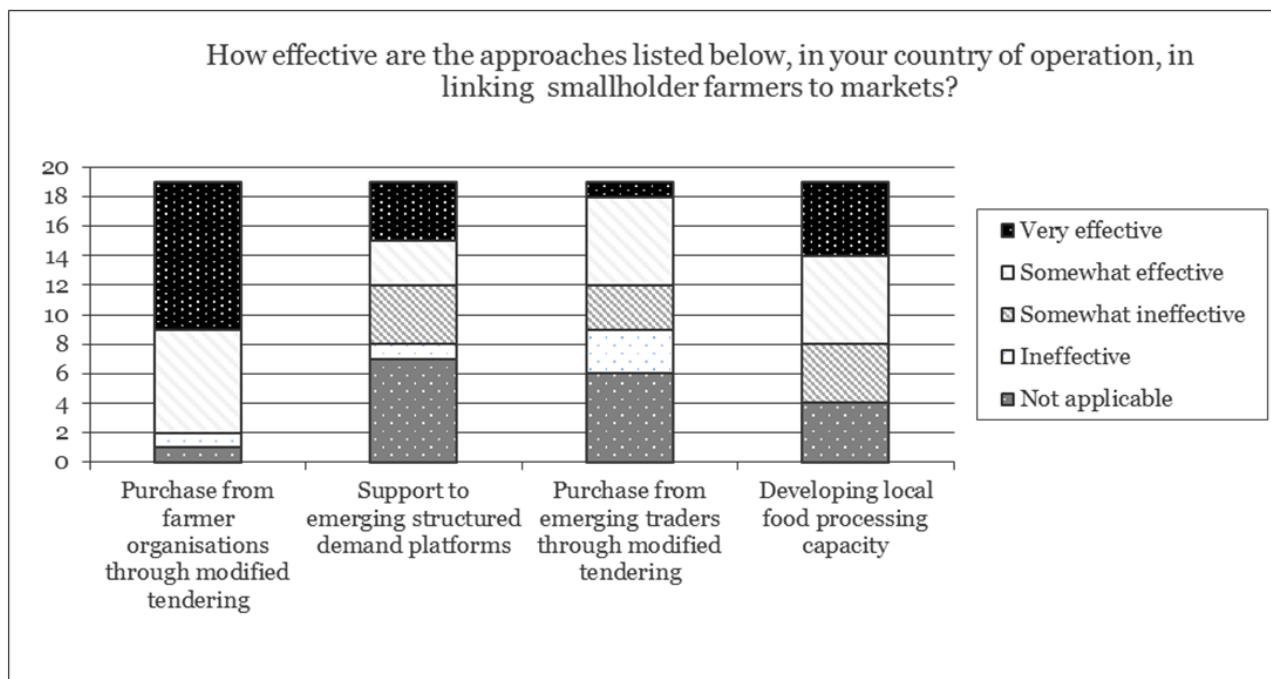
39. A majority (68 percent) of respondents felt the process of working through partners has been very effective in linking SHFs to markets. The remaining 32 percent felt it was somewhat effective, with no one stating it was not effective.

Q34. How effective are the approaches listed below, in your country of operation, in inking SHFs to markets? (Dropdown menu: Very effective, somewhat effective, somewhat ineffective, ineffective, not applicable).

- Purchase from FOs through modified tendering
- Support to emerging structured demand platforms

- Purchase from emerging traders through modified tendering
- Developing local food processing capacity

40. Of the four approaches that were tested, purchase from FOs through modified tendering was clearly the one used most. It was also the one which most respondents stated was very effective. Developing local food processing capacity was used by 15 COs and 11 of them felt it was very or somewhat effective. Purchasing from traders was used by 13 COs but only one respondent felt it was a very effective approach. The graph below presents the findings in more detail.



Q35. Which of the below procurement modalities have you found to be most effective in your country of operation? (Dropdown menu: Soft, direct, FDC).

41. Of the three procurement modalities 8 COs found soft tendering the most effective, 7 thought direct was most effective, and 4 felt that the forward contract modality was most effective. This shows that there was a fair amount of heterogeneity across countries with some finding specific approaches more effective than others.

Q36. Should elements of P4P be mainstreamed in your CO? (Dropdown menu: Yes, No). If yes please specify which elements.

42. Almost all (except one) respondent felt that elements of P4P should be mainstreamed in their COs. These elements include:

- Building farmer capacity and FO access to markets
- Incorporating gender into programmes
- Developing partnerships with relevant actors working in agricultural development sector in the country, and internal coordination among WFP units
- Procurement and soft tenders

Q37. What actions are required to support sustained scale up by WFP?

43. To ensure that there is sustained scale up by WFP, some of the key common elements included:

- Sufficient funding and staffing
- Strengthening coordination among supply side partners including the government
- Incorporating P4P as one of the components of the Country programme
- Ownership and funding of P4P by local authorities
- Improve FOs' access to agricultural inputs and credits, and includes their orientation to markets
- Resolution of internal problems in management, procurement, etc. This has led to very long delays and put in jeopardy the whole project.

44. Almost all (except one) respondents stated they had identified risks to scale up. Some of the common risks included:

- Government policies do not support farming as a commercial activity
- WFP does not have enough flexibility, tools and attitude to engage meaningfully with the private sector
- Lack of sufficient funds (and timing of the availability of funds to allow purchases during harvest season) and skills at country office level
- Production capacity still limited despite potential
- Presence of other buyers that do not demand same quality as WFP
- FOs still lacking organizational capacity
- Securing sales from SHFs to WFP is still a risk, there are side sales from SHFs

WFP Country Questionnaire

Q1. Please state the country office that you work in:

45. The request for participation was sent to all WFP COs - excluding the 20 P4P pilot countries. Two COs declined to participate.

46. There were 28 replies in total. There were 21 distinct COs (COs) that replied (Guinea Bissau, Namibia, Iran, Bhutan, Yemen, Lesotho, Jordan, Somalia, Cambodia, Dominican Republic, Somalia, Nepal, Nigeria, Senegal, Gabon, Cuba, Colombia, Sudan, Peru, Côte d'Ivoire, Madagascar).

Q2. Please tick the functional areas that the people completing this questionnaire are from:

- Procurement
- Logistics
- CD
- Deputy CD
- Programmes
- Finance
- HRs
- Pipeline
- M&E
- Other (please specify)

47. The majority of respondents were in a CD position (46.4 percent) followed by a programming role (39.3 percent).

Q3. Are you familiar with the P4P development hypothesis (Increased income = increased productivity + capacity for aggregation and QA + market development +enabling environment) for example in the pilot design)? (Dropdown menu: Yes, no).

48. 84 percent said that they were familiar with the P4P development hypothesis.

Q4. How would you rate the alignment of P4P with the country context in your country of operation? Dropdown menu: Excellent, good, fair, poor, unable to comment as not enough is known about P4P).

49. In response to the question 'How would you rate the alignment of P4P with the country context in your country of operation?' 24 percent said that they were unable to comment as not enough is known about P4P and 28 percent said there was poor alignment. 28 percent said alignment was excellent or good and 20 percent said alignment was fair.

Q5. How would you rate the alignment of the P4P pilot initiative objectives with the Governments national policy(ies) in your country of operation? (Dropdown menu: Excellent, good, fair, poor, unable to comment as not enough is known about P4P).

50. More positively 64 percent of respondents rated alignment of the P4P objectives with Governments national policies in their country of operation as excellent, good or fair. Only 8 percent said it was poor. Again though there was a lack of understanding of P4P as shown by the 28 percent who said they were unable to comment.

Q6. To what extent do you agree or disagree with the following statements? Please tick one answer per row. (Answer selection choice: Strongly agree, agree, disagree, strongly disagree).

- Local procurement is an effective method for accomplishing development objectives without undue risk to the core objectives of WFP and other stakeholders.
- Markets for higher-quality commodities exist.

51. All respondents strongly agreed or agreed that local procurement is an effective method for accomplishing development objectives without undue risk to the core objectives of WFP and other stakeholder and that the P4P approach has been successful in building sustainable access to markets for smallholder/low-income farmers at prices that reflect the cost of production.

Q7. To what extent do you agree or disagree with the following statements. Please tick one answer per row. (Answer selection choice: Strongly agree, agree, disagree, strongly disagree, unable to comment as not enough is known about P4P).

- From what you know of P4P has the approach been successful in building sustainable access to markets for smallholder/low-income farmers at prices that reflect the cost of production.
- From what you know of P4P have SHFs increased their production of staple foods and are they choosing to sell more of their surplus through FOs.

52. Two respondents disagreed that markets for higher-quality commodities exist. One respondent disagreed that SHFs increased their production of staple foods and are choosing to sell more of their surplus through FOs.

Q8. How effective has WFP (including the P4P pilot initiative CU in Rome and P4P pilot countries) been at sharing lessons learned on increasing profitable smallholder/low income

farmer engagement in markets with your country office? (Dropdown menu: very effective, somewhat effective, somewhat ineffective, ineffective).

53. The majority of respondents said the CU had been effective at sharing lessons learned on increasing profitable smallholder/low income farmer engagement in markets. This was also true for the sharing of best practices – both in terms of increasing profitable smallholder/low income farmer engagement in markets and on increasing sales to WFP and others by smallholder/low income farmers.

Q9. How effective has WFP (including the P4P pilot initiative CU in Rome and P4P pilot countries) been at sharing best practices on increasing profitable smallholder/low income farmer engagement in markets with your country office? (Dropdown menu: very effective, somewhat effective, somewhat ineffective, ineffective).

54. The majority of respondents replied effective.

Q10. How effective has WFP (including the P4P pilot initiative CU in Rome and P4P pilot countries) been at sharing best practices on increasing sales to WFP and others by smallholder/low income farmers (distinguishing men and women) with your country office? (Dropdown menu: very effective, somewhat effective, somewhat ineffective, ineffective).

55. The majority of respondents replied effective.

Q11. If your CO was mandated to implement P4P would you have any additional staffing needs? (Dropbox menu: Yes, no, not possible to comment at this point in time).

56. 71 percent said if mandated to implement P4P the CO would have additional staffing needs.

Q12. What areas would your CO have capacity gaps in if it were to implement P4P?

57. The main staffing gap was in market development (over 90 percent) followed by procurement (67 percent), M&E (60 percent) and gender (40 percent).

Q13. Is there demand for P4P like activities to be implemented in your country from any of the following stakeholders? Please tick if so.

- WFP Staff (overseas)
- WFP staff (in your country office)
- Donors
- Government
- IFAD
- FAO
- Other UN agencies
- SHFs
- International or national non-governmental organisations
- Other (please specify)

58. Demand for the implementation of P4P is predominantly coming from Government (90 percent), then FAO (60 percent), then SHFs (55 percent) and then donors (50 percent).

Q14. Have you requested support or guidance on P4P type activities from any of the below? If so please tick.

- The P4P CU
- RB staff
- P4P staff in pilot COs
- Non P4P staff in COs
- WFP staff in Rome (including management)
- No support requested
- Other (please specify)

59. The majority had requested support or guidance on P4P type activities. The main source approached were P4P staff in pilot COs and WFP staff in Rome (jointly at 35 percent) followed by RB staff (29 percent) and then the P4P CU (23 percent).

Q15. If yes, how effective was the guidance? (Dropdown menu: Very effective, somewhat effective, somewhat ineffective, ineffective).

60. Over 90 percent said the guidance was very or somewhat effective.

Q16. Should elements of P4P be mainstreamed in your CO? (Dropdown menu: Yes, No, the CO is already mainstreaming P4P like activities).

61. Over half of respondents said elements of P4P should be mainstreamed in their CO. Almost a quarter were already mainstreaming P4P like activities. Influences to start P4P like activities were the demand from stakeholders (mainly government and donors), favourable market conditions, linkages to food security, pushes for poverty reduction.

Q17. What actions are required to support sustained scale up by WFP?

62. Actions to support scale up were: building the right level of technical staff capacity; mainstreaming SHF friendly procurement rules and regulation; increasing linkages with government public demand; increasing linkages with school feeding and building corporate interest/ support and funding.

Q18. What would be the key constraint, if any, to starting/increasing procurement from SHFs in your country of operation?

63. There are a number of constraints to starting/increasing procurement from SHFs. The main ones are: the existing post-harvest practices (notable inadequate storage), lack of quality, lack of FOs with sufficient production capacity, lack of adapted procurement policy and missing linkages with other actors in the value chain. Poor infrastructure/ security in an FCAS context was mentioned by one respondent.

Q19. What would be necessary to overcome these constraints to starting/ increasing procurement from SHFs?

64. To overcome these constraints the suggestions were to: work in better partnership with Government, adjust procurement policy and modalities/ payment terms to SHFs, to work in better partnership with other partners and to support storage creation.

Q20. If you have already started pro-smallholder/P4P like activities, what influenced you to start?

65. The primary reason COs had started activities was due to external demand – most notably from Government. The second most common reason was due to the developmental objective of P4P. Other reasons listed were: the existence of FOs, the

existence of partners and favourable government policy. There was one mention of the comparative advantage of procuring through pro-smallholder/ P4P like activities due to the time and cost involved in importing food from the international market.

Communications Questionnaire

Q1. Organisation (drop down menu: WFP, donor, RBAs, NGO, private sector, Government agency/ ministry/ official, other United Nations agency, university or other academic organisation, not part of an organisation).

66. Responses: 165 respondents with nearly half from WFP. 7 percent of the respondents were from Donors, 7 percent from IFAD and FAO, and 18 percent from NGOs.

Q2. Do you read the P4P newsletter? (Dropdown menu: Yes, no).

67. 77 percent of respondents stated that they read the P4P newsletter.

Q3. How do you rate the effectiveness of the newsletter in communicating lessons learned/ the experiences of P4P regarding how agencies can help SHFs engage in markets? (Dropdown menu: Effective, somewhat effective, not very effective, not effective at all).

68. Half the respondents felt the newsletter was effective in communicating lessons learned/ the experiences of P4P regarding how agencies can help SHFs engage in markets. 48 percent felt that it was 'somewhat effective', and only 3 percent thought that it was 'not very effective'.

Q4. Has the newsletter contributed to new insights on how best to link SHFs to markets? (Dropdown menu: Yes, no).

If you have an example of content that you thought was particularly innovative please list it here:

69. 80 percent of respondents felt the newsletter had contributed to new insights on how best to link SHFs to markets. Respondents mentioned specifically how examples from the newsletter influenced implementation in their country. Examples included the use of the blue box in Guatemala and the linking of forward delivery contracts to loans in Ethiopia.

Q5. Does the newsletter provide information or views that you did not find in any other sources? (Dropdown menu: Yes, no).

70. 84 percent of the respondents felt that the newsletter provided information or views that they did not find in any other sources.

Q6. How frequently do you share information from the newsletter with colleagues? (Dropdown menu: Never, sometimes, very often).

71. 65 percent of respondents share information from the newsletter with colleagues 'sometimes'. 20 percent share information very often, while 15 percent never do so.

Q7. Is the newsletter one of your main sources of information on how best to link SHFs to markets? (Dropdown menu: Yes, no).

72. 33 percent of the respondents saw the newsletters as one of their main sources of information on how best to link SHFs to markets. 67 percent felt that it was not.

Q8. How do you rate the quality of the knowledge/ insights presented in the newsletters? (Dropdown menu: Excellent, good, poor, very poor).

73. 5 percent of the respondents saw the quality of the insights presented in the newsletter as poor, whereas 77 percent thought it was good, and 18 percent felt it was excellent.

Q9. How do you rate the presentation quality of the newsletter? (Dropdown menu: Excellent, good, poor, very poor).

74. Most respondents felt that the presentation quality of the newsletter was excellent or good, with only 3 percent stating it was poor.

Q10. Are the insights/ experiences clearly distinguished for different stakeholders (e.g. for IFAD, FAO, Governments, NGOs, Donors)? (Dropdown menu: Never, often, sometimes, rarely, never).

75. Opinions were mixed on whether respondents felt that the insights in the newsletter were distinguished for different stakeholders like the government, donors, NGOs etc. 44 percent felt it was often or always distinguished, with 31percent stating they were rarely distinguished and 20 percent stating they did not know.

Q11. Do you have suggestions for how P4P newsletter could be improved? (Dropdown menu: Yes, no).

If yes please outline them below:

76. 20 percent of respondents had views on how to improve the newsletter. These included views on how the presentation and layout could be improved, and the newsletter could look at things beyond P4P and WFP. A number of respondents felt the newsletter needs to 'reduce the hype' and be more objective of what works and what does not, looking specifically at where the logic or implementation has faltered.

Q12. Have you adopted any of the lessons and/ or best practices identified and communicated by P4P in the newsletter? (Dropdown menu: Yes, no).

If yes please outline.

77. 23 percent of the respondents felt that they had adopted a lesson identified and communicated in the newsletter. Examples included developing forward delivery contracts tied to loans, using big traders to buy from SHFs, and pursuing the idea of addressing the post-harvest handling issues through a Special Operation to mitigate losses like in Uganda and Burkina.

Q13. Have you visited the P4P website? (Dropdown menu: Yes, no).

78. A majority (77 percent) of the respondents had visited the P4P website. Of these 61percent visited the website between 2-10 times in the last year and 22percent visited it more than 10 times.

Q14. How many times did you visit the website in the last 12 months? (Dropdown menu: 1 or less, 2 to 10, more than 10).

79. Of those who had visited the P4P website, 61 percent visited the website between 2-10 times in the last year and 22 percent visited it more than 10 times.

Q15. How do you rate the effectiveness of the website in communicating the lessons learned/ experiences of P4P regarding how agencies can help SHFs engage in markets? (Dropdown menu: Very effective, effective, not very effective, not effective at all).

80. Most respondents (75 percent) thought the website was effective in communicating the lessons learned/ experiences of P4P regarding how agencies can help SHFs engage in markets. 25 percent felt it was not very effective.

Q16. Has the website contributed to new insights on how best to link SHFs to markets? (Dropdown menu: Yes, no).

If you have an example of content that you thought was particularly innovative please list it here:

81. 60 percent of respondents felt the website contributed to new insights on how best to link SHFs to markets. Examples included the use of technology and commodity exchanges in Malawi and the information on gender and how different countries responded to the challenge.

Q17. Did the website provide information or views that you did not find in any other sources? (Dropdown menu: Yes, no).

82. 71 percent of respondents felt the website provided them with information that they did not find in other sources.

Q18. How frequently do you share information from the website with colleagues? (Dropdown menu: Never, sometimes, very often).

83. 10 percent stated they share information from the website often, with 58 percent stating they do so sometimes and 32 percent saying they never share such information.

Q19. Do you download documents from the website to support your work? (Dropdown menu: Yes, no).

84. 61 percent stated they download documents to support their work.

Q20. Do you have suggestions for how the website could be improved? (Dropdown menu: Yes, no). If yes please outline.

85. 22 percent of the respondents had views on how the website could be improved. This included making it easier to use, more dynamic and organised for the ease of website visitors. Other respondents mentioned how it would be good to make it more interactive with opportunities for online comments and discussions.

Q21. Is the website one of your main sources of information on how best to link SHFs to markets? (Dropdown menu: Yes, no).

86. 68 percent of respondents stated the website was not one of their main sources of information on how best to link SHFs to markets.

Q22. How do you rate the quality of the knowledge/ insights presented by the website? (Dropdown menu: Excellent, good, poor, very poor).

87. A large majority (92 percent) of website users felt that the quality of the information posted was excellent or good.

Q23. Has receiving communication materials from WFP and the P4P team had any effect on your work? (Dropdown menu: Yes, no, I have never received the newsletter or gone to the P4P website so cannot comment). If yes please outline.

88. 58 percent of respondents felt that the communication materials from WFP and the P4P team had an effect on their work. An external respondent stated that they are now 'having real dialogue with P4P in countries where they are commonly located'. A number of respondents mention how it is useful to corroborate approaches and learn from experiences in other countries. More specifically respondents mentioned how the post-harvest handling and storage manual was helpful.

Q24. Have you adopted any of the lessons and/ or best practices identified and communicated by P4P? (Dropdown menu: Yes, no, I have never received the newsletter or gone to the P4P website so cannot comment). If yes please outline.

89. 30 percent of respondents stated they had adopted some lessons and/ or best practice identified and communicated by P4P. These included lessons on procurement and using the 3 pillars to implement a similar project as the P4P Initiative, the importance of ensuring quality, and the progression strategy for FOs. Others felt however that "Most of the 'best practices' heralded by P4P can be found in the development literature of the 1980s. Ironically, much of that literature was written by FAO. Perhaps WFP should have taken a close look at what was already known before setting out to reinvent the wheel. Tactics without strategy is merely the noise before defeat."

Donor mini – questionnaire

90. Donors not interviewed during the DDR were invited to provide written responses to the ET. Responses around the below areas were cited as being of particular interest to the ET but all feedback was considered. The areas were:

- The key lessons and/or best practices identified from the P4P pilot initiative that have been significant to your organisation.
- Areas tested during the P4P pilot initiative that you would like to see further exploration of/ generation of evidence around.
- Whether the P4P pilot initiative led to changes within your organisation for example, in terms of funding for programmes, thematic areas of focus?

91. Responses from the two donor replies are not listed here for confidentiality purposes.

Annex 4: The EM

Table 21: EM

No.	EQ	Sub Questions	Data Sources	Data collection methods	Performance Indicators and Benchmarks	Methods for Data Analysis	Evaluability issues
1	Relevance: How relevant is P4P to the needs of stakeholders and the contexts within which it has been implemented? How well designed is P4P to achieve its objectives?						
1.1	How well do the P4P goal and objectives align with the objectives and policies of national governments and of national and international partners (in particular the other RBAs) in the pilot countries?	A. How well-aligned are P4P activities in pilot countries with national policies?	National stakeholders in visited countries (government, NGOs, private sector, civil society organisations) P4P implementation plans in the visited countries National policies on smallholder market development in visited countries	Interviews during CVs Documentation review for all pilot countries Questionnaire of P4P pilot countries	percent of pilot countries self-assessing as well-aligned	Compilation of interview and questionnaire responses Comparison of P4P implementation plans in visited countries with national policies	Evaluability is Medium to High. Documentation review and self-assessment can be completed for all pilot countries, but triangulation with other sources can only be undertaken in countries visited.
		B. How well-aligned are P4P activities in pilot countries with objectives and policies of international partners (particularly RBAs)?	FAO and IFAD staff in visited countries RBA staff in Rome Staff of other international agencies with market development programmes in the visited countries P4P implementation plans in the visited countries	Interviews with RBAs in Rome Interviews of RBAs and other agencies during CVs Documentation review (for the visited countries) Questionnaire of P4P pilot countries		Compilation of interview and questionnaire responses Review of references to RBAs in implementation plans for the visited countries	Evaluability is Medium to High. Documentation review and self-assessment can be completed for all pilot countries, but triangulation with other sources can only be undertaken in countries visited.

No.	EQ	Sub Questions	Data Sources	Data collection methods	Performance Indicators and Benchmarks	Methods for Data Analysis	Evaluability issues
1.2	Is P4P aligned with WFP's mandate and SP and related policies?		WFP SP [2014-2017] Related policies e.g. WFP Local Procurement Policy (2006), WFP Policy on Capacity Development (2009); WFP Gender Policy 2009); PS partnerships strategy 2013) & Directions for collaboration amongst the RBAS (2009) Senior WFP management, WFP nutrition policy (2012), WFP school-feeding policy update (2013)	Interviews in Rome with WFP staff Document review	References to P4P in WFP's SP References to P4P in recent WFP policies, and references in P4P corporate documents to older WFP policies	Analysis of WFP's SP (2014-2017) and relevant policies Compilation of interview responses	Evaluability is High MTE addressed question of P4P's alignment with WFP mandate Only feasible to obtain views from small number of senior WFP management and not from wider range of stakeholders in WFP, but this should not be a constraint on validity of overall findings.
1.3	How has gender been addressed in the design and implementation of the P4P pilot initiative?	A. Does P4P have procedures to ensure gender analysis is undertaken and used in developing P4P implementation plans and activities?	P4P Global Gender Strategy Gender Evaluation Report GLA Output 13 WFP P4P occasional papers I&II P4P gender focal points in pilot countries P4P CU staff responsible for gender	Documentation review Questionnaire of P4P pilot countries Interviews with P4P CU staff	Evidence on awareness among P4P staff of P4P Gender Strategy Evidence of how implementation plans were informed by gender analysis	Analysis of interview, document review and Questionnaire findings Comparative review of approach to gender issues in (selected) implementation plans	Evaluability is High at the level of assessment of policies and procedures. There will be more constraints on assessing how far these policies and procedures have influenced activities
		B. How have gender issues been addressed in P4P implementation plans and activities in the countries visited?	WFP Gender strategies for countries visited Implementation Plans and country profiles P4P staff in countries visited	Documentation review Interviews	Evidence that gender has been addressed in relevant documentation	Analysis of interview and document review findings	Evaluability is High, although it should be noted that women are likely to be under-represented among (influential) national stakeholders interviewed (though this does not

No.	EQ	Sub Questions	Data Sources	Data collection methods	Performance Indicators and Benchmarks	Methods for Data Analysis	Evaluability issues
			National stakeholders in visited countries (government, civil society organisations focusing on gender issues, implementation partners, FOs – particularly women in FOs)				necessarily mean that gender expertise will be less)
1.4	How responsive is the design of P4P Implementation plans and activities to the market contexts, and to evidence on the needs of smallholders and how to address them, in the pilot countries	A. How have P4P activities in the visited countries taken account of evidence on the needs of smallholders and how to address them?	Implementation Plans, Country Assessment Reports and country profiles for countries visited Activity reports for countries visited Literature on characteristics of smallholders and their needs for countries visited P4P staff in countries visited National stakeholders in visited countries	Documentation review Interviews	Evidence that Implementation plans informed by evidence and analysis of characteristics and needs of smallholders	Comparison of evidence cited on characteristics and needs of smallholders in Implementation Plans with wider literature for each visited country Analysis of interview findings	Evaluability is High, though findings for visited countries (where triangulation with wider sources of information is possible) may not be fully representative of all pilot countries.
		B. How responsive is the design of P4P implementation plans and activities to the market contexts in the pilot countries?	P4P Country Assessment Reports P4P Implementation Plans P4P Stories CO Annual Review reports and country profiles for countries visited P4P stakeholders	Documentation Review Interviews Questionnaire of P4P Pilot Countries	Evidence that Country Assessment Reports were informed by appropriate analysis and understanding of the market context. Evidence that Implementation Plans were informed by Country Assessment Reports	Analysis of documents and of interview and Questionnaire findings Comparison of Country Assessment Reports and Implementation Plans with available evidence on market context in each country visited	Evaluability is Medium to High. It will only be possible to triangulate findings from self-assessment and P4P documentation against other sources of data sources for the countries visited. For other pilot countries, will be reliant on self-assessment by P4P staff

No.	EQ	Sub Questions	Data Sources	Data collection methods	Performance Indicators and Benchmarks	Methods for Data Analysis	Evaluability issues
			National stakeholders in countries visited Literature on market context (e.g. relevant value chain studies) for the visited countries				
1.5	Has P4P been based on a valid ToC including appropriate initial assumptions and taking account of emerging learning?	A. Is P4P's ToC based on evidence that the P4P initiative will benefit SHFs (women and men)?	P4P ToC Literature on effective means to benefit smallholders through market development in different contexts	Documentation Review	Evidence that P4P initiative is informed by wider experience on effective ways to meet needs of smallholders through market development	Analysis of evidence base underlying P4P ToC	Evaluability is High.
		B. Is the P4P ToC based on valid evidence and assumptions?	ToC and Impact Pathways documentation Wider literature on effective approaches to market development	Documentation review Selective literature review	Existence of firm evidence base for key assumptions Internal coherence of ToC	Listing of key assumptions and review of evidence base for key ToC assumptions	Evaluability is High
1.6	How well designed is P4P to achieve its objectives?	A. How has the ToC been used and how has it developed in response to emerging learning?	ToC and Impact Pathways documentation Implementation Plans P4P staff in pilot countries P4P CU staff	Documentation Review Questionnaire Interviews	Evidence of attempts to test key assumptions in visited countries Examples of how ToC has influenced Implementation Plans and decisions on activities in countries visited	Analysis of Questionnaire and interview findings	Evaluability is High
2	Effectiveness: Has P4P achieved its objectives?						
2.1	Has P4P identified and shared best practices for WFP, NGOs, governments and agricultural market stakeholders to increase profitable	A. What lessons have been learned and what best practices have been identified? Are they firmly evidence-based? How far has P4P	Key documents related to global learning as listed by P4P4 CU by end March 2013 and including:	Document review Interviews On-line questionnaire of pilot countries	Ability of P4P to provide list of key documents related to global lesson learning Ability of P4P to provide some-all of the GLA outputs and other key	Assessment of lessons and best practices Review of evidence base for lessons and best practice against evidence presented, and findings	Evaluability is High. List of well-formulated and evidenced lessons and best practices will demonstrate that these have been identified. Lack of such a list will be

No.	EQ	Sub Questions	Data Sources	Data collection methods	Performance Indicators and Benchmarks	Methods for Data Analysis	Evaluability issues
	smallholder/low income farmer engagement in markets? [Objective 1]	contributed to furthering the evidence base?	Completed GLA synthesis and other documents 2009 and 2010 annual consultation reports P4P stories M&E officer at HQ P4P Learning and Sharing/M&E or Coordinators in countries visited P4P Learning and Sharing/M&E Officer or Coordinators in other pilot countries	Selective literature review of wider evidence base on effective interventions	documents regarding global lesson learning by end March 2014 Lessons in documents shared clearly articulated in a form that is practically useful for stakeholders [Evidence base for lessons is presented and demonstrably justifies the conclusions drawn [Y/N] Lessons and best practices identified go beyond those already existing in the literature	of selective literature review Triangulation of list of lessons and best practices identified against other evidence sources, including interview and questionnaire findings to assess if lessons identified are consistent with those emerging from experience in countries visited	evidence of limited achievement, not of limited Evaluability.
		B. How has P4P shared best practices and lessons, and how effective has this been? Has P4P had a communications strategy and how effectively has this been implemented?	P4P Communication Strategy or guidance documents P4P Newsletters and all other items seen by P4P as communications outputs “Friday” monthly updates WFP COs P4P pilot countries P4P and WFP staff in countries visited Recipients of P4P Newsletters and other communications	Document Review On-line questionnaire of P4P COs On-line questionnaire of WFP COs On-line questionnaire of P4P newsletter (and other communications outputs) recipients On-line questionnaire of donors Web use, twitter and newsletter distribution tracking statistics Interviews	Number of publications or other communications produced by WFP that contain specific programming or policy recommendations based on lessons learned Number of recipients of P4P communications and their profiles Number of on-line questionnaire respondents (WFP and external) rating communications from P4P as effective and useful Number of on-line questionnaire respondents (donors) rating communications	Analysis of communications outputs to identify how many contain recommendations based on lessons learned Analysis of interviews and questionnaire returns Analysis of web use data	Evaluability is Medium or High. Evaluability depends on P4P being able to provide a list of recipients of communications and other stakeholders. The main evaluability challenge will be identifying if there are potential users of P4P communications who are not currently being reached.

No.	EQ	Sub Questions	Data Sources	Data collection methods	Performance Indicators and Benchmarks	Methods for Data Analysis	Evaluability issues
					from P4P as effective and useful Number of users of P4P website and characteristics of their use		
		C. How effective have the processes followed by P4P, re learning and identification and sharing of best practices, been?	Documents including selected CO annual reviews and country profiles, P4P stories, early global annual consultations, communication products as listed in 2.1 Stakeholders	Document review Interviews with relevant stakeholders at global level and national level for countries visited Questionnaire of recipients of PRP communications	Evidence of processes followed in lessons learning and sharing of lessons and best practices Evidence of adjustments to implementation made based on lessons learned and best practices shared	Assessment of whether P4P implementation changed as a result of lessons learned and best practices shared	Evaluability is Medium
2.2	Has P4P increased smallholder/low income farmers' capacity for agricultural production and market engagement in order to raise their income from agricultural markets? [Objective 2]	A. To what extent has farmer and FO capacity been built for more effective market engagement and increased productivity?	P4P stories and other documentation of results of capacity development activities Consolidated reports on targeted FOs. FO Surveys (training regions, provider, audience, topics, total number trained disaggregated by sex, total numbers trained), FO Records and Training records in countries visited Follow up reports and IA reports Implementing partners in countries visited	Documentation Review Interviews in countries visited Questionnaires of P4P pilot countries	Evidence that there has been progress in capacity development as measured by Smallholder Access Progression Framework (or alternative measures of capacity) Evidence that additional members of the FO have been trained in key aspects of FO management like record keeping, financial management, leadership, etc. Evidence of Increased ability of FOs to offer value added services (e.g. marketing, training, credit etc.) Increase in value of sales transactions concluded	Comparison of baseline capacity of smallholders and FOs and their capacity after implementation of P4P in the pilot countries Assessment of underlying data and triangulation with other data sources during CVs	Evaluability is Medium to Low An important issue in determining evaluability will relate to the extent to which P4P has identified the desired outputs – i.e. what constitutes better or improved capacity (among FOs and SHFs) – and has captured appropriate indicators for monitoring.

No.	EQ	Sub Questions	Data Sources	Data collection methods	Performance Indicators and Benchmarks	Methods for Data Analysis	Evaluability issues
			Beneficiaries (FOs, farmers) in countries visited		with WFP, and with other/new buyers		
		B. How many SHFs (of whom how many are women) and FOs have benefited from capacity development activities?	FO Surveys, FO Records and Training records in countries visited. This should include numbers trained (disaggregated by sex), training started and training completed. Implementing partners (e.g. TA providers, contractors); beneficiaries (FOs, SHFs) training records in countries visited	Document and Data review Interviews	Indicators of capacity building activity undertaken (disaggregated by gender): Number of SHF members of participating FOs trained in improved agricultural productivity / production practices Percentage of participating FOs for which WFP has signed agreements with partners to improve post-harvest handling facilities and practices Number of SHF members of participating FOs trained in improved post-harvest handling and storage practices Percentage of FO management staff who have completed training in governance, administration, or financial management Number of FOs with at least one member of the management staff trained in organisation management (i.e., governance, administration,	Analysis of data on activities in each country visited Analysis may be extended to additional countries if information is available in an appropriate form	Evaluability is High, provided that adequate records are available on training activities undertaken

No.	EQ	Sub Questions	Data Sources	Data collection methods	Performance Indicators and Benchmarks	Methods for Data Analysis	Evaluability issues
					<p>leadership or financial management of FOs)</p> <p>Number of participating SHFs / FOs qualified to participate in WFP competitive tenders</p>		
		<p>C. How effective are the four approaches (FO and capacity building partnerships, support to emerging structured demand platforms, purchase from emerging traders through modified tendering, developing local food processing capacity)?</p> <p>D. Has the process of working through partners been effective in meeting P4P objectives?</p>	<p>GLA outputs (from briefing note) for example no 13 on Promoting structured trading platforms; no 12 which partially addresses processing, no 4 on feasibility of procurement and market development activities, etc.</p> <p>Stakeholders</p> <p>Consolidated procurement reports</p> <p>MOUs with partners, contracts, training TORs</p>	<p>On-line questionnaire of P4P pilot countries</p> <p>Interviews in P4P countries visited</p> <p>Document review</p>	<p>Evidence of effectiveness of each approach in different contexts</p> <p>Evidence of “spill over” and spontaneous uptake of the approaches</p>	<p>Analysis of questionnaire responses and interviews</p>	<p>Evaluability is Medium to Low</p> <p>Comparison of the effectiveness of approaches will be difficult as findings will be extremely context specific. In practice it is likely to be difficult to separate the effects of different approaches where these are being applied in the same country. P4P has not been designed to provide a rigorous means of testing relative effectiveness (which would for example require random allocation of FOs to different forms of support).</p> <p>Consequently it will be difficult to compare the effectiveness of the approaches at the global level or to draw general conclusions, although anecdotal information will be available, and it may be possible to draw</p>

No.	EQ	Sub Questions	Data Sources	Data collection methods	Performance Indicators and Benchmarks	Methods for Data Analysis	Evaluability issues
							some country-level conclusions.
2.3	Has P4P identified and implemented best practices for increasing sales to WFP and others, with a particular focus on smallholder/low income farmers? [Objective 3]	A. What have been identified as best practices for increasing sales to WFP and others by smallholder/low income farmers (distinguishing men and women)?	[See 2.1] Data sources will include the synthesis paper on marketing choices of SHFs and that on risks.	[See 2.1]	[See 2.1]	[This will be a subset of the analysis undertaken for EQ 2.1]	[See 2.1]
		B. To what extent and how have these best practices been implemented?	P4P stories for countries visited P4P newsletters WFP staff in countries visited P4P pilot country staff WFP COs FOs in countries visited	Documentation review Interviews in countries visited Online questionnaires of P4P pilot countries and WFP COs	Number of WFP COs that report that they have implemented identified best practices for increasing smallholder sales Evidence on uptake of specific best practices	Listing of examples of uptake identified in P4P reports, along with evidence on factors influencing uptake Triangulation of evidence from reports through interviews and questionnaires	Evaluability is High. There are a wide range of sources to assess the extent of implementation, though direct contact with beneficiaries to obtain their views will only be feasible in the countries visited.
2.4	Has P4P transformed WFP food purchase programmes so that they better support sustainable small-scale production? [Objective 4]	A. How have WFP food purchase programmes changed as a result of P4P? B. How have constraints on purchase by WFP from smallholders been addressed on the demand side (WFP procedures) and the supply side (FO and smallholder capacity)?	WFP procurement data (P4P pilot countries) WFP RB procurement staff WFP institutional procurement policy WFP procurement staff (HQ and COs) P4P staff in pilot countries FO staff and members in countries visited (sample of those who have concluded successful	Documentation and data review Interviews in P4P countries visited Interviews with WFP in Rome On-line questionnaire of P4P countries	Trends in proportion (and total amount) of WFP purchases (value and volume) directly or indirectly from smallholders in pilot countries Trends in value of sales by FOs concluded with other/new commercial buyers Changes to the procurement process that reflect WFP's openness to FOs as new sellers – e.g. contract and payment	Analysis of trends in procurement in P4P pilot countries and their relationship to changes in WFP purchase practices Comparison of procurement from smallholders in P4P pilot countries and non-P4P WFP countries Analysis of interview findings	Evaluability is High, in relation to assessing the extent of change in WFP food purchase programmes

No.	EQ	Sub Questions	Data Sources	Data collection methods	Performance Indicators and Benchmarks	Methods for Data Analysis	Evaluability issues
			sales transactions with WFP, and those who have attempted but not been successful) Relevant GLA outputs if available e.g. no's 2, 5-7 & 14		arrangements, volume of transactions (purchase orders and delivery), etc. Trends in the number of participating SHFs / FOs qualified to participate in WFP competitive tenders.		
3	Efficiency: Has P4P provided value for money in using the resources provided? Could the same or more have been achieved by using the money in other ways? Are the procurement approaches and best practices developed cost-efficient?						
3.1	Has P4P been implemented on budget?	A. Has actual expenditure matched planned expenditure, noting that budgets and plans have changed over time? What explains differences between budgeted and actual expenditures?	P4P budgets (centrally and for pilot countries) P4P expenditure data (centrally and for countries) P4P CU P4P pilot country staff P4P staff in pilot countries visited	Budget and financial data to be collected in consultation with P4P CU Template for collecting expenditure data from COs prior to the CVs Interviews (in WFP Rome and in P4P countries visited) On-line questionnaire of P4P pilot countries	Consistency of actual (annual and total) expenditure with budgets	Comparison of actual expenditures with budgets (aggregate and for pilot countries) Analysis of interviews and questionnaire results	Evaluability is High, subject to availability of budget and expenditure information in a consistent and complete form. This may not be available in a form that is usable for detailed cost categories or budgeting by activity; making any cost-benefit type analysis difficult to undertake
		B. Were the planned outputs (as identified in the logframe and implementation plans) produced with the inputs provided?	P4P budgets for countries visited Lists of planned P4P activities and outputs for countries visited (if it is considered feasible to report information in this way) Interviews with P4P CU and P4P staff in countries visited	Budget and financial data to be collected in consultation with P4P CU	Consistency of actual expenditure with activity based budgets specifying outputs to be produced	An attempt will be made (possibly on a selective basis) to reclassify expenditure information in the countries to be visited to link more closely to activities than is possible in the standard financial reporting format	The preliminary assessment is that Evaluability is Low. Evaluability depends on availability of expenditure information in a form that links to activities and outputs. Financial information is not readily available in this form.

No.	EQ	Sub Questions	Data Sources	Data collection methods	Performance Indicators and Benchmarks	Methods for Data Analysis	Evaluability issues
3.2	Has P4P been implemented on time?	A. Were implementation milestones for P4P defined and were they met? What explains differences between planned and actual timing?	Aggregate and country level implementation plans Aggregate and country level reports on activities undertaken P4P staff in countries visited Cost extension requests where these have been made	Document Review Interviews in countries visited	Comparison of actual implementation with planned implementation (aggregate and for countries visited)	Analysis of interview findings and documents	Evaluability depends on existence of clear implementation plans and of reports against these plans. This will be assessed as part of the documentation review for the countries to be visited.
3.3	Has P4P been effectively and efficiently managed?	A. How effective has been the direction and oversight of P4P?	SC and TRP minutes P4P CU staff TRP members	Document Review Interviews	SC and TRP meetings held on time Timely reviews of P4P reports submitted to oversight committees	Analysis of interview findings Comparison of planned and actual meeting dates	Evaluability is High (in relation to assessment of timeliness of response)
		B. Is the M&E system informing management decisions?	M&E reports P4P Annual Achievements Reports P4P CU staff	Document Review Interviews	Regular on-time updates of P4P MIS Evidence of routine use of MIS for decision-making	Analysis of interview findings	Evaluability is High in relation to evidence of use of M&E information
		C. Were recommendations from the MTE that were accepted in the management response implemented, and have they improved performance?	MTE report and management response from WFP TRP meeting minutes Donor Reports P4P CU staff	Document Review Interviews	percent of accepted MTE recommendations implemented	Analysis of interview findings	Evaluability is High in relation to identifying response to MTE. Evaluability is Medium in relation to assessing impact on performance
		D. What arrangements have been put in place to identify best management	Documentation on P4P management practices P4P CU staff	Document Review Interviews	Existence of system to identify best management practices	Analysis of interview findings	Evaluability is High

No.	EQ	Sub Questions	Data Sources	Data collection methods	Performance Indicators and Benchmarks	Methods for Data Analysis	Evaluability issues
		practices, and how effectively have they been implemented?			Clearly defined responsibility for this task Number of examples of cycle of reporting and subsequent action		
		E. Are P4P's resource needs met, periodically assessed and effectively mobilised?	Documentation on P4P management P4P CU staff	Document Review Interviews with P4P CU and HRM	Existence of clearly defined roles, responsibilities and accountabilities (e.g. use of RACI charts or equivalent) Staffing plans based on workplans	Analysis of interview findings	Evaluability is High
		F. How effectively does the central P4P team support and guide CO activity and facilitate lesson sharing?	Documentation on P4P management P4P CU staff	Document Review Interviews On-line questionnaire for P4P COs On-line questionnaire for WFP COs	On time and complete guidelines issued to COs in line with action plans	Analysis of interview findings Analysis of on-line questionnaire (P4P COs) Analysis of on-line questionnaire (WFP COs)	Evaluability is High
		G. How effectively have risks been managed?	Documentation on P4P management Documentation on risks identified by P4P management and the mitigating measures implemented P4P CU staff	Document Review Interviews	Consistent knowledge of risk management processes Risk register up to date	Analysis of interview findings	Evaluability is High
		H. Has P4P had appropriate human resources to carry out its activities?	Documentation on P4P management P4P CU staff	Document Review Profile summaries of P4P staff Job descriptions for P4P staffing roles	percent of staff with performance based objectives Evidence that WFP performance management system	Analysis of interview findings	Evaluability is High

No.	EQ	Sub Questions	Data Sources	Data collection methods	Performance Indicators and Benchmarks	Methods for Data Analysis	Evaluability issues
				Interviews with P4P HR management	complied with process in place to identify and address skill gaps (Y/N)		
3.4	How efficient are the procurement approaches developed under P4P?	<p>A. What have been the cost implications of modifying procurement modalities at WFP in order to accommodate FOs as new types of sellers?</p> <p>B. What are the “hidden costs” associated with the change in procurement modality (and can these be quantified)?</p> <p>C. How efficient are the procurement modalities (Buying directly from FOs; supporting emerging structured trading systems; buying from small and medium traders linked to SHFs; processors – linked to SHFS and FOs – procurement through processors and linking SHFs/FOs to processors) developed under P4P?</p>	<p>Procurement cost data from P4P HQ and COs in countries visited</p> <p>LRP procurement cost data from COs in countries visited</p> <p>P4P and WFP staff in countries visited</p> <p>P4P staff in pilot countries</p>	<p>To be collected during CVs and will cover costs of staff time, bagging, transport, etc. in addition to food costs</p> <p>Interviews in countries visited</p> <p>On-line questionnaire of pilot countries</p>	<p>Cost of procurement modalities developed under P4P compared to established WFP procurement modalities</p> <p>Assessment by staff in pilot countries of relative costs of procurement modalities</p>	<p>Estimation of the additional costs that may have been incurred by the COs for modifying the procurement modalities, by considering: (a) the cost of any additional personnel or time required to execute certain new / additional tasks, (b) any additional use of related services (e.g. transportation, bagging, etc.).</p>	<p>Evaluability is Medium to Low.</p> <p>It will not be possible to derive detailed representative costings across all pilot countries. However, it should be possible to identify the broad magnitude of costs associated with different procurement modalities</p>
3.5	How efficient has P4P been in achieving capacity development for SHF and FOs?	<p>A. How much does it cost for P4P to develop the capacity of FOs and SHFs? How was money spent (e.g. sub-contracting</p>	<p>Findings on capacity development achieved</p> <p>Financial Data from P4P HQ and COs</p>	<p>Findings from 2.2</p> <p>To be collected by P4P HQ in consultation with ET</p>	<p>Cost of P4P in relation to capacity development achieved</p> <p>Ratio of overhead/management costs</p>	<p>Analysis of expenditure data against outputs achieved</p> <p>Comparison with feasible alternative approaches to</p>	<p>Evaluability is Low.</p> <p>This is because of expected limitations of information on capacity development outputs</p>

No.	EQ	Sub Questions	Data Sources	Data collection methods	Performance Indicators and Benchmarks	Methods for Data Analysis	Evaluability issues
		service providers, overheads / staff salaries, etc.)?	Interviews with SHFs Interviews with partners providing capacity development services		to direct costs for capacity development Proportion of the total capacity building provided covered by existing projects of proportion paid for out of the P4P budget	achieve capacity development for market participants	achieved. It might only be possible to get very general budget / expenditure information from other donors (like for like comparisons may not be possible) P4P beneficiaries may not be the same as those targeted in other development programmes (e.g. staple crop farmers vs. cash crop farmers). This will have implications on the cost of capacity building.
3.6	How efficient has P4P been as a means to learn and share best practices and lessons?		Findings on best practices identified and shared Financial Data on learning and sharing activities	Findings from 2.1 and 2.3	Cost of P4P in relation to the lessons learned Ratio of overhead/ management costs to direct costs for learning and sharing	Comparison with feasible alternative approaches	Evaluability is Medium Overhead costs will relate mainly to P4P staff costs
4	Impact: Has P4P facilitated increased agricultural production and sustained market engagement and thus increased incomes and livelihoods for participating smallholder/low income farmers?						
4.1	What has been the impact of the P4P pilot initiative on participating male and female SHFs' sales and on markets?	A. How has smallholder market engagement changed in the pilot countries?	Impact Assessments and Follow up survey reports Market choices study (MSI) Relevant GLA outputs e.g. that on Empowering rural women through pro-smallholder procurement & market development activities	Documentation and Data Review Consultation with AERC Interviews in countries visited	Changes in quantities sold by smallholder members of participating FOs percent SHFs with surplus Changes in average proportion of SHF members' staple commodities sold through participating FOs	Analysis of survey results (with cooperation from AERC) Where feasible, survey data will be triangulated with other data sources In countries visited, qualitative information from interviews will be analysed Document analysis	Evaluability is potentially High for those countries where Impact Assessments will be available, and potentially Medium for those countries where baseline and follow up survey reports are available, and Low otherwise. Measurement of changes in marketing behaviour will be possible where

No.	EQ	Sub Questions	Data Sources	Data collection methods	Performance Indicators and Benchmarks	Methods for Data Analysis	Evaluability issues
			<p>P4P stories (particularly for countries being visited)</p> <p>National Stakeholders</p> <p>FOs in countries visited</p> <p>MoUs with partners and annual reports of partners in countries visited</p> <p>P4P staff in countries visited</p>		<p>Qualitative information on farmer marketing behaviour</p> <p>Changes in the production volumes, quality and post-harvest losses of SHFs</p>		<p>adequate survey data has been collected. The initial assessment is that the range and quality of impact assessment information collected as part of the P4P M&E system has been far more limited than the initial ambitious plans, and will not provide the basis for drawing conclusions beyond at best the small number of countries for which complete and high quality Impact Assessments will be available</p> <p>Determination of the extent to which P4P has contributed to changes observed will only be possible where impact assessments have been completed and were based on data from appropriately selected treatment and control groups. There is unlikely to be any basis for validly extrapolating these findings to other countries where this information does not exist.</p> <p>Assessments by stakeholders and key informants may provide qualitative information on changes on marketing behaviour but this cannot</p>

No.	EQ	Sub Questions	Data Sources	Data collection methods	Performance Indicators and Benchmarks	Methods for Data Analysis	Evaluability issues
							<p>be done for a representative sample of FOs, and will necessarily be anecdotal.</p> <p>Survey data collection was disaggregated by sex and so it should be possible to assess impact on women.</p>
4.2	What has been the impact of the P4P pilot initiative on participating male and female SHF production?	A. As for 4.1	As for 4.1	As for 4.1	As for 4.1	As for 4.1	As for 4.1
4.3	What was the impact of the P4P pilot initiative on male and female SHF women's) livelihoods?	<p>A. Was the target of increasing the incomes of 500,000 SHF by US\$50 per household per year achieved?</p> <p>B. How do livelihood changes differ by sex, farmer income level, and other factors?</p>	Impact assessments	Findings and interpretation of them will be discussed with AERC with a view to determining conclusions that can validly be drawn	Participating smallholder/low income farmers' annual household incomes (relative to baseline and comparative groups, disaggregated by sex of HH head)	<p>Findings will be derived from Impact Assessments</p> <p>The scope for developing a simplified model for estimating income increases in countries for which Impact Assessments are not available (as was done in the MTE), based on available data will be examined.</p>	<p>Evaluability is potentially High for those countries where Impact Assessments will be available, and potentially Medium for those countries where baseline and follow up survey reports are available, and Low otherwise.</p>
4.4	What have been the other effects (intended and unintended) of the P4P initiative?	A. What have been the effects on non-participating farmers and their organisations and communities?	<p>P4P stories</p> <p>Key Informant Interviews (KIIs) and Stakeholder discussions</p>	<p>Document review</p> <p>Meetings with non P4P FOs/farmers during the CVs</p>	Evidence of changes to marketing, production or livelihoods in P4P and other non-targeted groups (where possible)	Identify possible channels of impact (e.g. policy changes to which P4P has contributed, introduction of new banking products) and assess	<p>Evaluability is Low</p> <p>This will be based largely on qualitative studies and discussions, and will need to be triangulated with other data sources for the results to be robust. Available information will be largely anecdotal.</p>

No.	EQ	Sub Questions	Data Sources	Data collection methods	Performance Indicators and Benchmarks	Methods for Data Analysis	Evaluability issues
		B. What have been the effects on other stakeholders (government, private sector, RBAs, other development agencies)?	International and National Stakeholders P4P stories and other P4P reports	Questionnaire of Stakeholders [i.e. those receiving P4P publications] Interviews in countries visited, and with RBAs/donors in respective HQs	Effects identified in P4P stories and other reports	Analysis of Questionnaire and interview results Analysis of P4P documentation	Evaluability is Medium Effects on governments and international agencies (including RBAs) should be identifiable
		C. What factors have influenced the impacts (risks, assumptions, external factors such as changes in the terms of trade, financial conditions, policies, interest of large traders to buy from smallholders, production levels)?	Document review Stakeholders	Interviews in countries visited e.g. with the MoA Review of P4P stories	Examples cited and views of stakeholders	Analysis of interviews	Evaluability is Low It is not possible to answer this question quantitatively on the basis of the survey evidence collected. Views of stakeholders on the likely effects of different factors can be obtained but these cannot in general be validated.
5	Sustainability: Has P4P developed sustainable best practices? Will results that have been achieved through the pilot initiatives be sustained?						
5.1	To what extent will lessons learned and shared be sustained within and beyond WFP, in particular on how WFP can use its procurement demand to build the sustainable capacity of SHFs to engage in markets?	A. Which tested approaches should continue to be implemented by WFP under which circumstances/ contexts? What approaches are being mainstreamed and why?	List of implemented approaches (from 2.3) Evidence on cost effectiveness (from 3.5 and 3.6) WFP COs P4P Pilot Country staff WFP and P4P staff in countries visited WFP management	Questionnaire of WFP COs and P4P pilot countries Interviews in countries visited Interviews with WFP management	Evidence that lessons are being adopted and used particularly outside P4P pilot countries	Analysis of interviews and on-line questionnaire results	Evaluability is High. Evidence of adoption and mainstreaming undertaken so far implies sustainability.

No.	EQ	Sub Questions	Data Sources	Data collection methods	Performance Indicators and Benchmarks	Methods for Data Analysis	Evaluability issues
		<p>B. What actions are required to support sustained scale up by WFP, including the elements of the organisational framework it is critically important to maintain? What are the implications (including risks and assumptions) for various parts of the WFP?</p>	<p>Any documentation that P4P has produced on challenges to scaling up</p> <p>WFP COs</p> <p>P4P Pilot Country staff</p> <p>P4P CU</p> <p>WFP management</p> <p>WFP and P4P staff in countries visited</p>	<p>Documentation Review</p> <p>Interviews</p> <p>Questionnaires of WFP COs and P4P pilot countries</p> <p>Interviews with P4P CU and WFP management</p>	<p>Identification by WFP staff (particularly in COs) of organisational and other support requirements and implications for scaling up</p>	<p>Analysis of interviews and questionnaire results</p>	<p>Evaluability is Medium.</p> <p>The ET will be able to make some independent assessment of the validity of the judgement by WFP staff of the support requirements for scaling up.</p>
		<p>C. Which tested approaches are most likely to be continued by partners, governments, private sector and FOs?</p>	<p>P4P staff in countries visited</p> <p>P4P staff in other pilot countries</p> <p>Recipients of P4P communications</p> <p>National stakeholders in countries visited (including private sector, FOs RBAs in country and donors)</p>	<p>Questionnaires of recipients of P4P communications</p> <p>Questionnaires of P4P staff in other pilot countries</p> <p>Interviews in countries visited</p>	<p>Evidence of adoption by partners, governments, private sector and FOs of lessons and best practices identified and communicated by P4P</p>	<p>Analysis of questionnaire results and interviews</p>	<p>Evaluability is Medium.</p> <p>It should be possible to identify whether recipients of P4P communications have and expect to continue to make use of approaches and lessons developed by P4P, and to assess sustainability of approaches in countries visited at least for a small selection of FOs.</p>
5.2	<p>Will male and female SHFs continue to engage in markets after completion of the pilot initiative? What actions can be taken to improve the prospects of sustainable impact?</p>	<p>A. Is the capacity among smallholder and FOs which has been built so far (see 2.2) sustainable?</p> <p>B. What factors will influence the level of sustainability, and what actions can be taken to enhance it?</p>	<p>FOs and other national stakeholders in countries visited</p> <p>In countries being visited, any recent typologies or classifications of FOs indicating capacity and closeness to graduation</p>	<p>Interviews in countries visited</p> <p>Review of relevant documents at country level</p>	<p>Evidence that FOs and smallholder men and women are able to continue to engage in markets after support have been provided, and can graduate to a higher level of market engagement</p> <p>Evidence that farmers have been able to engage</p>	<p>Analysis of interview findings</p>	<p>Evaluability is Low</p> <p>Information about sustainability can be collected directly only from a small number of FOs in the visited countries.</p>

No.	EQ	Sub Questions	Data Sources	Data collection methods	Performance Indicators and Benchmarks	Methods for Data Analysis	Evaluability issues
			<p>Survey indicators and quantitative data collection from FOs</p> <p>Documentation from the P4P CU and in countries being visited on sales by FOs beyond WFP</p>		more actively with the market as recorded by their sales in the market and to clients beyond WFP		
		C. What is the potential of strengthened partnerships with the RBAs, governments and with partners at national and international levels to ensure sustained engagement of SHFs in the markets?	<p>Documentation on current partnerships with IFAD and FAO</p> <p>Documentation on selected partnerships with governments and partners beyond the RBAs</p> <p>IFAD and FAO staff in Rome and in countries visited</p> <p>P4P staff in pilot countries</p> <p>P4P staff in countries visited</p>	<p>Documentation review</p> <p>Interviews</p> <p>Questionnaire of P4P staff in pilot countries</p>	Evidence of successful partnerships between WFP and IFAD or FAO under P4P	Analysis of lessons from partnership experience	<p>Evaluability is Medium.</p> <p>Successful partnerships can be identified and lessons learned, but potential for further strengthening will be difficult to assess</p>

Annex 5: Selective Literature Review on FOs and Market Access

Overview and Summary of Main Conclusions

1. The purpose of this selective literature review was to examine evidence on some key assumptions for the P4P ToC. The specific focus of the review was on literature relevant to answering the following question: Under what conditions do FOs strengthen market access for smallholders and improve their livelihoods (and how may donor support contribute to this), with a particular focus on staple food markets in Africa? Time and resources available for this exercise did not permit a full systematic literature review to be undertaken. However, the evidence reviewed supported the following provisional conclusions.

2. No recent systematic and complete reviews of literature and experience have been identified as having been completed by WFP and/ or the P4P CU. While some studies undertaken in support of P4P and BMGF's Structured Demand Portfolio have selectively reviewed some aspects of this literature, they have not attempted a complete systematic review. This would have been a useful study to have undertaken at an early stage in the design of P4P in order to provide an authoritative overview of evidence on key assumptions, and to identify issues where additional research or evidence would have the potential to improve the global knowledge base. The SFMAPF, in particular, would appear to benefit from a wider and more complete assessment of the evidence base on the record of support to strengthening collective marketing.

3. Much of the literature on collective marketing (both theoretical and empirical) focuses on the production of "cash crops" (such as coffee) which are likely to differ from staple food crops in (a) not being consumed to any significant degree by the producing households and (b) generally involving substantial premiums from access to specialist marketing channels (which may have significant barriers to entry) compared to available alternative markets, while staple foods typically have a range of available market channels. These characteristics may reduce the potential benefits from collective marketing arrangements.

4. Staple crop cooperatives face specific challenges which may differ from cash-crop cooperatives and require tailored interventions by donors to address these (see for example Table 2 on page 18 of Coulter 2007, reproduced below). Care must also be taken by donors to align themselves with the agenda of the cooperative, instead of imposing their own agenda, thus threatening the sustainability of the cooperative. The record of donor support also appears to be very mixed, particularly in achieving a transition to a sustainable business.

5. There are instances of marketing of staple food crops through cooperatives benefiting smallholders. The (proportional) benefits are generally most pronounced for smallholders selling intermediate levels of produce. The largest producers are less likely to gain from collective marketing compared to individual marketing, while the smallest producers are unlikely to have significant surpluses available for sale. Households which are net purchasers of food may indeed suffer reductions in welfare if local market prices are raised. If donors do want to favour pro-poor staple crop cooperatives, these need to be specially targeted and facilitated.

6. Staple crop cooperatives are most successful if the membership is self-selecting. This tends to take place in areas that already have good agro-ecological conditions favourable to crop growth, under favourable macroeconomic conditions, where there is a culture of entrepreneurship and collaboration, and limited political interference in cooperative

activities and management. The record of cooperative marketing is very mixed. In some countries cooperatives have been subject to intensive state interference which has undermined their viability and independence. Ensuring effective management and governance (particularly for larger cooperative bodies) has also presented significant challenges.

7. The following sections provide a summary of the findings of the literature reviewed.

Exploitative nature of market relations

8. There is an assumption that is explicit or implicit in much development discourse that SHFs generally struggle to access markets and/or that if they can access markets, this relationship is exploitative. There is strong evidence that agricultural markets in which SHFs engage are subject to significant market failures. For example, a review by IFAD identified nine types of barrier limiting market access: awareness, technology (e.g. inadequate storage), organization and management skills, production, productivity, financial resources, infrastructure (e.g. road networks), information, and policy environment (Canigiani 2005). However, there have been few empirical studies that have examined in detail the extent to which markets operate in an exploitative fashion.

9. For example, Sitko and Jayne 2014 note that although there is a received wisdom that assembly trade for staple foods in Africa is exploitative and inefficient there have been very few empirical studies to test this proposition, while most studies focusing on pricing suggest markets perform relatively efficiently. They highlight that assembly traders are by far the most common form of market access for maize farmers in Kenya, Zambia, Malawi, and Mozambique – and that these are not necessarily exploitative: traders save farmers transportation costs by coming directly to the village, paying farmers cash directly (no delay in payment) and buying grain directly after the harvest, allowing farmers to get paid quickly. Assembly traders do offer the lowest prices (roughly 80 percent of whole sale prices) – but this is due to them bearing the cost of transportation and buying at the start of the harvest, when prices are lowest – prices were not found to drop significantly in rural areas. It appears that assembly traders offer price competitive services to SHFs. A lack of access to standardised weights and measures does appear to disadvantage SHFs. However, it would in principle be possible to design interventions to address this.

10. Cramer and Johnston 2014 highlight that wages in Fairtrade cooperatives (coffee, tea and flowers) in Ethiopia and Uganda were actually lower than in non-Fairtrade producers. This suggests that market engagement outside of cooperatives is not necessarily exploitative for cash crops – though there was no reference to food crops.

Evidence on effectiveness of collective action through FOs to address market failures

11. A review article introducing a journal issue covering the challenges of smallholder market access highlights that collective action does compensate for market imperfections such as missing credit markets. However the authors stress that the challenges facing FOs vary hugely between cash crops versus food crops, vary by farmer group size, by instructional structure and are influenced by the macro-economic environment they find themselves in, as well as by the type of external support received (Markelova, Meinzen-Dick, Hellin, & Dohrn, 2009).

12. Cost of participation. Collective marketing can reduce transaction costs (because farmers can pool their surplus) but this benefit is highest for smallholders with an

intermediate level of production: for the poorest farmers with very low levels of production, the (small) benefits do not necessarily outweigh the costs of participating. As a result, the chronically poor are rarely included in farmers cooperatives⁴⁷ – sometimes because they are indirectly discouraged through high membership fees (Bernard 2010). Bernard 2010 found a U-shaped relationship where SHFs with intermediate levels of production are the most common members of food staple cooperatives in Ethiopia -- education and landholding (a proxy for production levels) seem to be the dominant variables explaining household participation in cooperatives. Verhofstadt & Maertens (2014) also found that cooperative membership in the maize and horticultural sector in general increases income and reduces poverty but that these effects are largest for larger farms (who have the lowest propensity to be cooperative members).

13. The cost of coordination can be high to coordinate meetings among members, collect their membership fees or other contributions, resolve conflicts and disputes, monitor compliance with the organization's rules, organize the organization's activities, and so on – especially when (i) members' interests/preferences are not well aligned (e.g. the case of maize and horticulture cooperatives in Uganda; Francesconi 2011) and when (ii) members are engaged in a wide range of activities which take effort to coordinate – as a result the transaction costs of organizing may offset cost savings gained.

14. Regarding (i) – when interests/preferences are not well aligned, there may be higher levels of mistrust between members, as found among vegetable growers in Zimbabwe (Masakure & Henson, 2005), as well a hijacking of agendas for political purposes in Uganda (Kwapong 2010). Close social relations have interfered with rules enforcement, eroding the credibility and function of institutions (Mude, 2006; Liverpool-Tasie 2014). Kariuki (2005) flags the importance of better understanding why and how people participate in networks of trust.

15. Regarding (ii) – Bernard et al. (2008) find that 55 percent of market-oriented RPOs in Senegal were also engaged in providing social activities, as were nearly 70 percent in Burkina Faso – which could come at the expense of economic performance (see, for example, Stringfellow et al. 1997; Coulter et al. 1999; Delion 2000; Collion and Rondot 2001; Chirwa et al. 2005; Bernard et al. 2008). – though Barham and Chitemi (2009) conclude that Tanzanian farmers cooperatives concluded that engaging in several activities, not only market-oriented activities, can give the cooperative and ongoing sense of identity and purpose – thus increasing their marketing ability.

16. Cooperatives which do not have an inclusive membership (accepting all who want to join) but make specific criteria (e.g. all members must be interested in the goal of increasing their volume of production) tend to be more successful – but may run the risk of excluding certain groups e.g. in the case of staple food cooperatives in Ethiopia (Bernard 2010).

17. The review of collective action theory concludes that the conditions for successful collective action outcomes in natural resource management include: (i) small group size; (ii) clearly defined boundaries; (iii) shared norms; (iv) past successful experiences; (v) appropriate leadership; (vi) interdependence among group members; (vii) heterogeneity of endowments, homogeneity of identities and interests; and (viii) low levels of poverty (Agrawal 2001). Stockbridge et al. (2003) found successful FOs mirror Ostrom's design principles.

⁴⁷ Humphrey (2010) also concluded that the poorest are quite frequently not the beneficiaries of value chain interventions.

18. The cost of coordination – especially when members have a broad group of interests – can be reduced by strong leadership (see Poole 2010; Bernard, de Janvry, and Sadoulet 2010). A review of Ugandan cooperatives found that the cooperatives with a strong leadership and with a loyal membership united by common objectives were the most successful (Kwapong IFPRI 2010). Barham and Chitemi's (2009) review of 34 farmer's cooperatives in Tanzania also concluded that strong internal institutions and group maturity increased marketing ability. However strong leadership may drown out voices of marginalised groups who would potentially benefit from a more participative decision-making approach (Poole 2010).

19. Bernard (2010) tested through the 2005 and 2006 Ethiopian smallholder commercialisation survey whether (i) staple food smallholders actually gained better market conditions (higher prices) and (ii) smallholders behaved differently in a cooperative (sold a higher percent of their harvest). They found that members received 7percent higher prices but members did not sell a higher⁴⁸ proportion of their output (except in areas living close to markets). This suggests that (i) members' preference may not be to increase production, but perhaps diversify livelihoods, and/or (ii) those intending to increase production were constrained by other factors, and/or (iii) that marketing produce was not the main function of cooperatives (only 59percent of cooperatives were engaged in marketing/selling members' produce – while almost all supplied fertilizers and/or credit to members).

20. Generally there is a lack of rigorous impact studies which can test whether a market access intervention has actually increased incomes or increased agricultural market output, e.g. out of 30 value chain interventions reviewed, only two did an impact evaluation (Humphrey 2010).

Can cooperatives address the specific challenges of staple food markets in Africa?

21. Coulter 2007 compares the case of staple food crops, which consist for the most part of cereals and root crops, with higher value crops and products such as cotton, cocoa, oilseeds, dried fruit, spices and seeds, in Africa. The authors conclude that the cost-benefit ratio for participating in cooperatives is lower for cash crops than for food crops – due to considerable hidden costs for food crops (the cost of loss of autonomy, the cost of time spent in meetings and the cost of agreeing to an enforcing standard behaviour for all group members). Table 2 of this study reproduced below suggests concrete ways of improving the cost-benefit ratio for staple crops.

22. Barnham 2009 reviewed 34 cooperatives in Tanzania, of which 14 produced staple foods (cereals and legumes). It found that only 4 out of the 14 staple food cooperatives were able to improve their market situation - for two this was achieved by diversifying into cash crops (Artemisia and flowers - and for the remaining two this was achieved by bulk storing maize and by bulk-buying seeds and fertiliser. The cooperatives growing staple foods appeared to be doing so because of the agro-ecological conditions of where they were located, which were too dry for rain-fed cash crop production (only 29percent of staple crop cooperatives had a reliable water source, vs. 70percent for cash crop cooperatives) (Barnham 2009: p57).

⁴⁸ The poorest may even be selling a smaller proportion of their output, then they might without the cooperative membership, because *“the smallest farmers tend to market only the quantity necessary to meet their basic needs; and, because of the premium offered by the cooperative, this amount is less than the total quantity they would otherwise market individually”* (Bernard 2010:71).

23. Poulton 2010 examined how incentives for commercial delivery of services to smallholders differ between staple food, traditional cash crop, and high value product supply chains. The authors flag the failure of state interventions to successfully intensify food crop production in Africa - as was the case in the 'green revolution' of Asia (p.1416). They note that domestic markets for staples continue to represent a growth opportunity in Africa: staples are suited to smallholders as they have modest quality requirements (in contrast to high-value and perishable cash crops) but that price volatility needs to be moderated by greater trade liberalisations (p.1418). They caution that the expansion of supermarkets is unlikely to create sufficient demand for staples in Africa (p.1419). Finally, they flag that more efforts are needed to strengthen the supply of complementary support services smallholders, which are weaker for food crops than for cash crops (p.1424-25).

Table 2 – Ways of ‘accentuating the positive’ in collective marketing

Measure	Advantage/comment
1. Seek to develop collective marketing among groups with a history of collective Endeavour, e.g. traditional forms of cooperative activity, and Farmer Field Schools such as those in Uganda (Okoth et al. 2006)	Such groups tend to have more organizational skills and a higher level of internal discipline and trust, reducing ‘hidden costs’
2. Focus on simple activities, e.g. bulking, accessing input supplies, joint liability for credits	Minimizes complexity of collective decision-making
3. Constitute small primary groups (not more than 30 members)	Allows for more face-to-face interaction, and accountability between members
4. Homogeneous membership, with regard to their interests and objectives	More difficult for politicians and ‘strong men’ to assume control
4. Homogeneous membership, with regard to their interests and objectives	Makes for a more single-minded focus on the group’s objectives
5. Seek out stable relationships with strong trade counter-parties, where these are profitable	Trade counter-party will have an interest in groups’ success and survival. A potential disadvantage of such stable relationship is that they expose the group to exploitation by the counter-party. Collective marketers should try to maintain some independence of action. This may involve studying the market, negotiating better terms, and/or seeking expert assistance from federative bodies or NGOs with specialist capabilities.
6. Training/awareness-raising with members and leaders, especially re attitudes and business skills	Increases cohesion of the organization and quality of decision-making
7. Combining collective marketing with technical support to production	Larger volume and value of produce increases benefits from collective marketing
8. Focus on products offering a higher return to collective effort. In the case of cereals, this may mean producing seed or grain for higher quality/specialist market segments	Makes it easier to recuperate the ‘costs’ of cooperation
9. Establish independently managed storage services and warehouse receipt systems which are accessible to producer groups	Independent collateral management makes producer groups more bankable and increases their marketing options
10. Stronger efforts to enforce the law in case of wrong-doing (e.g. in recent case involving Nakasenyi Adult Literacy Group, Iganga, Uganda)	Sends out a message that wrong-doing does not pay in projects supporting producer organizations

Understanding the motivations of cooperative members

24. Members’ preference may not be to increase production – a review of the success of cooperatives in Ghana calls for more research to understand the way preferences, motivations, abilities, customs, habits, etc. affect member’s behaviour (Francesconi & Wouterse 2011) and a recognition that motivations for membership may not be solely related to income maximisation.

25. For example, a review of Latin American cooperatives suggests farmers might have an incentive to invest additional income and/or labour in other sectors instead of expand food crop production, in order to diversify their livelihoods (Stoian 2013).

26. Risk-sharing through cooperatives (e.g. sharing the costs of funerals) can improve member's ability to deal with risks, as access to credit facilitated coffee production and provided a form of insurance against shocks such as illness, death, and crop failures, which otherwise would have resulted in asset erosion (Donovan 2014) and increased vulnerability (Bacon 2005).

27. Cooperatives can also provide a network for innovation to spread (Fisher 2012).

Understanding the bottlenecks faced by farmers wanting to increase production through cooperatives

28. A review of Ugandan cooperatives found that the cooperatives proper management skills were the most successful (Kwapong IFPRI 2010). A review of cooperatives in Nicaragua echoed that while members of cooperatives report having learned technical skills relating to crop production, they lacked training on business and management skills (Donovan 2014). Bingen 2004 highlights that there are three different types of capacity building: (i) those which facilitate access to goods and services required for production and marketing of a target commodity; (ii) those which focus on the promotion of improved; and (iii) those which facilitate technology adoption and marketing, but focus initially on the development of foundation skills and social capital, including assistance for collective self-help, literacy programs, marketing activities, and decentralized development planning.

29. Even the best management skills cannot compensate for a poor asset base: while increased access to credit is intended to compensate for an inability to invest in fertilizers, equipment for farming and product transformation, transport services etc., credit cannot easily compensate for unfavourable natural assets. Barham and Chitemi's (2009) review of 34 farmer's cooperatives in Tanzania concluded that cooperatives with good soils and reliable water source were able to market more of their produce, simply due to higher productivity.

30. Insecurity regarding assets is another key factor discouraging investment and expansion of production. A study of coffee cooperatives in Nicaragua found that 80 percent of farmers increased the area under coffee production as a result of the cooperative but insecure land tenure affected their ability to maintain expansion in the future (Donovan 2014).

31. In some cases the macroeconomic conditions may not be favourable for private sector development (Colen 2013). Barrett (2007) argues that to increase smallholder participation in markets, (i) macro-level price and trade policy is needed for wealthier farmers in better integrated markets, as well as (ii) micro- and meso-level interventions for poorer smallholders and regions less well integrated with national and international markets.

The role of donors in enabling effective cooperatives

32. A review of collective action in Meso-America concludes that the ideal role and timing of public and private investment, needed to favour farmer cooperatives, is poorly understood (Hellin 2008).

33. Donor's activities must fit in the objectives of each cooperative. Cooperatives need a flexible management and governance structure that are most appropriate to their agendas. Although donors/NGOs/external actors may have a role to play in building cooperative members' capacity to govern, they should not impose their own agenda on the cooperative – a move which may seriously affect its sustainability (Bernard 2010).
34. Donors must clarify why and how the poor are benefiting from P4P interventions and take into account their ability to scale up (Humphrey 2010).

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Annex 6: The P4P pilot initiative ToC

1. This Annex reviews the P4P ToC, the process by which it has been developed, and how it has been used. The Annex is structured as follows. The first section distinguishes two elements of the P4P ToC (the Pilot and Development ToC) and identifies the main documents and processes by which the ToC has been articulated and developed. This is followed by summaries of these documents. The final two sections present assessments of the Pilot (learning) and Development ToCs respectively.

Overview of P4P's ToC and its Evolution

2. The P4P Initiative is a pilot which aims to achieve specific objectives of identifying and sharing best practices for increasing smallholder engagement in markets and specifically in selling to WFP, to increase SHF capacity, and to transform WFP food purchase programmes better to support sustainable small-scale agricultural production.

3. Because of the explicit pilot aspect of the Initiative, it is important to distinguish between two aspects of the ToC that are relevant for the Evaluation. The first relates to how the Initiative is intended to achieve its learning and identification of best practice objectives, specifically how the activities planned (including the design of the country pilots, and lesson learning including from the M&E system) are expected to lead to the generation of new and useful knowledge. This may be termed the "Pilot ToC."

4. The second aspect is the ToC relating to how specific activities undertaken as part of the Initiative are expected to generate development impact. This may be termed the "Development ToC", and relates to the proposition that sustainable smallholder agricultural growth (benefiting both men and women) can be successfully and efficiently promoted through a combination of the use of WFP's market purchasing power, and capacity development activities, focused in particular on FOs.

5. At the time of the design of the P4P Initiative, the terminology of "ToC" was less widely used than it is currently in development practice. However, the concept of ensuring that there was a clear articulation of the causal route by which results are expected to follow from the proposed activities, and the need to specify the main design assumptions necessary for results to be achieved was incorporated in WFP practice. General WFP practice described in the OEV "Technical Note: Logic Models & ToC (p.2) is that "Ideally, the ToC would be available at the onset of an intervention (i.e. used at the programme design stage, and tested at the evaluation stage). However, within the context of WFP operations, the practice has rather been to use logic models and logical frameworks at the design stage."

6. The initial design documentation for P4P does not include a complete articulation of either the Pilot or the Development ToC. Elements of each are implicit in the design documentation. Subsequently, there have been several attempts to formulate the Development ToC more explicitly, including reviewing and assessing evidence in relation to the main assumptions identified. There has been less attention to the Pilot ToC other than the expression, in the P4P Primer, of two learning objectives drawing on the 2010 M&E design considerations report.⁴⁹

⁴⁹ The two questions (as from page 24 of the Primer) are: "What procurement modalities/platforms and practices are most effective for building the capacities of SHFs and FOs and for creating an enabling environment conducive to the sustainable and profitable engagement of smallholders in markets?" and "How can WFP optimize its local food procurement activities to achieve the dual objectives of maximising benefits to the SHFs while providing safe food in a timely and efficient manner?"

7. The process of development of the overall P4P ToC can be summarised as follows, focusing on several key documents:

- The P4P Pilot Initiative Grant Proposal to BMGF⁵⁰ which set out the objectives and activities proposed for the initiative.⁵¹
- The Global Logframe developed during 2009 and 2010 and developed from the BMGF Grant Proposal.⁵² This directly informed the design of CIPs - reflected in the fact that most but not all CIPs included logframes that were adapted from the Global Logframe.
- The CIPs for the P4P Pilot Countries discuss the assumptions that informed specific design features of P4P implementation in each country, though this was not done within a consistent comparative framework.
- The MTE in 2011 provided a critical review of P4P's intervention logic and identified what it saw as core assumptions underlying P4P which had not at that point been fully articulated or tested against evidence.
- The 2012 P4P Primer set out P4P's "Development Hypothesis" which presented an encapsulation of the main elements of the Development ToC. It also set out the Learning Objectives.
- A study completed by the Food Security Group at the MSU in 2013 provided an empirical analysis modelling the effects of WFP LRP in selected African countries. This study is useful from the perspective of P4P in highlighting how P4P would need to go beyond LRP to achieve significant net welfare gains.
- The SFMAPF, which was prepared in draft during 2013, was intended to summarise lessons from P4P implementation experience to guide future initiatives related to the P4P pilot initiative, and also to provide an evolution of the Development Hypothesis.
- In addition, a paper also produced in 2013 on the Framework for the BMGF Structured Demand Portfolio (which includes P4P as one of its main activities) sets out a general approach to smallholder development based on connecting SHFs to "predictable, large sources of demand for agricultural products from institutional buyers" of which P4P is an example.
- A study assessing evidence on the validity of the underlying assumptions of P4P (focusing on the assumptions identified in the MTE), prepared in March 2014.

8. The following sections provides a summary of the key features of these documents, in relation to their significance in articulating P4P's overall ToC, excluding the CIPs which are discussed in a separate Annex. Much of the material concerns the development ToC more than the pilot ToC as is discussed in later sections. It will be seen that thinking regarding the ToC, particularly the development ToC, and the design assumptions behind it, has evolved over the pilot initiative period. Consequently the different studies above do

⁵⁰ Purchase for Progress, Grant Proposal Summary Information, WFP/BMGF (not dated, but presumed to have been produced in 2009).

⁵¹ While other donor grant proposals were produced, only the initial BMGF proposal appears to have influence the overall formulation of the P4P ToC, specifically through influencing the preparation of the Global Logframe.

⁵² The latest version of this was produced in September 2010.

not consider one particular set of design assumptions. For example the logframe contains a number of global level design assumptions, meanwhile the MTE also identifies other assumptions not highlighted at the start. This is to be expected when considering the pilot/learning/experimentation nature of the initiative and the fact that it was tailored uniquely in each of the twenty pilot countries. At the national level this is reflected in Table 35 of Annex 14 which identifies often different or unique design assumptions in each of the countries.

BMGF Grant Proposal

9. The BMGF Grant Proposal did not include a complete and explicit articulation of the ToC overall or the pilot and development ToCs but it did identify “hypothesized impact pathways” and risks related to each of the seven proposed activities. These are set out in **Table 22** below. These provide a broad identification of the programme’s rationale and some key assumptions, but these are not broken down to the level of outcomes and impacts, and do not specify the most important assumptions, the evidence base for them, or how their validity would be tested.

Table 22: Activities, hypothesized impact pathways and risks identified⁵³

Activity	Hypothesized Impact Pathway	Risks Identified
1. Enhancing and Expanding Pro-Smallholder Competitive Tendering Processes	The rationale for such efforts is that they are successful in increasing procurement from smallholder groups that are low-cost producers but lack the capacity to realize efficiency gains associated with large-scale commodity trade. By relaxing procurement requirements, WFP opens up new outlets for commodities produced by these groups and generates increased income for their members.	The main risk to WFP by relaxing the current procurement rules is non-delivery of commodities, late delivery, non-compliance with commodity specifications, receiving food found not fit for human consumption or diversion of supplies to another buyer because prices rose from the time of tender to the delivery date. The above is a shortlist of complications WFP deals with when working with suppliers, but especially small or new suppliers to WFP. The provision of performance bonds often ensures that suppliers who bid for our contracts are serious and can deliver on time. Financial penalties have been very effective in achieving WFP's on-time delivery goal. The consequences of non-delivery or late delivery are serious for WFP and its beneficiaries, who rely on our supply chain for their survival or sustained livelihoods. Managing the supply chain (also called the pipeline in WFP) is central to all WFP operations and we must never lose sight of this management priority.

⁵³ Source: BMGF Grant Proposal.

Activity	Hypothesized Impact Pathway	Risks Identified
2. Purchasing Directly from Smallholder Groups	The rationale for such efforts is that where markets are poorly developed and buyers scarce, smallholders tend to receive low prices for their produce due to high farm-to-market transaction costs, especially transport. Direct procurement in smallholder areas lowers these costs, meaning farmers receive higher prices for their goods and often at lower risk. This increases and stabilizes farmer incomes and improves incentives for cost-reducing investment in new technology, which further raises incomes. Direct procurement may also convince farmer associations to make their operations more professional and thereby efficient.	Risks associated with this model are linked to its expense in terms of setting up long-term storage and handling for depot or buyer purchases, and not being able to buy the amount of commodity required. Care must be taken to ensure that the goal of efficient and timely procurement is not compromised in favour of hypothetical development impacts. WFP experience suggests that the proposed investment in additional procurement, logistics and economic analysis experts would reduce this set of risks significantly. Agreements with host government grain reserves should also be negotiated to minimize the risk of a pipeline break.
3. Contracting for Risk Reduction in Smallholder Areas to Create Greater Certainty for Farmers in their Planning Decisions	Agricultural production and trade are fraught with uncertainty and risk due to a range of natural and market phenomena. A rational response for most smallholders is diversified subsistence oriented production methods; these feature limited use of productivity-enhancing methods, leading to low farming incomes. Forward contracts and enhanced access to financial services reduce farmers' risks and improve incentives for risky productivity-enhancing investments, thereby raising their incomes.	Major risks involved with forward contracting include poor harvests, where the farmer group is unable to meet contractual specifications. WFP would incur a pipeline break and beneficiaries would not be fed. Farmers may not keep to contract price, i.e. may try to negotiate new price mid-way through the contract period. Farmers may also sell to another buyer who offers a better price, again putting WFP's pipeline at risk. Finally, a lack of understanding of contracts could cause contract defaults or late deliveries.
4. Developing Pro-Smallholder Processing Options	The rationale for this activity is that most of the value addition in food supply chains occurs beyond the farm gate. Farmers' incomes increase when they are able to gain control over post farm value-addition.	<p>The major risks to this purchasing activity are:</p> <ul style="list-style-type: none"> • Lack of responsiveness to local needs/habits and capacity to innovate (adapted products to local taste, attractive flavours etc.) • Lack of understanding of seasonal changes (in terms of prices as well as availability of foods) • Issues related to efficiency and costs (high commodity prices, lack of competition, high transport costs etc.) • Lack of administrative capacity/ownership (no access to credit for improvement, or to buy raw materials etc.) • Lack of ownership/acceptability by local people (would they accept a locally produced food) • Issues related to the quality of food (parameters not within WFP's specifications, parameters not able to be analysed in developing countries etc.) • Reliance on WFP as a client. <p>Training and support from AGRA will be used to minimize risks of defaults under this purchase form. A sensitization and training programme will be provided for farmer associations engaging in this activity with WFP and the processing company. It is important that the farmer groups understand that the contract is legally binding, especially where product production is dependent on meeting raw input delivery deadlines. Training the farmers' groups on how to determine a fair price is equally important, taking into</p>

Activity	Hypothesized Impact Pathway	Risks Identified
		consideration their own input costs, overheads and reasonable compensation for each farmer's time and commodity. An advance funding facility may be required for this type of contracting.
5. Partnerships and Training		No major risks are expected, except that the training schedule and workplan must be adhered to in order to achieve objectives on time, by allowing smallholder procurement activities to become part of WFP's informed programming structure. Trainer of Trainer materials and participant training manuals will also have to be translated into local languages, which may delay training in some countries.
6. M&E		No major risks are expected. However, like Activity 5, the umbrella M&E system is time-sensitive and should be in place to capture M&E data from the start of the programme. Some delays may occur in the development of the M&E training module and workshops.
7. Policy Advice and Advocacy		No major risks are expected

The P4P Global Logframe

10. The P4P Global Logframe is based around the objectives and outcomes defined in the Grant Proposal. It identifies indicators and data sources, and risks and assumptions, at the outcome and output levels, and includes a diagrammatic representation of the logic chain for each of the four objectives, including a listing of the main assumptions, with an overall statement of the intended Impact of P4P Pilot Initiative, defined as: "To facilitate increased agricultural production and sustained market engagement and thus increase incomes and livelihoods for participating smallholder/low income farmers, the majority of whom are women."

11. The Global Logframe then sets out each of the P4P pilot initiative objectives, and defines the outcomes and associated outputs for each of the objectives, with indicators, data sources and risks and assumptions defined at both outcome and output levels. Activities are listed for each objective, but are not linked specifically to the outputs.

12. The diagrams below (Figure 8 to Figure 11), specify the outcomes, outputs and associated risks and assumptions for each of the four P4P objectives.

Figure 8: Global Logframe: Objective 1

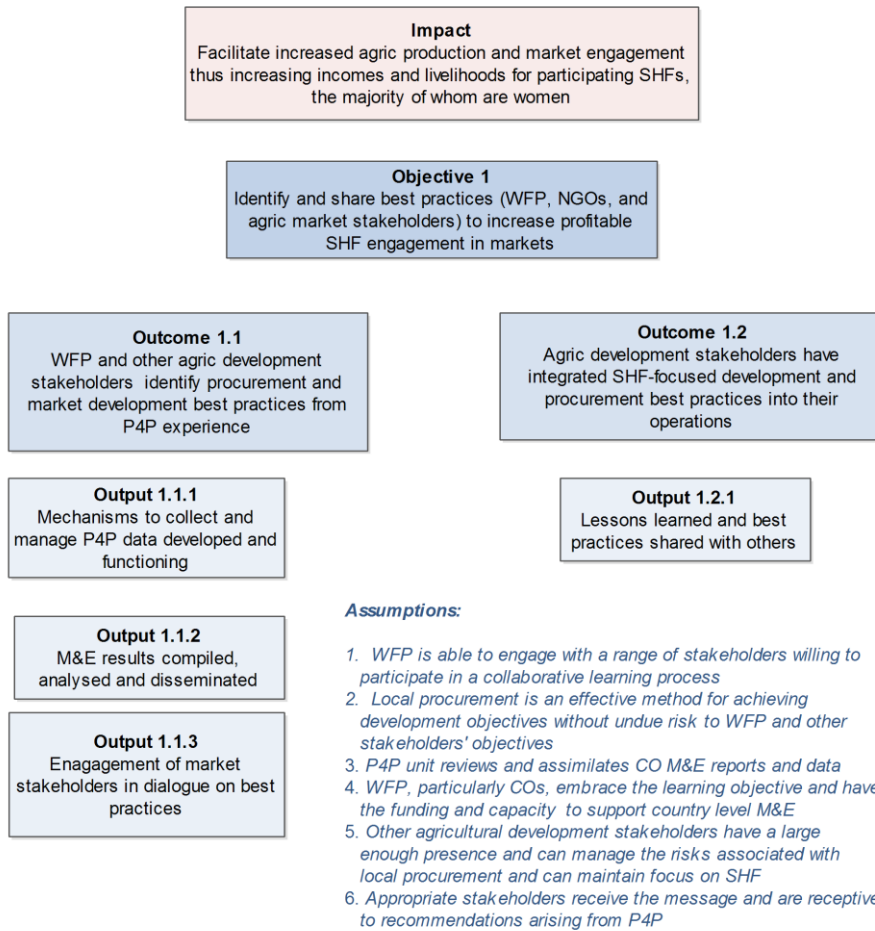
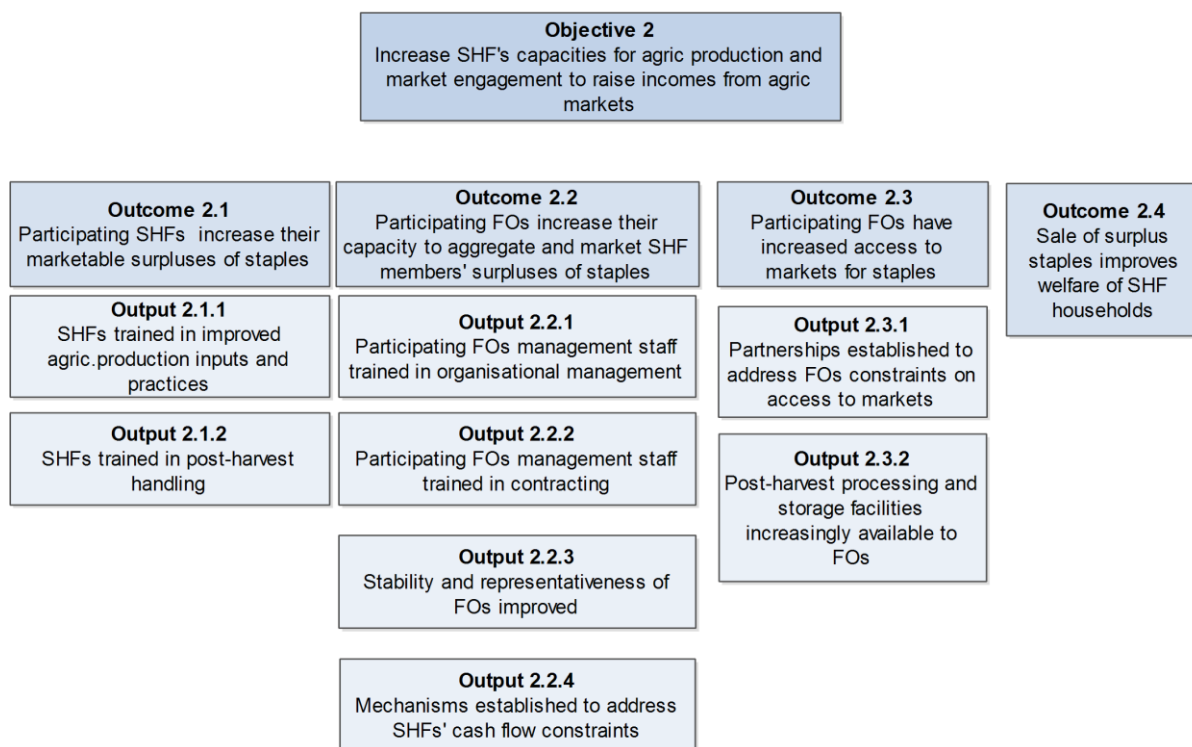


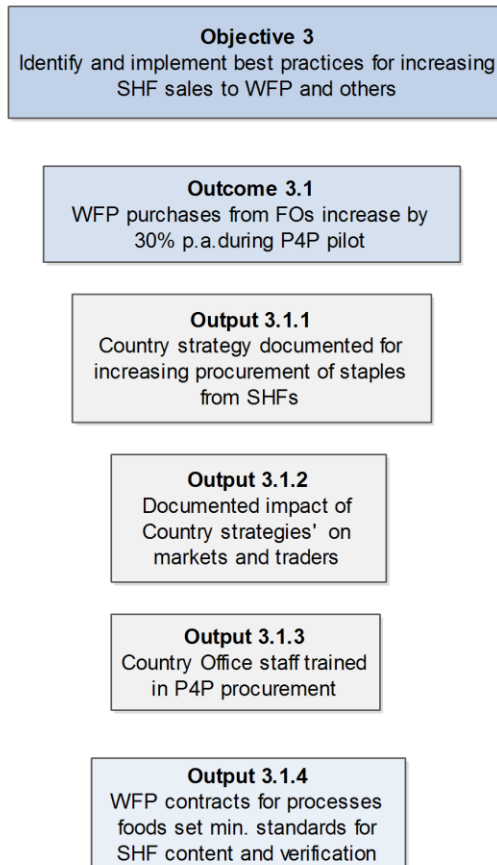
Figure 9: Global Logframe: Objective 2



Assumptions:

1. Training is effective and SHFs have the inputs, market awareness and incentives to invest in production
2. FOs training is absorbed and evident in new contracting capacity
3. Women are able to take advantage of training
4. Better representation leads to FOs that better respond to members' needs
5. Training reduces post-harvest losses
6. Sales of surplus staples increase SHF household welfare
7. Addressing cash flow constraints gives SHFs flexibility in how they sell, and choosing to sell through FOs
8. Partners are effective in working with FOs to address constraints to market access
9. Increasing capacity of FOs in post-harvest handling is sufficient to enable them to meet quality standards for commodities

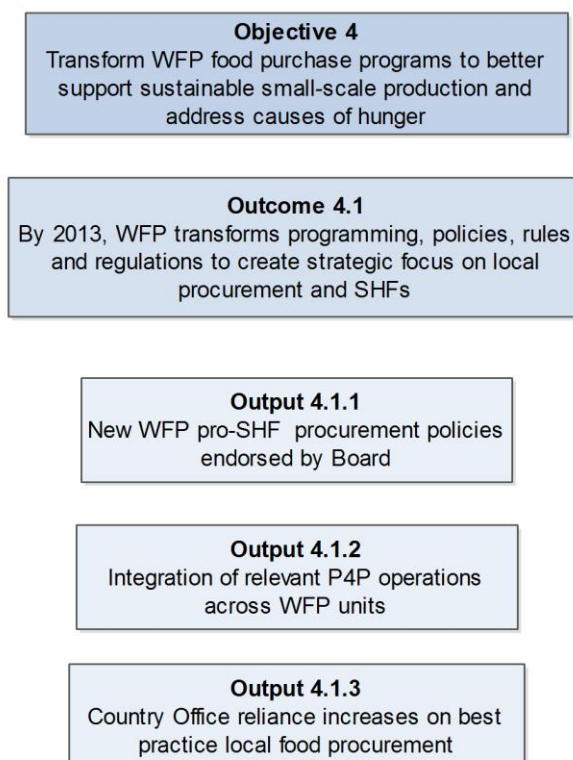
Figure 10: Global Logframe: Objective 3



Assumptions:

1. WFP funding constraints and external factors do not constrain local procurement activities
2. Training is effective and addresses relevant constraints to P4P procurement
3. Processors are a large enough market for commodities, and FOs can provide enough commodities of adequate quality

Figure 11: Global Logframe: Objective 4



Assumptions:

1. *Projects have sufficient untied funding to buy under P4P*
2. *Local procurement meets WFP needs*
3. *Local procurement remains a priority for WFP*
4. *Local procurement is accepted by all relevant units*
5. *WFP funding constraints and external factors do not constrain local procurement activities*

13. The Global Logframe specifies assumptions related to the achievement of the objectives of the Initiative as a pilot⁵⁴. In relation to the learning and sharing objective (objective 1) at the output level these are:

- WFP and particularly the COs embrace the learning objective and have the capacity and funding necessary to support country-level M&E activities (output 1.1.1).
- P4P CU reviews and assimilates CO M&E reports and data (output 1.1.2).
- WFP is able to engage a sufficiently wide range of experts who actively participate in the learning process. Stakeholders are willing to participate in collaborative learning (output 1.1.3).
- The appropriate stakeholders receive the message and are receptive to the policy recommendations arising from the P4P pilot initiative pilot (output 1.2.1).

14. These assumptions provide an overall summary of issues at an aggregated level, but present little detail on the more specific challenges, particularly for the organisational implications of mainstreaming new practices within WFP.

⁵⁴ Note that this section refers to the Global Logframe. The analysis of assumptions in Annex 14 is of country level logframes and also P4P story material. In most instances COs adapted the global logframe to varying extents to suit the national context.

15. In relation to objective 4 (transforming WFP's food purchase programmes), the following assumptions are identified:

- Local procurement serves WFP's needs and remains a priority for the organisation (output 4.1.1).
- Local procurement accepted by all relevant units (output 4.1.2).
- WFP funding constraints (i.e. tied aid, timing of fund availability) and external factors (demand, availability, prices) do not constrain local procurement activities (output 4.1.3).

16. The assumptions specified in relation to the Development ToC are those listed for objective 2 and 3, which are (for objective 2):

- Training is effective and SHF's have the inputs, market awareness and incentives to invest in production;
- FOs training is absorbed and evident in new contracting capacity;
- Women are able to take advantage of training;
- Better representation leads to FOs that better respond to members' needs;
- Training reduces post-harvest losses;
- Sales of surplus staples increase SHF household welfare;
- Addressing cash flow constraints gives SHFs flexibility in how they sell, and choose to sell through FOs;
- Partners are effective in working with FOs to address constraints to market access;
- Increasing capacity of FOs in post-harvest handling is sufficient to enable them to meet quality standards for commodities.

17. For objective 3:

- WFP funding constraints and external factors do not constrain local procurement activities;
- Training is effective and addresses relevant constraints to P4P procurement;
- Processors are a large enough market for commodities, and FOs can provide enough commodities of adequate quality.

Mid Term Evaluation

18. The MTE in 2011 concluded (p. ix) that: "The intervention logic embodied in the P4P pilot initiative logframe could have been strengthened if more resources had been invested at design stage in a thorough problem analysis, notably the current problems facing smallholders and particularly women in the value chain."

19. The MTE noted that insufficient attention had been paid to identifying the critical assumptions for the approach. It listed (p. x) what it saw as a set of "killer" assumptions that were already identified as risks in the Global Logframe, and that related to the underlying Development Hypothesis (without having been made explicit in its presentation). These were:

- Local procurement is an effective method for accomplishing development objectives without undue risk to WFP's and other stakeholders' core objectives.
- The P4P pilot initiative is successful at building sustainable access to markets for smallholder/low income farmers at prices that reflect the cost of production.

- SHFs have increased their production of staple commodities and are choosing to sell more of their surplus through the FO.
- Markets exist for higher quality commodities.

20. The MTE further identified what it defined as "meta-assumptions" that were also key for success but were not identified in the global logframe, these being:

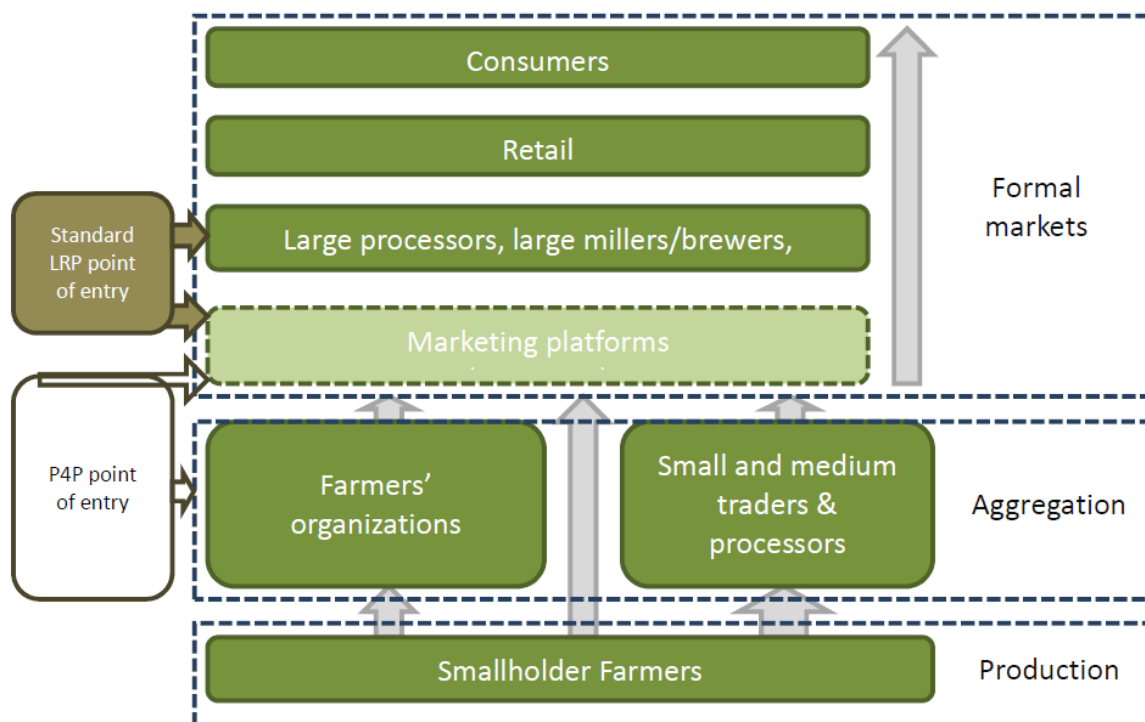
- Women can be empowered through participation in FOs.
- Grain production has the potential to help SHFs increase incomes and contribute to poverty alleviation.
- Markets are inaccessible, inefficient and exploitative for SHFs and as a result do not empower SHFs at their full potential.
- Collective action through FOs is an effective way to address market failures in input and output markets.

The P4P Primer and the Development Hypothesis

21. The P4P Primer produced in 2012 but based on earlier work⁵⁵ defines the core of the P4P approach [i.e. the Development ToC] (p. 9) as follows: "WFP assures steady demand – implemented through pro-smallholder procurement modalities – while partners with the relevant expertise support farmers on the supply side, which includes capacity building activities. By committing to provide an assured, substantial market for a higher-quality product over a specific period, WFP expects to catalyse and deepen the impact of the activities of technical partners to build up farmers' production and marketing capacities. Farmers and their organizations have an incentive – and sufficient security – to invest in their capacity to produce and market sufficient quantities of products of acceptable quality so that they can sell to buyers such as WFP and increase their profits."

⁵⁵ P4P Primer, 2012.

Figure 12: Targeted P4P Market Entry Points⁵⁶



22. This is then summarised in the proposition presented in Figure 2 (p. 10) that:

Increased income = Increased productivity + Capacity for aggregation and QA + Market development + Enabling environment

23. This is accompanied by the statement that “progress on each element is necessary to ensure sustained and profitable market access for SHFs. WFP will test the validity of this development hypothesis over the five years of the pilot.” The diagram above, designed in mid-2009, indicates how the P4P pilot is focusing on purchasing from SHFs through FOs, small and medium traders and processors. The implicit assumption in this approach is that markets from smallholders to higher levels in the value chain operate in a way that is relatively unfavourable to smallholders.

Study of WFP LRP

24. The empirical study of LRP (covering the period before P4P) that was undertaken by the Food Security Group/MSU⁵⁷ is a potentially useful contribution to understanding how P4P approaches would need to move beyond previous LRP experience in order to have a greater development impact. This study used a modelling and case study approach to assess the impact of WFP’s procurement of maize in Uganda and Mozambique, beans in Ethiopia, and High Energy Protein Supplements in Ethiopia and Malawi. These were selected as examples where WFP accounts for a significant share of the local market for the particular product.

⁵⁶ Source: P4P Pilot Initiative (2014). Inception Meeting Presentation and P4P Primer (2012).

⁵⁷ MSU/FSG Study on the Impact of WFP Local and Regional Food Aid Procurement on Markets, Households, and Food Value Chains, Draft Final Report, August 2013.

25. The study found that price and welfare effects from LRP were generally relatively small, with net food sellers gaining from the procurement to the extent that prices were increased, and net food buyers losing. In the case of Uganda, the negative effects were more concentrated among the poor. The study noted (p. xi) that: “With price effects that are generally modest and welfare effects that are small for at least three-quarters of households and near zero on average, the overall effect of LRP depends primarily on the systemic effects that WFP generates by the way it goes about its procurement. Case studies focused on three potential systemic effects: improved knowledge, practices and investments regarding quality; operational efficiencies stemming from larger-scale transactions under less uncertain prices and quantities; and effects on entry into sectors and on companies’ and sectors’ ability to compete in the commercial sector.”

26. This finding highlights that, in the absence of changes to production or market performance, the main impact of increased WFP purchases will be distributional, and the net welfare effect is likely to be small (and not necessarily to improve the welfare of poorer households if they are net purchasers of food). Achieving significant net welfare increases will depend on either improving productivity or improving the efficiency of markets (for instance through reducing transaction costs and margins). The critical test of P4P compared to the alternative forms of LRP is whether these improvements in production and marketing efficiency can indeed be made to take place. The FSG/MSU study did find some evidence that these earlier forms of LRP had generated some (though limited) positive systemic effects on market performance in the countries reviewed.

SFMAPF

27. The SFMAPF is defined as a conceptual tool that has been developed from the experience of the P4P pilot initiative and which (Draft SFMAPF Narrative Description, p. 7):

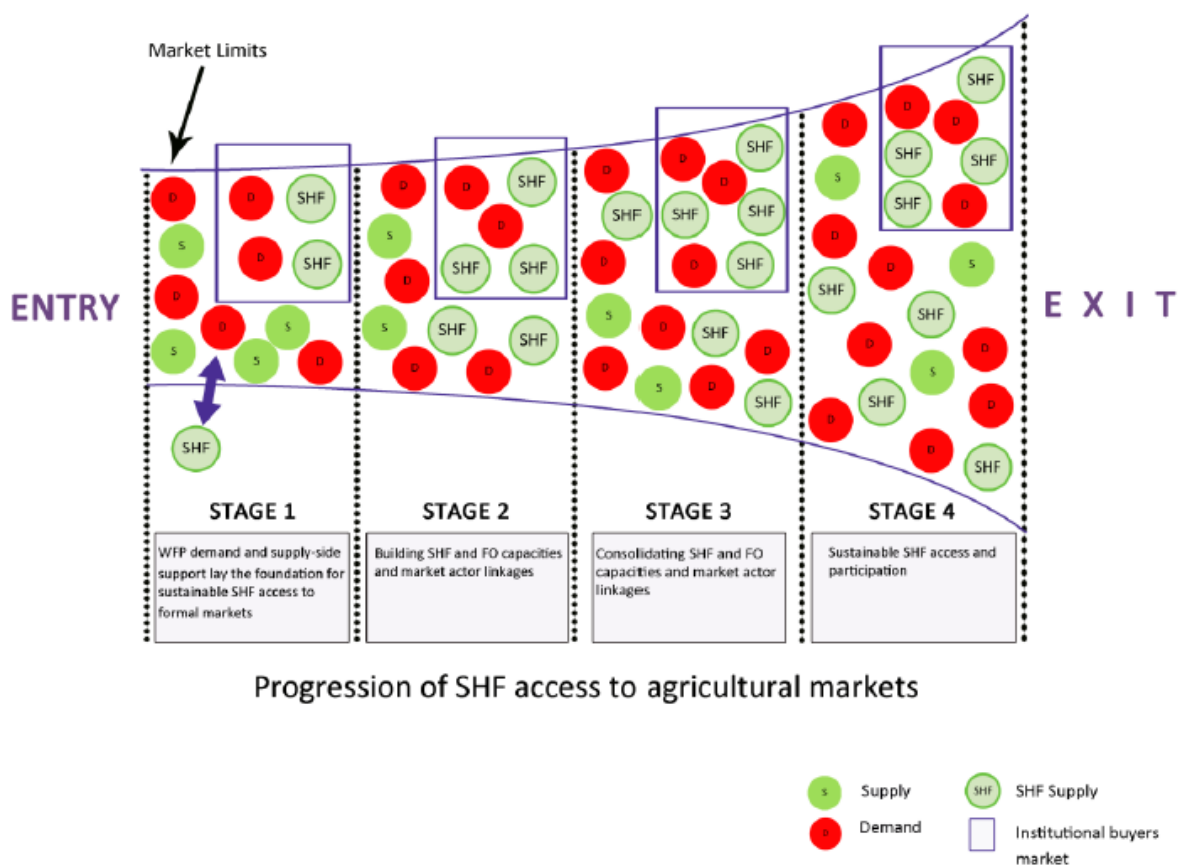
- Simplifies understanding of interdependent market actors;
- Inspires long-term thought into the ways SHFs access and participate in markets;
- Provides guidance for key drivers of SHF market access to emphasise at different stages of progression in a market system;
- Establishes targets, benchmarks, and indicators for measuring and evaluating SHF market performance;
- Supports improved design, planning, and resource allocation based on data, which leads to tangible programme success.

28. The SFMAPF articulates eight principles (or “driver categories”) as forming the basis of the Framework.⁵⁸ These were identified on the basis of (p. 21) “a review of emerging evidence from the P4P pilot initiative pilot, as well as a literature review.” The Framework identifies four stages of progression of SHF access to agricultural markets, and identifies intervention priorities related to each of eight key drivers of market access⁵⁹ which differ according to which of the four stages of progression of SHF access to agricultural markets has been reached, as illustrated in the Figure below.

⁵⁸ These are: Minimum conditions and exit strategy; Progression, interdependency and sequencing; Procurement practices; Productive assets and financing; FOs; Women’s engagement; and Enabling environment – Infrastructure (telecommunications, road networks, electricity, water for irrigation, potable water and drainage), policies and institutions.

⁵⁹ These are defined as SHF production/productivity; SHF storage and aggregation; SHF & FO marketing; FO capacity; Women’s Engagement; Financing; Buyer Behaviour; and Enabling Environment.

Figure 13: SFMAPF – Narrative Description⁶⁰



29. The SFMAPF seeks to address some of the challenges faced when deciding, at the start of the pilot, how to determine which areas to focus on e.g. in terms of i) selection of intervention areas within the country, ii) what crops to focus on, iii) which types of activities and actors will be important in moving forward thus allowing thoughtful identification of partners, iv) proposes what should be key targets/benchmarks and indicators for measuring the overall effort of promoting SHF market access.

Framework for the BMGF Structured Demand Portfolio

30. Also developed during 2013 in parallel with the SFMAPF was a paper⁶¹ which seeks to provide an overarching conceptual and evaluation framework for the whole BMGF portfolio of Structured Demand activities, of which P4P is a major example. Structured Demand is defined as “A public, demand-side market intervention in which markets are established and facilitated or organized by a public institution” (p. vi). The Structured Demand ToC is summarised as follows (p. viii):

“The structured demand ToC is predicated on the idea that connecting SHFs to predictable, large sources of demand for agricultural products from institutional buyers can change the fundamental relationship of those poor farmers to the market in positive ways. At its core,

⁶⁰ Source: Oxu Solutions (2013), Draft Smallholder Farmer Market Access Progression Framework. Figure 2, pp 8.

⁶¹ BMGF paper (Oxu Solutions) on “Measurement, Learning and Evaluation Framework for the Structured Demand Portfolio in Agricultural Development: Final Synthesis Paper”, December 2013.

the theory proposes that structured demand purchases stimulate supply-side responses that achieve agricultural development objectives. As SHFs increase their capacity to produce higher quality products with greater yields, they are positioned to not only take advantage of structured demand market opportunities but private market opportunities as well. It is theorized, therefore, that structured demand interventions take SHFs, many of whom exist largely outside of formal market channels, and transform them into active market participants.”

31. The document also includes (in section 4 of the Narrative Description) a summary of evidence from a literature review covering the following “Principles” of the SFMAPF, in parallel with lessons on the same Principles from P4P experience:

- Minimum conditions and exit strategy;
- Progression, interdependency and sequencing;
- Procurement practices;
- Productive assets and financing;
- FOs;
- Women’s engagement;
- Enabling environment, infrastructure, policies and institutions.

Study on Validity of P4P Assumptions

32. The recent MSI GLA study⁶² has reviewed evidence from both the wider literature and the emerging experience from P4P on the validity of the “killer” and “meta” assumptions identified in the MTE. These are summarised in the table below (from p.1 of the study) which is presented above. This review concluded that most of the assumptions are broadly supported by the wider literature, but that the assumptions had only been partially supported by P4P’s experience to date.

Table 23: Summary of Assumption Assessment

Assumption	Assessment
M1. Women can be empowered through participation in FOs.	VALID. IN EMPIRICAL MODELING.
M2. Grain production has the potential to help smallholder farmers increase incomes, and to contribute to poverty alleviation.	VALID IN EMPIRICAL MODELING. Because of extensive economic linkages, staple-led growth is the most effective path toward poverty alleviation.
M3. Markets are inaccessible, inefficient and exploitive for smallholders and, as a result, do not empower smallholders at their full potential.	PARTIALLY VALID. Prior to P4P formal markets were inaccessible to SHF. Some evidence emerged of markets being inefficient. Evidence of exploitation was not readily apparent.
M4. Collective action through FOs is an effective way of addressing market failures.	MOSTLY VALID. Ample empirical evidence of collective action through FOs correcting for market imperfections exists. The WFP data show that P4P has increased market access for SHF but not necessarily market efficiency.
K1. Local procurement is an effective method for accomplishing development objectives without undue risk to the core objectives of WFP and other stakeholders.	To be assessed in FAO’s upcoming Investment Analysis of P4P (2014).
K2. P4P is successful in building sustainable access for smallholder/low-income farmers at prices that reflect the cost of production.	PARTIALLY VALID. P4P has built sustainable market access for SHF. Cost of production data was not readily available for analysis not readily available for analysis.

⁶² MSI Global Learning Agenda (GLA) Study on “Assessing the Validity of the Underlying Assumptions of P4P”, March 2014.

K3. Smallholder farmers have increased their production of staple foods and are choosing to sell more of their surplus through FOs.	MOSTLY VALID. P4P did not propel SHF into production, sales, or sales through the FO. However, for those opting into these activities, P4P had the effect of increasing average production, sales volume, and portion marketed through the FO.
K4. Markets for higher-quality commodities exist.	VALID.

The P4P Pilot ToC: Assessment

33. The underlying logic of the Pilot (i.e. how it was to generate lessons for best practice and mainstreaming) was partially articulated in the Global Logframe, specifically in relation to Objectives 1 in particular and to some extent Objectives 3 and 4. The following assumptions are listed as related to P4P achieving its learning objective in relation to identifying and sharing best practice on increasing profitable SHF engagement in markets (see Table 23 above regarding the assumptions behind Objective 1):

- a) WFP is able to engage with a range of stakeholders willing to participate in a collaborative learning process.
- b) Local procurement is an effective method for achieving development objectives without undue risk to WFP and other stakeholders' objectives.
- c) P4P unit reviews and assimilates CO M&E reports and data.
- d) WFP, particularly COs, embrace the learning objective and have the funding and capacity to support country level M&E.
- e) Other agricultural development stakeholders have a large enough presence and can manage the risks associated with local procurement and can maintain focus on SHFs.
- f) Appropriate stakeholders receive the message and are receptive to recommendations arising from P4P.

34. In general, the assumptions directly related to the process of generating and sharing lessons (a, c, and f above) have held. The main exception is the fourth assumption (d), as WFP has not implemented country level M&E as per the original M&E design considerations report. However it should be noted that the approach to M&E was adjusted in line with recommendations from the MTE. For example it was accepted that it would not be possible to carry out impact assessments in all countries but rather it would be appropriate to focus on those countries which had strong baseline and follow up data (see Annex on M&E).

35. The design of the pilot did not articulate in a comprehensive way key elements of the rationale for specific design decisions. Such a rationale could be seen as comprising a comprehensive statement of the Pilot ToC, in the sense of setting out clearly the process by which specific design decisions contributed to achieving the learning objectives. Elements of such a rationale could have included the following:

- Justification for the number and range of pilot countries selected in relation to providing a representative and relevant sample of contexts within which WFP might seek to develop forms of LRP that are more SHF friendly.
- A clearer articulation of the counterfactual against which P4P models were to be tested (specifically, standard or potentially alternative approaches to WFP LRP), and the process by which this testing would occur.
- A design focus on ensuring potential replicability in the models developed, including for instance designing pilots around norms for costs per beneficiary that were likely to be sustainable and viable in future roll out of the approach.

- An explicit strategy for testing the validity of the key assumptions of the Development ToC, which would be built in to the overall design of the pilot.

36. Pilots involve trying new approaches, tools, or hypotheses, and seeing what works and what does not. It is typically implemented on a small scale with the intention to mainstream successful elements of what has been tried. To be able to identify the successful elements, a well-designed pilot should be very explicit about what it is seeking to find out and pay attention to M&E, documentation and knowledge sharing.

37. In practice, as discussed elsewhere in the Evaluation, significant efforts have been made during implementation of the P4P initiative to review experience and lessons and to reflect on their implications. However, the effectiveness of the initiative as a learning process (its pilot and mainstreaming element) would have been strengthened by a stronger initial experimental design, as well as by a less rapid expansion of the number of pilot countries until at least initial lessons had been learned. This could have included the following elements: a clearer and more complete initial articulation of the key design assumptions, a series of systematic reviews of existing evidence on the key assumptions undertaken as part of the design process, and a more structured and less decentralised approach to the design of each country pilot.

38. In practice, the expansion of the number of pilot countries, and the high level of discretion provided to COs in the design of CIPs, together with the lack of a clearer articulation of the design principles of the pilot worked against the achievement of the learning objectives.

The P4P Development ToC: Assessment

39. P4P's Development ToC has also not been fully articulated to a level of detailed and complete identification of assumptions. The Global Logframe contains elements of an implicit ToC and identifies some of significant assumptions. The Development Hypothesis captured the main features of how it was envisaged that the proposed activities under P4P should lead to development benefits, but does not focus on articulating and examining the key assumptions.

40. The MTE attempted to articulate the key assumptions underlying the approach encapsulated in the Development Hypothesis.

41. The MTE also did not present a full statement of the Development ToC. Additional assumptions may also be identified as implied by the Development Hypothesis, including most significantly the following:

- a. WFP can assure predictably increased demand over a long enough period to justify increased investments by farmers and FOs to improve productivity;
- b. Supply side support (specifically training) provided to farmers is effective in increasing productivity among smallholders (including women);
- c. Capacity building support provided to FOs is effective in improving their ability to access markets on improved terms;
- d. Greater improvements in productivity and/or market efficiency can be made by providing support to FOs, rather than procurement through traders and commercial enterprises.

42. Also, while the definition of the approach highlights some key factors underlying the Development ToC, the summary presentation in equation form and the accompanying statement can be queried for two reasons. First, the equation presented appears to be close to an accounting identity (identifying potential sources of increased income) and so does not appear to represent a testable hypothesis. Second, stating that progress on each of the elements on the right hand side of the equation is necessary in order to increase income is potentially testable, but it is both implausible that this should be universally true, while the proposition that progress on each element is necessary is of questionable relevance for the value of the P4P approach. For instance in some plausible cases (in a relatively favourable enabling environment for instance) it may be possible to increase income through substantial progress in only some of the factors identified, which would not necessarily undermine the validity of the P4P approach as a means to promote smallholder development. Also, the summary equation does not highlight the two defining features of P4P, which are the use of WFP's procurement to provide demand, and the concentration on capacity development of FOs as the main means to improve market access for smallholders.

43. The Structured Demand ToC and the closely related SFMAPF seek to build on the emerging experience from P4P as well as the wider literature to present a more complete analytical framework. However, again, while presenting a more elaborate representation of the envisaged development process, the underlying assumptions are not fully articulated. The SFMAPF is based on an assumption that (direct) participation in formal market channels provides benefits to farmers (transforming them into "active" market participants), an assumption whose validity depends on the comparative performance of formal market engagement with that of existing (or potential) informal market channels (e.g. sale at the farm gate to assembly traders). Further, the rationale for the path of development envisaged in the SFMAPF (and the specific key drivers emphasised at each stage of it) is unclear, since if sustainable private markets for high quality products do exist, then there would be strong incentives for traders to engage in this market and for them to offer price incentives to smallholders. The conceptual and empirical basis for key elements of the SFMAPF is potentially questionable and merits wider review before being finalised and used.

44. Neither the SFMAPF nor the 2014 Assumptions study took the form of a rigorous test, for instance using a systematic Literature Review methodology. As a result it is difficult to assess whether the literature reviewed (and hence the conclusions drawn) are representative of the totality of relevant evidence. The review concluded that most of the assumptions are broadly supported by the wider literature, but that the assumptions had only been partially supported by P4P's experience to date. This is not dissimilar to the ETs findings regarding the extent to which the design assumptions were valid to varying extents. Interview findings did not entirely correspond with those of the Assumptions study. For instance, members of the TRP suggested in interviews that the existence of adequate markets for quality production was a critical assumption whose validity had not been established while a donor interview highlighted the assumption that sufficient partners would be available to provide support for supply-side interventions. In addition, as noted above, the formulation of assumptions identified in the MTE which was used as the basis for the Assumptions study omits several important assumptions.

45. To provide an additional review of evidence on important P4P assumptions, a Literature Review (Annex 5) was undertaken as part of the Evaluation, specifically focused on assessing evidence in relation to the following questions: "Under which conditions do FOs actually strengthen market access for smallholders and improve their livelihoods, with

a particular focus on staple food markets in Africa? How can donor support to these FOs be most effective?”

46. Resources were not available to undertake a full systematic Literature Review. However, several conclusions emerged as generally supported by the available evidence.

47. First, there are very few rigorous impact studies that have tested the results of market access interventions, so to the extent that P4P is able to do this, it will be contributing to strengthening the evidence base.

48. Second, there are examples of staple food crop marketing cooperatives benefiting SHFs, but these benefits are more pronounced for smallholders selling intermediate levels of produce, since the largest producers typically do not require the services provided by cooperatives, and the smallest producers can obtain only limited benefits. Hence support to marketing activities alone will not necessarily benefit the poor, while the scope for benefits in collective marketing can be difficult to realise, particularly for staple food commodities.

49. Third, marketing cooperatives (particularly for staple crops, where there is a strong record of government intervention for a range of purposes) are most successful if their membership is self-selecting. The record of external support to cooperatives is very mixed, particularly for staple food crop marketing, with achieving sustainability often proving elusive and very careful tailoring of the support provided to specific conditions being required.

50. Fourth, while there is a widespread assumption that the engagement of SHFs in staple food markets typically takes place on an exploitative and inefficient basis, there is a lack of systematic evidence on this issue. A recent article (Sitko and Jayne, *World Development*, February 2014) notes that there have been very few attempts to measure the performance of small scale assembly marketing for maize in Eastern and Southern Africa, although this represents by far the commonest route by which farmers obtain access to markets. Based on survey and interview data for Kenya, Malawi, Mozambique and Zambia they generally found that markets appeared competitive, with most farmers having access to several potential buyers. Although prices paid were lower than in other market channels, this reflected the fact that payment was typically made immediately in cash close to harvest, and that traders bore the costs of assembly and transport. While there was evidence that farmers could be disadvantaged in their terms of access to markets, for instance through lack of access to verified weights and measures, this suggested possible interventions aimed at improving access to market information and the provision of weighing facilities, rather than necessarily requiring collective marketing solutions.

51. The overall assessment (taking into account the documentation reviewed here, the Literature Review and the analysis of the validity of assumptions made in the CIPs) is that P4P's Development ToC was based on strong assumptions about the feasibility and desirability of collective marketing solutions for SHFs (and of external support for such solutions particularly for staple food crops in Africa), for which only limited empirical support existed in many of the types of context where P4P has been piloted. Given the lack of firm evidence about market performance and on effective ways to ensure benefits reached SHFs, it was clearly valid to test models based on collective marketing. However a more systematic approach to articulating and testing the key assumptions would have been desirable.

Annex 7: Details of P4P Finances

Table 24: Summary of P4P expenses

Country	Capacity Development	Learning and Sharing	Personnel	Policy Advice and Advocacy	Procurement Activities	Commodity	Grand Total
Afghanistan	26,844.00	12,993.15	1,069,751.74	-	7,566,165.43	-	8,675,754.32
Burkina Faso	288,887.06	212,326.92	2,385,176.46	-	739,894.31	-	3,626,284.75
Dakar RB	30,150.52	-	-	-	-	-	30,150.52
Dem. Rep. Congo	832,703.78	2,872.00	1,425,085.04	-	4,140,229.01	-	6,400,889.83
El Salvador	646,252.63	184,493.08	1,174,114.94	-	2,214,963.93	-	4,219,824.58
Ethiopia	46,229.01	90,485.43	1,656,707.51	-	1,409,922.99	-	3,203,344.94
Ghana	50,290.70	-	1,172,398.18	-	1,266,927.47	-	2,489,616.35
Guatemala	1,724,980.99	482,565.72	1,097,825.30	-	1,872,076.07	700,911.93	5,878,360.01
Honduras	1,600,865.46	425,453.86	1,467,220.82	-	5,420,534.24	-	8,914,074.38
Kenya	64,972.04	147,781.33	2,050,257.08	-	1,490,472.61	-	3,753,483.06
Laos	-	-	-	-	109,896.38	-	109,896.38
Liberia	534,325.04	141,552.11	2,078,704.85	-	570,130.92	-	3,324,712.92
Malawi	61,425.45	123,195.25	2,099,046.25	-	784,414.41	-	3,068,081.36
Mali	183,367.25	178,001.62	2,233,722.79	-	1,553,876.35	-	4,148,968.01
Mozambique	123,156.66	59,598.99	2,341,308.83	-	936,469.37	17,229.72	3,477,763.57
Nicaragua	704,544.56	63,614.93	602,906.19	-	1,964,107.90	209,851.00	3,545,024.58
Panama City RB	27,675.54	-	687,118.12	-	167,708.53	-	882,502.19
Rwanda	65,322.02	37,597.55	1,852,820.82	-	959,340.94	-	2,915,081.33
Senegal	12,920.15	-	35,841.60	-	21,451.95	30,076.86	100,290.56
Sierra Leone	430,028.83	55,316.82	1,022,868.32	-	706,020.44	-	2,214,234.41
Sudan	13,604.65	8,946.97	1,024,316.09	-	1,718,836.91	-	2,765,704.62
Tanzania	103,138.63	246,751.61	2,497,330.21	-	1,374,885.59	-	4,222,106.04
Uganda	8,856.31	72,975.40	1,735,759.65	-	2,370,200.69	-	4,187,792.05
Zambia	81,386.10	153,841.99	1,690,956.98	-	1,201,683.74	-	3,127,868.81
WFP (HQ-Rome)	3,320,348.37	4,115,705.27	12,148,890.67	728,248.42	4,625,451.48	23,317.17	24,961,961.38
Grand Total	10,982,275.75	6,816,070.00	45,550,128.44	728,248.42	45,185,661.66	981,386.68	110,243,770.95

Source: All Grants Expenditure as at 31.12.2013 provided by P4P Finance team

Table 25: Recorded expenditure by year and activity

	Capacity Development	Learning and Sharing	Personnel	Policy Advice and Advocacy	Procurement Activities	Commodity	Grand Total
2008	40,098.90	584.20	162,565.47	-	2,274,008.59	-	2,477,257.16
2009	385,948.14	758,951.75	4,681,977.17	300,929.05	3,244,570.47	382,967.29	9,755,343.87
2010	1,286,134.07	935,056.58	8,877,009.54	180,702.83	6,026,029.40	506,006.18	17,810,938.60
2011	3,537,717.63	1,780,945.61	10,888,253.80	155,247.06	10,340,570.58	41,204.26	26,743,938.94
2012	3,667,571.45	1,158,182.38	10,196,975.35	43,662.26	9,320,757.49	3,902.37	24,391,051.30
2013	2,064,805.56	2,182,349.48	10,743,347.11	47,707.22	13,979,725.13	47,306.58	29,065,241.08
Total	10,982,275.75	6,816,070.00	45,550,128.44	728,248.42	45,185,661.66	981,386.68	110,243,770.95

Source: All Grants Expenditure as at 31.12.2013 provided by P4P Finance team

Table 26: P4P Trust Fund Contributions, by Donor

No.	Donor	Confirmed Contribution	ISC	P4P Operational funds	Percent
1	Belgium	7,281,213	476,341	6,804,872	4.39%
2	BMGF	68,625,837	4,493,686	64,132,152	41.37%
3	Brazil	2,584,297	169,066	2,415,231	1.56%
4	Canada	28,313,169	1,852,263	26,460,906	17.07%
5	EEC	9,022,604	590,264	8,126,261	5.24%
6	France	2,027,162	132,618	1,894,544	1.22%
7	HGBF	27,736,846	1,741,040	25,995,807	16.77%
8	Ireland	739,645	48,388	691,257	0.45%
9	Italy	56,687	3,709	52,979	0.03%
10	Luxembourg	118,371	7,744	110,627	0.07%
11	Netherlands	24,949	1,632	23,317	0.02%
12	Saudi	5,350,000	350,000	5,000,000	3.23%
13	South Korea	4,000,000	261,682	3,738,318	2.41%
14	UPS Foundation	167,500	10,958	156,542	0.10%
15	USAID	10,032,151	656,309	9,375,842	6.05%
16	Zynga	51,083	3,342	47,741	0.03%
Total		166,131,513.86	10,799,040.95	155,026,394.04	100%

Source: Data as at 31.12.2013 provided by P4P Finance team

Table 27: Expenditure, by donor and budget heading

Donor	Personnel	Travel	Consultant	Supplies	Contracted Services	Sub Grants to Other Organisations	Equipment	Commodity	TOTAL
Belgium	1,518,935.64	340,045.85	129,191.86	1,696,781.60	408,111.95	680,146.98	57,366.65	-	4,830,580.53
Brazil	50,254.37	56,448.21	-	48,179.75	8,672.07	121,444.65	1,290.00	47,306.58	333,595.63
Canada	2,841,583.46	976,061.04	782,778.12	1,917,586.07	404,983.36	2,704,325.95	1,396,525.55	-	11,023,843.55
EEC EU other	1,110,948.01	276,513.64	70,487.22	1,187,987.52	1,144,817.09	4,293,988.22	41,520.04	-	8,126,261.74
France	191,277.97	87,802.19	-	189,130.37	570,763.48	692,923.91	1,519.00	-	1,733,416.92
Ireland	413.79	11,788.31	-	95,515.02	178,077.83	401,180.06	-	-	686,975.01
South Korea	-	-	-	-	-	1,500,000.00	-	-	1,500,000.00
Luxembourg	10,066.00	20,360.64	63,482.53	6,020.00	9,967.21	-	-	-	109,896.38
Saudi Arabia	723,309.70	300,105.36	114,682.14	122,136.91	57,008.11	147,793.38	-16,464.18	-	1,448,571.42
USAid	1,850,188.22	455,579.18	630,648.85	207,600.11	1,774,242.66	302,190.26	20,649.70	-	5,241,098.98
Comitato Italian Italy	-	3,541.79	-	-	-	26,230.00	-	-	29,771.79
Netherlands	-	-	-	-	23,317.17	-	-	-	23,317.17
BMGF	31,847,380.42	5,038,562.92	1,766,781.23	2,662,283.23	4,172,772.74	6,251,556.50	348,679.76	-	52,088,016.80
HGBF	7,156,179.73	2,477,457.92	1,681,171.27	3,210,253.88	3,728,842.09	3,439,885.53	372,909.68	910,762.93	22,977,463.03
WPD UPS Foundation	1,300.00	-	-	17,099.00	36,503.00	20,000.00	16,060.00	-	90,962.00
Total	47,301,837.31	10,044,267.05	5,239,223.22	11,360,573.46	12,518,078.76	20,581,665.44	2,240,056.20	958,069.51	110,243,770.95

Annex 8: Summary of MTE

Background

1. P4P undertook a comprehensive midterm evaluation⁶³ of the initiative between January and August 2011, conducted by the Overseas Development Institute. The team included in-house experts in rural development, food security, procurement, gender and evaluation. Local researchers with expertise in grain value-chains and qualitative research techniques were hired to augment the team in the countries visited. The approach adopted included desk reviews of documents and qualitative surveys. Information was sought from a broad range of WFP stakeholders (senior management and staff from P4P and other relevant business areas) and external stakeholders (including some P4P donors and representatives from Government, partner organisations, SHFs and traders). Field visits lasting between 10 to 17 days took place from March to May 2011 in seven countries

2. The objectives of the evaluation were to assess the P4P achievements up to that point (accountability) and the reasons thereof to draw lessons for identifying best practice (learning). The evaluation focused on assessing: i) the relevance of the initiative and the appropriateness of its design; ii) its performance and results including efficiency, effectiveness, and sustainability of the approach; and iii) the contributory and explanatory factors.

Findings

3. The MTE placed P4P placed within 3 debates: smallholder development, market development and developmental supply chain management and provided a short literature review of each. The MTE found that P4P was highly relevant in terms of contemporary development debates – being positioned at the interface of debates on smallholder development (focusing on how best to encourage a green revolution in Africa); market development (how to encourage sustainable linkages between smallholders and viable agricultural markets); and developmental supply chains (organisations seeking to enhance the impact of their supply chains).

4. With regards to the appropriateness of P4P design the MTE felt that there had been insufficient time spent on “ground truthing” the analytical basis of the project. The MTE identified weaknesses in the global design and pointed out that the intervention logic embodied in the P4P log-frame could have been strengthened if more resources had been invested at design stage in a thorough problem analysis, notably on the current problems facing smallholders and particularly women in the value chain.

5. The MTE went on to identify four “killer assumptions” in the project design (assumptions that if they do not hold are likely to seriously impair the ability of the project to deliver the desired change. Such assumptions should subsequently be investigated rigorously at the design stage). These were that:

- Local procurement is an effective method for accomplishing development objectives without undue risk to the core objectives of WFP and other stakeholders.
- P4P is successful in building sustainable access to markets for smallholder/low-income farmers at prices that reflect the cost of production.

⁶³ The findings and details of the report are not reproduced here in detail. For additional details see WFP (2011) WFP 2008-2013 Purchase for Progress (P4P) Initiative: A Strategic Evaluation (mid-term). October 2011. OEV.

- SHFs have increased their production of staple foods and are choosing to sell more of their surplus through FOs.
- Markets for higher-quality commodities exist.

6. There were a further four “meta assumptions” identified that were concluded to have been missed from the logframe and unacknowledged at the global level. There were that:

- Women can be empowered through participation in FOs.
- Grain production has the potential to help SHFs increase incomes, and to contribute to poverty alleviation.
- Markets are inaccessible, inefficient and exploitive for smallholders and, as a result, do not empower smallholders at their full potential.
- Collective action through FOs is an effective way of addressing market failures.

7. More broadly, when looking at the findings regarding implementation, the MTE found that P4P lacked an understanding of the market system as a whole and that the M&E framework was not focused on the learning aspect of the pilot.

8. The MTE made 14 detailed recommendations. WFP agreed largely with the recommendations and, in the management response, presented clear actions and timelines for the follow up steps. The recommendations from the MTE, the subsequent management response from WFP and the assessment of the ET as to whether the recommendation and associated action has been achieved is shown below:

Recommendations	Management response	Final Evaluation ETs Assessment
<p>Recommendation 1: Do not expand P4P. Senior management should protect P4P from any increase in the number of pilot countries whether through P4P or activities similar to Agriculture and Market Support (project in Uganda) (AMS) projects that expand P4P “by the back door”. Careful consideration should be given to whether to initiate new activities that would require ongoing external support from WFP beyond September 2013.</p>	<p>Agreed.</p> <p>WFP agrees that no new countries should be added to the pilot; the P4P SC will deliberate the appropriateness of introducing activities after 2013.</p> <p>It should be noted that P4P staggered the pilots, with implementation starting in 2010 in five countries (Afghanistan, Democratic Republic of the Congo, Ghana, Rwanda and the Sudan); new activities beyond September 2013 may be necessary in some countries, in accordance with existing donor agreements that extend into 2014.</p> <p>WFP will consider, case by case, whether to embark on agricultural market support interventions focused on SHFs that have been requested by governments and are outside the pilot, drawing on lessons from P4P.</p>	<p>Achieved.</p>
<p>Recommendation 2: Test assumptions and adapt country design. In some cases, this implies fairly straightforward literature review work or discussions within in-country partnerships; in other cases it may require qualitative research work.</p>	<p>Agreed.</p> <p>WFP will continue to review assumptions at various levels, through in-country coordination mechanisms, country-specific annual review meetings and regional consultations, and at the global level.</p> <p>The P4P CU will work with pilot countries to collect relevant qualitative data to deepen understanding of the operational context.</p> <p>The P4P Primer screened by the TRP sets out the underlying principles and assumptions that inform the P4P programme rationale and were the</p>	<p>Partially Achieved.</p>

Recommendations	Management response	Final Evaluation ETs Assessment
	basis for establishing the pilot. The assumptions in the Primer will be tested throughout the pilot.	
<p>Recommendation 3: Apply the precautionary principle of Do No Harm. P4P should carefully monitor the risks that beneficiaries are taking and propose mechanisms to mitigate them. One example is to withhold a proportion of farmers crop payments in the form of a fund held at FO level to help support farmers when crops fail.</p>	<p>Agreed.</p> <p>Top management will continue to invest staff time and resources to support learning. Lessons and outputs from the M&E system, write-shops and case studies will inform policy debates. The upcoming global annual review in November 2011 will provide the next major opportunity for sharing and discussing successes and challenges with stakeholders.</p>	Partially achieved.
<p>Recommendation 4: Review project targets and renegotiate the unrealistic ones with the funders on a country-by-country basis.</p>	<p>Agreed.</p> <p>The P4P CU agrees that a focus on targets may distract from the objective of the pilot. The Unit will review the mid-term evaluation recommendations with pilot countries and donors.</p>	Achieved.
<p>Recommendation 5: Communicate on successes and challenges. P4P should continue to learn actively from implementation experience and transmit learning to external stakeholders. Top WFP management should provide sufficient space to allow P4P to make mistakes and encourage the public sharing of learning from these.</p>	<p>Agreed.</p> <p>Top management will continue to invest staff time and resources to support learning. Lessons and outputs from the M&E system, write-shops and case studies will inform policy debates. The upcoming global annual review in November 2011 will provide the next major opportunity for sharing and discussing successes and challenges with stakeholders.</p>	Achieved.
<p>Recommendation 6: Manage expectations carefully. Do not signal to farmers that WFP is a generous buyer; make sure that project partners also avoid doing this. Openly communicate the risks, impact and sustainability.</p>	<p>Agreed.</p> <p>How best to manage expectations is an ongoing subject of discussion within WFP and with external stakeholders. WFP will reinforce messages regarding its role and procedures with government counterparts and P4P vendors at the upcoming global annual review. WFP and its partners will also continue to conduct joint trainings with FOs to ensure that common messages are transmitted.</p>	Partially achieved.
<p>Recommendation 7: Do not engage in contexts where potential market development benefits of P4P are unclear, and seriously consider withdrawing from contexts where such benefits are absent – particularly in contexts where government actions in the grain market are undermining the potential benefit of P4P because certain government policies can harm SHF livelihoods. Criteria should be developed to assess the opportunity to engage or to withdraw, and should use the analytical approaches and cover the issues below.</p>	<p>Agreed.</p> <p>WFP will continue to review market development benefits in line with our response to recommendation 2 above.</p> <p>Criteria for assessing the opportunities for engaging or withdrawing will be developed by the end of the pilot phase, taking into consideration the learning from the pilots.</p>	To be reviewed at the end of the pilot phase.

Recommendations	Management response	Final Evaluation ETs Assessment
<p>Recommendation 8: Conduct market system analysis. A detailed market system analysis should be conducted to determine where there are bottlenecks and blockages, and to assess whether and how WFP purchasing power could usefully contribute to unlocking them. Ideally these assessments should be conducted before interventions are implemented, although in many cases involving P4P, analysis will need to take place on ongoing interventions.</p>	<p>Agreed.</p> <p>This is in line with current operating models and guidance. WFP will undertake periodic reviews of the market environment to ensure that P4P support is appropriately targeted to support market development and enhance value chain relationships to the profit of SHFs.</p>	<p>Partially achieved.</p>
<p>Recommendation 9: Rethink the gender strategy. P4P should reflect upon the extent to which gender is a strategic objective for the initiative. If it is one, the P4P design should be reviewed, which would probably imply a much greater focus on other crops and other nodes of the value chains in most contexts. The ongoing Institute of Development Studies (IDS) gender study should help inform these strategic choices.</p>	<p>Agreed.</p> <p>The IDS gender strategy for P4P has been finalized (www.wfp.org/content/p4p-gender-strategy) and will be deliberated further within WFP and with partners at the P4P global annual review. A quarter of the country pilots will be selected for in-depth review of gender activities, and gender mainstreaming efforts will be enhanced in these countries, to provide learning for the global pilot initiatives.</p>	<p>Achieved.</p>
<p>Recommendation 10: Prioritize modalities that can be taken over by market intermediaries. WFP should seek to work with the grain of current market intermediaries and promote new market institutions in the few locations where these are appropriate – rather than trying to provide in-house commercial services. A market development project should not risk undermining the very market it is meant to support. A good strategy – and one in alignment with the current M&E framework – would be to help engage smallholders with the market.</p>	<p>Agreed.</p> <p>WFP agrees that the FOs should be categorized, and this work is in progress.</p> <p>Measuring the costs and benefits of P4P activities is a main element of the M&E system, which is built around two research questions: i) Which models are the most effective in connecting smallholders to the market? And ii) How best can WFP balance the risks and costs to implement these models? By the end of the pilot, WFP will have analysis of the cost-effectiveness of different P4P interventions.</p> <p>WFP has commissioned MSU to undertake an impact assessment of the standard LRP approach.</p>	<p>To be determined at the end of the pilot.</p>
<p>Recommendation 11: Skip the second round of household surveys and give enough time to AERC to review and analyse the first round. The next and final round of household survey data should be collected in year four so there is enough time for data analysis and learning before the project ends.</p>	<p>Partially agreed.</p> <p>Based on the TRP’s advice, a few countries will be identified for full impact assessment; attempts to measure income change will be confined to these countries.</p> <p>For countries not involved in the impact assessment, sections requiring the collection of income data will be removed from the survey and the collection of data on control groups will no longer be a requirement.</p> <p>Where high-quality data collection can be ensured, the TRP advises the collection of a second round of data; otherwise it advises skipping to the final round.</p>	<p>Partially achieved.</p>

Recommendations	Management response	Final Evaluation ETs Assessment
<p>Recommendation 12: Implement a practical system for quickly collecting and analysing proxy and process indicators such as farm gate prices, margins along the chain, payment delays and the level of farmer satisfaction. Collect this information every year and allow comparison with regular LRP. Standardize the approach across countries and procurement modalities.</p>	<p>Partially agreed.</p> <p>Much of this information is already being generated by the pilot countries. A system will be put in place to support the timely analysis and use of these data.</p> <p>As mentioned in the response to recommendation 10, an assessment of the regular LRP approach is being undertaken by MSU and will be completed by mid-2013.</p> <p>WFP will engage in additional primary data collection only where there is absolute need to fill gaps that cannot otherwise be addressed.</p>	<p>Not yet achieved.</p>
<p>Recommendation 13: Expand on the write-shops type of approach: identify a list of 10 priority learning themes for the 21 countries and run write-shops as soon as possible. Once completed, organize a lessons-sharing conference followed by a review of the action plan.</p>	<p>Agreed.</p> <p>A list of recommended priority learning themes will be discussed and validated during the 2011 global annual review, and will inform the P4P work plan for 2012.</p> <p>Learning events will be contingent on the availability of funding.</p>	<p>Achieved.</p>
<p>Recommendation 14: Conduct a full cost-monitoring exercise on an ongoing basis in all pilot countries, disaggregated by commodity and by procurement modality. This will require systems to record time and cost allocations so non-P4P staff and other costs can be recognized and allocated accordingly.</p>	<p>Agreed.</p> <p>WFP will continue to improve the process for analysing cost monitoring information and will produce consolidated reports for discussion at the various P4P management fora.</p>	<p>Not yet achieved.</p>

Annex 9: Policy environment of P4P pilot countries and alignment of the P4P pilot initiative with national policies.

Table 28: Policy environment and alignment of P4P pilot with government policies⁶⁴

Country	Policy environment	Alignment
Afghanistan	<ul style="list-style-type: none"> No national grain quality standards exist. Lack of trade regulations results in competition from subsidised imports thus depressing local commodity prices. There is no mechanism for enforcing contracts 	Agriculture and rural development is a key strategic priority of the Afghanistan National Development Plan. The strategic approach relies on private sector investment coupled with public sector support to transform agriculture into a source of growth and means of livelihood for the rural poor. Furthermore, the government and donors focus substantial effort on developing licit agricultural livelihoods to combat poppy cultivation and consider rehabilitation and growth in the rural and agriculture sectors as crucial to achieving this goal. The proposed P4P interventions in Afghanistan will support government and partners' efforts to address some of these key challenges by expanding market opportunities for rural producers which will contribute to improved agriculture practices and increased production and productivity.
Burkina Faso	<ul style="list-style-type: none"> Liberalized cereal market and relatively free regional trade. Underdeveloped financial sector limits access to credit for cereal marketing chain actors. Government and development stakeholders strongly committed to improving agricultural production. Land tenure issues constrain investment in agricultural productivity. 	The P4P programme is in line with government priorities, as stated in policy documents such as the Cereal Action Plan in the Poverty Reduction Strategy Paper (PRSP), and the Millennium Challenge Compact. The government is supporting agricultural production and promoting irrigation and rural finance programmes and has launched a Green Revolution programme with donor support. The 2007 Rural Development Strategy also prioritizes the development of agricultural marketing chains. WFP is also engaged in all discussions related to design and implement the Comprehensive Africa Agriculture Development Programme (CAADP).
DRC	<ul style="list-style-type: none"> Lack of institutional support for local production. Weak regulatory framework for quality certification, respect of import taxes, registration of FOs. Administrative delays, bureaucratic hindrances and excessive and illegal fees and taxes. Government offices in charge of grain quality are prone to corruption. Lack of laboratory facilities to test grain quality (aflatoxin). 	P4P is aligned with the three year agriculture sector development plan in Katanga Province that supports some FOs; creates local committees for rural development at the Territory level; and distributes seeds, tractors, cows, etc.
El Salvador	<ul style="list-style-type: none"> Five year plan prioritizes smallholder profitability and production of staple grains with focus on access to inputs, technical assistance, and credit. Little coordination among donors and institutions working in agriculture. Lending policies of the Agriculture Development Bank (ADB) do not meet the needs of SHFs. 	The new five year government plan includes a strategy for productive development that aims to strengthening the chain of production particularly the connection to markets, and to involve the different institutional stakeholders in the effort. Thus P4P is being considered as a model to apply in their Productive Development Program.

⁶⁴ Drawn from the Country Profiles

Country	Policy environment	Alignment
Ethiopia	<ul style="list-style-type: none"> Government supporting co-ops, FO marketing, P4P, women's equality. FO can import inputs. Occasional bans on aid organizations' purchase of cereals. Occasional price ceilings on staple crops. Biosafety law restricts imports of some processed foods and limits agricultural Research and Development (R&D). 	<p>The P4P approach fits within the Ethiopian Government's Plan for Accelerated and Sustainable Development to End Poverty and CAADP Pillar 2.</p> <p>Discussions on the new Plan for Accelerated and Sustainable Development to End Poverty II/Post-CAADP are underway, and this is a good opportunity to further align P4P with national strategies. The programme also supports the government's strategy to strengthen the cooperative system.</p>
Ghana	<ul style="list-style-type: none"> Insecure land tenure limits investment and access to credit – especially for women. The Government of Ghana provides extension services and subsidized inputs during the planting season. The “Youth in Agricultural Sector” promotes youth employment in agriculture Government of Ghana encourages formation of FOs 	<p>The P4P initiative fits within the Government of Ghana's Food and Agriculture Sector Development Policy (FASDEP II) and Medium Term Agricultural Sector Investment Plan. The programme is also consistent with national development objectives as specified in the Ghana Shared Growth and Development Agenda and supports the CAADP of the New Partnership for Africa's Development (NEPAD). P4P will also play a key role in supporting the NEPAD initiated HGSF programme.</p>
Guatemala	<ul style="list-style-type: none"> Online MIS not accessible to small farmers. Government silo and credit programmes and trust funds available to FOs. Government social protection network supports local purchases. Frequent staff changes Ministry of Ag affects programme continuity. 	<p>Guatemala's P4P programme fully supports the government's agricultural policy which focuses on building the capacity for sustained improvement of rural livelihoods through implementation of productive systems compatible with commercial and productive development. The policy emphasizes increasing food security by improving productivity, access to markets, distribution and production of good quality and safe foods; strengthening FOs; and supporting poor farmers by providing agricultural inputs, tools, and silos.</p>
Honduras	<ul style="list-style-type: none"> Government intervenes in trade of grains – export bans. Government policies affect commodity prices – solidarity bonus to smallholders increases effective price above market 	<p>P4P complies with the Government of Honduras national priorities under the National Agriculture Plan (set-up in April 2008) to increase basic grain production (maize, beans, rice and sorghum) for small scale farmers. Other stakeholders in the grain market, such as “Hortifruti” (Wall-Mart) and the agro industry are also pursuing buying directly from SHFs' organizations and these provide another market outlet if participating organizations have surpluses</p>
Kenya	<ul style="list-style-type: none"> Agricultural Sector Development Strategy launched. Government intervenes in trade policy, prices, subsidies, and buying. Underfunded research and extension and inputs access programme. Poor land policy. Multiple taxes on transport of commodities. National food quality standards not enforced. 	<p>The P4P strategy is fully aligned with Kenya's Agricultural Sector Development Strategy mission of “an innovative, commercially oriented and modern agriculture” and its focus on promoting access to and adoption of modern technologies by SHFs and increasing production of drought-tolerant crops in marginal areas.</p>
Liberia	<ul style="list-style-type: none"> Import price regulation (rice) distorts domestic prices. Inadequate institutional support inhibits Smallholder production and marketing. 	<p>P4P is fully in line with the Government's visions, strategies and policies including the Poverty Reduction Strategy, the National Food Security and Nutrition Strategy and the Food Crisis Response Strategy.</p>

Country	Policy environment	Alignment
	<ul style="list-style-type: none"> • Inconsistent application of rules, taxes, licensing requirement, affects business climate. • Outdated cooperative bylaws inconsistent with current best practices. 	
Mali	<ul style="list-style-type: none"> • Liberalized cereals market. • Rice imports jeopardize local production and threatens millet and sorghum consumption in urban areas. • Loi d'Orientation Agricole/Agricultural Orientation Law provides favourable environment for programmes to support smallholders 	P4P is fully aligned with the Government's vision, strategy and agricultural policies as outlined in the Loi d'Orientation Agricole/Agricultural Orientation Law. The Loi emphasizes the critical role and contribution of the SHF to the sustainable development and growth of the agricultural sector. The Programme will also adhere to the CAADP process under the Agri Sector Investment Plan (PNSA).
Malawi	Government distorts agricultural markets by: <ul style="list-style-type: none"> • subsidized inputs, • setting floor prices on all strategic crops, • fixing farm gate and selling prices for maize, • Imposing export bans, and substantial purchases through ADMARC and NFRA. 	The P4P strategy is aligned to the Malawi Growth and Development Strategy and the Agricultural Sector Wide Approach (ASWA which is the underlying document for the CAADP compact. WFP/P4P is part of the CAADP Country Team.
Mozambique	<ul style="list-style-type: none"> • No government interference in commodity markets. • Existing legislation on cooperative development. • Upcoming government programmes to support strengthened FO's. • Emphasis on agricultural production and commercialization in the Government Plan of Action. 	<p>Aligned with</p> <ul style="list-style-type: none"> • Trade Policy/Strategy of 1998 that focuses on a) marketing/commercialization of agricultural products, b) increasing supply of essential goods /means of production, c) integrating sectors, constructing infrastructure, and coordinating activities of different players • Cooperative Legislation of 2009 that focuses on cooperative development to improve marketing and development of rural based assets. • SP for Agricultural Sector Development/CAADP focused on contributing to food security, income and profitability of farmers by increasing production, competitiveness and sustainability through market driven orientation. • PEDSA- Agricultural commercialization and improved productivity.
Nicaragua	<ul style="list-style-type: none"> • Government plays no role in setting commodity prices. • There are no credit programmes available to smallholders to finance commercialization activities. • The increment of the commercialization and consumption of corn meal 	<p>P4P directly supports:</p> <ul style="list-style-type: none"> • two new government programmes - Agro-Food and Certified Seed Programme and the Productive Food Program, also known as "Hambre Cero" (Zero Hunger), • the National Development Plan of the Nicaraguan Government which prioritizes strengthening associations of smallholders' farmers, and • The Food and Nutritional Security and Sovereignty Policy which focuses on increasing the production and diversity of food to improve nutritional food security among the most vulnerable segments of the population.
Rwanda	<ul style="list-style-type: none"> • Government agenda emphasizes agriculture. • The Agriculture Sector Investment Plan supports value addition and developing market infrastructure. • The CIP ensures access to improved inputs. 	P4P supports government policy to increase agricultural production with an emphasis on strengthening farmers' cooperatives as a platform for productivity increases and improved market access. The programme is fully aligned with CAADP, NAP/ The Agriculture Sector Investment Plan, and the government's cooperative policy.

Country	Policy environment	Alignment
	<ul style="list-style-type: none"> Ministry of Agriculture and Animal Resources promotes expansion of ag land. Rwanda Cooperative Agency supports farmers' cooperatives. Ministry of Agriculture and Animal Resources & Ministry of Trade and Industry deployed a market information system. 	
Sierra Leone	High commitment of the Government to Commercialize smallholder agriculture as per PRSP and other policy documents.	P4P is aligned with agricultural development plans as articulated in the government's "Agenda for Change" which emphasizes agricultural development including processing and value addition, with Millennium Development Goal I "to eradicate extreme poverty and hunger,".
Sudan	<ul style="list-style-type: none"> The upcoming elections make the long-term policy environment uncertain. However: Government does not intervene in commodity markets and recently removed a tax on essential food items. The government's ag policy supports organized farmers. The government is interested in a strategic food reserve which could be linked to P4P. 	<p>The P4P initiative addresses the Millennium Development Goal 1 and is also fully aligned with the government's Agricultural Policy Framework which aims to increase smallholder agricultural production. Capacity building schemes under P4P will contribute to the MoA's objectives under the Food and Agricultural Policy.</p> <p>Framework and capacity building programmes implemented with FAO.</p>
Tanzania	<ul style="list-style-type: none"> Agriculture sector (including WRS) is a government and donor priority. Inefficient commodity taxation measures. Occasional food export bans. Women have limited access to land, inputs, training, and marketing assistance. 	P4P is fully in line with government policy to support agricultural development and establishing/strengthening warehouse receipt systems.
Uganda	<ul style="list-style-type: none"> A strong liberal trade policy. Supportive government agricultural frameworks (CAADP, Development Strategy and Investment Plan, Plan for Modernisation of Agriculture - PMA, National Development Plan). 	WFP-Uganda's P4P efforts directly support the government's Poverty Eradication Action Plan (PEAP), which focuses on private sector-led growth with a particular emphasis on agricultural development. In particular, PMA, which falls under Pillar 2 of the PEAP, calls for a transformation of the livelihoods of rural populations from largely subsistence- to commercial-oriented farming. The warehouse receipt system, market collection points, productivity enhancement, and post-harvest loss reduction represent central components of the PMA's strategy
Zambia	<ul style="list-style-type: none"> No legal framework for Zambia Agricultural Commodities Exchange Limited (ZAMACE) and WRS. Government programme. Food Reserve Agency (FRA), and Fertilizer Support Programme (FSP) compete with private sector and crowd out private sector investment. Food Reserve Agency distorts market. Inputs through the Fertilizer Support Programme do not reach intended beneficiaries. Occasional export/import trade restrictions 	Aligned with CAADP compact (pillar II) and the Sixth National Development Plan (SNDP) – National 5 year development plan. P4P embedded in developing UNDAF in Zambia.

Table 29: Further information regarding alignment with Government policies in countries visited⁶⁵

Country	Policies with which P4P is aligned
Burkina Faso	<ul style="list-style-type: none"> • P4P is strongly aligned with government policies and priorities in Burkina Faso. Of particular note is the Government agency La Société Nationale de Gestion du Stocks de Sécurité Alimentaire (SONAGESS), which sits within the structure of the MoA, which has been historically engaged in procurement from SHFs (SHFs) for national food stocks. • Relevant Policy documents include the Stratégie de Croissance Accélérée pour le Développement Durable/ Strategy for Accelerated Growth, Sustainable Development (adopted in November 2010), the National Programme to develop the Rural Sector (PNSR, 2011), the “Green Revolution” (Guide to Green Revolution, 2007), National Gender Plan within the Ministry of Women’s Participation and the focus on this year’s national farmers’ day on commercialisation and transformation.
Ethiopia	<p>The P4P pilot initiative in Ethiopia is well aligned with a number of key policies including the following:</p> <ul style="list-style-type: none"> • The Agriculture Development Led-Industrialization framework • The Plan for Accelerating Sustainable Development and Poverty Reduction • The Growth and Transformation Plan • The Agricultural Sector Policy and Investment Framework • The Agricultural Growth Programme and, in particular, the Agricultural Production and Commercialization and Small-scale Rural Infrastructure Development and Management components the Agricultural Growth Programme • The Agricultural Cooperatives Sector Strategy 2012 – 2016
Guatemala	<p>The Government of Guatemala has made food security and addressing chronic malnutrition a policy priority. As part of this it has drawn up and is implementing the Covenant Zero Hunger Plan. The main objectives are:</p> <ul style="list-style-type: none"> • the reduction of chronic malnutrition to 10percent in five years and • to address, mainly seasonal, food insecurity <p>The entity responsible for the coordination and monitoring of the Plan is the Secretariat for Food and Nutritional Security, while the implementing agencies are the Ministry of Health, Ministry of Social Development (Ministry of Social Development) and the, Livestock and Food (MAGA). MAGA is the leading Government counterpart for the P4P initiative in Guatemala through the framework programme, support Programme for Family Agriculture. MAGA has been implementing a number of programmes which tie in with P4P activities:</p> <ul style="list-style-type: none"> • Triangle of Dignity (of which WFP is an active member), which provides technical assistance and credit to small subsistence farmers. • The Information System on Basic Grains (DIPLAN / MAGA) provides information on the behaviour of the production of basic grains (maize and beans) in the country and is the early warning system to mitigate risk of food insecurity. • Under the Contingency Trust Fund, a resource of MAGA, WFP was tasked in 2013-2014 to buy basic grains from small farmers for distribution among the population affected by natural events that have or could suffer from food insecurity. • Agricultural technical assistance Programme provides government through the National System of Rural Extension (SNER / MAGA). <p>It is in this framework that Guatemala has developed P4P initiatives, achieving a high degree of alignment with these interventions of government, managing to incorporate in them the ability to buy basic grains from small producers while adopting internationally accepted quality standards. In addition it is taking steps to move the broader grain market where private actors are the primary actors and operate at far greater scale thereby potentially providing a more long term and sustainable market for SHFs.</p>
Liberia	<p>The P4P pilot initiative is aligned with government policies for poverty reduction, women’s empowerment and increased in-country food security (e.g. MoA, Ministry of Gender and Development, and the Cooperative Development Agency (CDA). Relevant policies and strategies include:</p>

⁶⁵ Information for Tables 27 and 28 gathered from national consultant in countries concerned and during the CVs aside from that for Tanzania which was taken from the IA report.

Country	Policies with which P4P is aligned
	<ul style="list-style-type: none"> • The Poverty Reduction Strategy - PRS I & II • The Ministry of Gender and Development (MoGD) National Gender Policy • The Food Security and Nutrition Strategy • The Agenda for Transformation (AFT) • The Food and Agriculture Policy and Strategy (FASP) • The Liberian Agricultural Sector Investment Programme (LASIP) • Liberia Response to Increase in Global Food Prices which involved the suspension of the \$2.10 consumer tax on a 100 pound bag of imported rice in 2007, tariffs on agricultural equipment, materials and supplies were suspended until recently.
Malawi	<p>To attain the nation's Vision 2020, the government of Malawi has put in place the Malawi Growth and Development Strategy as a medium-term strategy to create wealth through sustainable economic growth as a means of achieving poverty reduction, thereby transforming the country from a predominantly importing and consuming to a manufacturing and exporting economy. Malawi is also committed to the Millennium Development Goals (MDGs), which include the goals of halving poverty and hunger by 2015. To accomplish these goals, the government has implemented several sector-wide development strategies. Key among these is the Agriculture Sector Wide Approach, a strategic development and investment plan for the agricultural sector. The Agriculture Sector Wide Approach document (Malawi, MoAFS 2011) articulates Malawi's ambition to transform, modernize, and diversify its agricultural sector with a view to raise agricultural productivity, improve food and nutrition security, and increase the agricultural incomes of rural people.⁶⁶</p>
Tanzania	<p>P4P has strong alignment on national development policies, particularly with NFRA policy on increasing purchases from SHFs (which emerged during implementation drawing in part on lessons from P4P). There is strong government commitment to the agriculture sector which is presented as the most important sector for achieving priority results. Policies of relevance to P4P implementation are:</p> <ul style="list-style-type: none"> • The National Agricultural Policy 2013 which recognises the role of FOs as being central to agricultural development. • The priority for agricultural policy (under the Presidential "Big Results Now" initiative) is on investments in irrigation schemes (particularly for paddy and sugarcane), large-scale commercial farms (with linked outgrower schemes) and local warehouse facilities. • Most direct agricultural interventions have continued to focus on state-led subsidy and investment initiatives (e.g. subsidised inputs and credit). • There is a policy of increasing state engagement through increasing strategic grain reserve procurement and grain reserve through NFRA. This has included focus on direct purchase from smallholder groups. • Discretionary export bans for maize were applied in 2008-2010, and 2011-3. Government has now renounced use of maize export ban as a policy instrument.

⁶⁶ The Agricultural Sector Wide Approach identifies three focus areas, two key support services and two cross-cutting issues. The focus areas are: Food Security and Risk Management, Commercial Agriculture, Agro-processing and Market Development and Sustainable Agricultural Land and Water management. The two key support services are Technology Generation and Dissemination, and Institutional Strengthening and Capacity Building while the cross-cutting issues are HIV Prevention and AIDS Impact Mitigation and Gender Equity and Empowerment.

Table 30: Alignment with partner activities in countries visited

Country	Alignment with partner activities
Burkina Faso	There is good alignment with regional initiatives such as the NEPAD, the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union. Alignment with the RBAs in Burkina Faso as well as the broader donor base is also strong. Of particular note is the initiative Programme d'Appui à la Productivité et à la Sécurité Alimentaire which supports the Government's National Rural Sector Programme by helping poor farmers increase their crop and livestock production and expanding the volume of food products sold in rural markets. The Programme d'Appui à la Productivité et à la Sécurité Alimentaire has received close to US\$100 million – largely from the World Bank.
Ethiopia	The P4P pilot is well aligned with the initiatives of other agencies including the implementing partners, FAO and IFAD
Guatemala	P4P is aligned with initiatives of other agencies that are also supporting government programmes, e.g. Triangle of Dignity, food aid programmes of the government, the Ministry of Agriculture, Livestock and Food Trust Fund, Zero Hunger Plan, Family Agriculture Programme, Feed the Future USAID / Guatemala.
Liberia	P4P is aligned with the objectives of key partners (e.g. FAO, UNDP, USAID, UN-WOMEN, and NGO partners)
Malawi	<p>Most NGOs such as World Vision, Care Malawi, Concern Universal, and many others mainly promote crop production among SHFs as a way of addressing household food insecurity. As a result, once target farmers have produced a surplus, they usually have major challenges in finding reliable and remunerative markets. The P4P pilot facilitate and support these NGOs to link these farmers to markets.</p> <p>NGOs that are carrying out similar activities to P4P include the following:</p> <ul style="list-style-type: none"> • SUKAMBIZI Association Trust and Eastern Out-Growers Trust in the tea sub-sector; • Kasinthula Association Trust in the sugar sub-sector; • MASFA under NASFAM in the ground nut sub-sector; • WALA a consortium of NGOs has also been promoting market development and linking farmers to markets among its members and target communities; • DISCOVER and ECRP NGO consortia whose main aim is to build resilience of communities to effects of climate change. One of their main focus areas is market development; • DFID funded Business Innovation Facility in its second phase (BIF2); • DFID funded Malawi Oil Seeds Transformation (MOST)
Tanzania	P4P's objective of linking SHFs' to markets is well aligned with the objectives of other actors (e.g. other development partners).

Annex 10: Strategic alignment of RBAs in countries being visited by the ET

Table 31: Strategic alignment of RBAs in countries being visited

Countries	FAO	IFAD	P4P activity
Burkina Faso ⁶⁷	<p>Strategy founded on response to soaring food prices:</p> <ul style="list-style-type: none"> • Boost food production through improved seed supply chain • Build capacity of actors in seed chain • Build infrastructure for seed storage, and assist seed producers access to credit 	<ol style="list-style-type: none"> Developing rural microenterprises and building commodity chain institutions, including FOs and processors' groups Improving governance capacity and transparency, and enhancing access to information on markets and technologies Increasing local access to and revenues from better-managed natural resources, greater tenure security, and conflict prevention and resolution Strengthening inclusive planning, monitoring and accountability processes at between villages and local governments. Enhancing livelihood resilience, including the diversity of food production systems, through co-managed, agricultural action research and technology development 	<p>Burkina Faso's P4P programme⁶⁸ typifies the "standard" approach.</p> <p>By buying from FOs to catalyse partner support to increase the organizations' capacity to aggregate and market members' commodities:</p> <ul style="list-style-type: none"> • Match procurement modalities to the needs of FOs using forward contracts to resolve capital constraints and direct contracts with FOs that do not have the capacity for tendering. • Graduate FOs to competitive tendering • Increased access to more profitable markets through strengthened FOs • Technical assistance for production with P4Ps supply side partners. • Link FOs to the food security stock agency for a sustainable market outlet beyond P4P
Additional examples of strategic alignment		PROFILE - value chains programme	
Ethiopia	<ul style="list-style-type: none"> • Achieving sustainable increases in agriculture production and productivity • Accelerating agriculture commercialisation and agro-industrial development • Reducing degradation of natural resources • Achieving food security and protecting vulnerable HHs from natural disasters 	<p>The IFAD country programme will support rural poverty reduction through investments in (a) small-scale irrigation development; (b) agricultural marketing; (c) rural finance; (d) pastoral community development; (e) community -based integrated natural resources management; and (f) sustainable agricultural development</p>	<p>P4P in Ethiopia⁶⁹ plan to</p> <ul style="list-style-type: none"> • Build the capacities of participating cooperatives to allow them to take part in the national commodity exchange. By participating in the exchange, the cooperatives will gain access to quality oriented markets, and higher profits • P4P buys across the exchange and from traders' associations. • Use procurement of processed foods to encourage private sector investment and help SHFs to meet the quality requirements of these markets

⁶⁷ Burkina Faso European Union Food Facility 2009-11.

⁶⁸ Oct 2012 Country Fact sheet.

⁶⁹ June 2011 Country Fact sheet.

Countries	FAO	IFAD	P4P activity
Additional examples of strategic alignment			Linkage with Agri Transformation Agency
Guatemala	<p>Build resilience by:</p> <ul style="list-style-type: none"> • Increase agri productivity and marketing capacity of SHF • Boost quality and productivity of maize crops, • Improved storage facilities • Increasing access to markets for SHFs • Boost seed production 	<ul style="list-style-type: none"> • Promote the market-driven development of agricultural and non-agricultural rural businesses and microenterprises, focusing on linking small-scale entrepreneurs with private-sector players along the value chain • Build the entrepreneurial capacities of poor rural people, particularly among rural and indigenous women and young people • Enhance pro-poor rural policy dialogue and sectoral planning by strengthening the involvement of communities 	<p>Programme activities⁷⁰ focus on</p> <ul style="list-style-type: none"> • Increasing SH productivity and FOs' organizational and marketing capacities (including for quality grains). • Strengthening the direct relationships between farmers, FOs, DPs, processors, industry, traders, donors, government, institutions will enhance prospects for sustainability beyond P4P. • Pro-smallholder competitive practices for commercialization of maize and beans
Additional examples of strategic alignment	European Union Food Facility Mechanism, and Agrocadenas		Strong association with USAID (Feed the Future), and IICA (capacity building)
Liberia	<ul style="list-style-type: none"> • Enhancing Urban and Peri-Urban Agriculture for income and agri-business • Promotion and Commercialization of High Yielding Crops • Enhancing Pest management in food and cash crops • Support to enhance livestock husbandry, health and management practices • Enhancing improvement in post-harvest activities and agro processing • Enhancing the value chains and commercialization of agriculture • Enhancing commercialization of the agriculture sector • Support to strengthen Market efficiency • Support to revitalization of Aquaculture • Support to Youths in Agriculture • Support to Women in Agriculture 	<p>Increase smallholder households' access to markets through</p> <ul style="list-style-type: none"> • Improving the quality of production • Building roads that link farms to local markets • Constructing storage and processing facilities • Providing marketing advisory services and facilitating linkages with exporters and well-established private companies through contract farming • Enhancing smallholders' access to Ministry Of Agriculture (MoA) extension services and improving the institutional capacities of FOs 	<p>WFP will tie its local purchasing of staple food commodities to training and capacity development activities for FOs. These activities will be designed to address constraints along the entire value chain from production, post-harvest handling and marketing including quality control. The initiative will address infrastructure constraints and enable SHFs organizations and their members to engage profitably in the wider local and regional market - principally for milled rice and beans.</p> <p>The programme will also provide technical support in the processing and fortification of cassava</p>
Additional examples of strategic alignment			Strong association with USAID, and UN-Women

⁷⁰ April 2013 Fact sheet

Countries	FAO	IFAD	P4P activity
Malawi ⁷¹	<p>The goal: reduce risk and impacts of disasters on food and nutrition security through better disaster risk reduction and improved community resilience to shocks in disaster-prone areas This goal will be achieved through four outcomes and outputs:</p> <ol style="list-style-type: none"> 1. Strengthened food security disaster preparedness and institutional capacity of Government and communities to address agricultural and related threats and disasters. 2. Enhanced cereal productivity, post-harvest management and dietary diversification in disaster response interventions 3. Household transition from emergency to long-term development strengthened through agricultural diversification, improved natural resource management, adaptation to and mitigation of climate change, and through improved marketing and market linkages 4. Livelihood-based social protection for vulnerable groups integrated into national agricultural and food security disaster policies, strategies and programmes 	<ul style="list-style-type: none"> • Intensifying production, enhancing water management and improving access to profitable markets • Secure and diversify the livelihoods of marginal farmers and vulnerable households by supporting effective use of their limited resources and by promoting non-farm employment opportunities • Strengthen local institutions and resources at community and household levels by providing support for the decentralization process. • Priority areas for dialogue include the issue of market-led agricultural growth as a means of poverty reduction, incentive frameworks for agriculture and the need for consistency in policy implementation, especially at the grass-roots level, to foster the emergence of private-sector operators and FOs 	<p>P4P in Malawi⁷² aims to improve smallholder market access at various levels in the marketing chain.</p> <ul style="list-style-type: none"> • At the macro level WFP's purchases through the nascent Agricultural Commodity Exchange for Africa (ACE) • The Warehouse Receipt System (WRS), which is affiliated to ACE, provides guaranteed storage and quality control to buyers and sellers beyond P4P's direct reach. • Continue providing market opportunities directly to targeted FOs and small and medium traders with the support of partners. • Provide farmers and traders with training opportunities in business management, commodity handling and quality control in collaboration with supply-side partners
Tanzania	No overall FAO strategy found for this period	<p>Improve access to the technologies and services that small-scale farmers need to enhance productivity, and to increase the participation of FOs in district planning processes, negotiating and advocacy. IFAD will:</p> <ul style="list-style-type: none"> • Build on the experience and lessons of the Rural Financial Services Programme to increase poor people's access to sustainable rural financial services across the country. • Capitalize on the positive impact that the Agricultural Marketing Systems Development Programme had in successfully linking producers to markets and in creating opportunities 	<p>Tanzania's P4P initiative⁷³ focuses on supporting the aggregation and production capacity of FOs to provide increasingly higher quantities of commodities to commercial markets through competitive structures.</p> <ul style="list-style-type: none"> • WFP buys commodities from FOs that have formed a marketing group or are affiliated SACCOS. • Partners' activities enhance the productive, management and marketing capacities of farmers, their associations and SACCOS. • Support for village-level Warehouse Receipt Systems (WRS) and other storage loan mechanisms to serve as a market access platform • Purchasing through National • National Food Reserves Agency (NFRA)

⁷¹The Malawi Plan of Action for 2012-16 FAO.







⁷²Nov 2012 Country Fact sheet.






⁷³Jan 2011 Fact sheet.

Countries	FAO	IFAD	P4P activity
		for rural enterprise development. <ul style="list-style-type: none"> • Link the programme's activities with those of the Rural Micro, Small and Medium Enterprise Support Programme, which takes a value chain approach 	<ul style="list-style-type: none"> • Increased market access will lead to higher prices, while increased incentives will lead to higher production and incomes for SHFs.
Additional examples of strategic alignment			Strong association with ILO, and AGRA

Annex 11: P4Ps alignment with WFP SPs and policies

Table 32: P4Ps alignment with WFP SPs and policies

SP or Policy	Alignment of P4P with plan or policy	Aligned
WFP mission statement	WFPs mission statement (http://www.wfp.org/about/mission-statement), consistent with its mandate, affirms that WFP will continue to: Use food aid to support economic and social development; meet refugee and other emergency food needs, and the associated logistics support; and promote world food security in accordance with the recommendations of the United Nations and FAO. It further notes that the core policies and strategies that govern WFP activities include helping to build assets and promote the self-reliance of poor people and communities, particularly through labour-intensive works programmes.	
WFP SP (2008-2011)	The P4P pilot initiative is fully aligned with objective 5: “Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase”. Page 20 of the plan states “WFP is committed to utilizing its purchasing power, when and where possible, to develop suppliers’ capacities and build up with other partners complementary interventions aimed at reinforcing the supply side. Pilot local procurement activities can be mainstreamed into WFPs procurement practices and, more importantly, adopted and scaled up by national governments and other actors in agricultural sectors”.	
WFP Strategic Results Framework (2008-2011)	The strategic results framework puts forward indicators and measurement practices for the objectives set out in the 2008-2011 SP. Indicators for Objective 5 include food purchased locally as percent of food distributed in country.	
WFP SP (2014-2017)	The P4P pilot initiative is aligned with Objective 3 of this SP which is: “Reduce risk and enable people, communities and countries to meet their own food and nutrition need”. Within this objective P4P is most aligned with Goal 2: “Leverage purchasing power to connect SHFs to markets, reduce post-harvest losses, support economic empowerment of women and men and transform food assistance into a productive investment in local communities”.	
Food procurement in developing countries (2006)	Drafted before the P4P initiative started, P4P has been well in line with the policy document which seeks to achieve a balance between its procurement objective of timely, cost-efficient and appropriate food and its programmatic objectives of promoting developing country food markets and the food security of food aid recipient countries. The policy already included many of the approaches that WFP were already trying out pre-P4P and which became core approaches of P4P. The policy document identifies market development as an implicit objective, and that where food needs are not urgent WFP can do more to encourage small traders and farmers’ groups that can trade competitively in the formal sector. The document, on page 27, notes that WFP is not well-placed to use procurement as a means to support farmers and farmers group in entering the market place but that there are limited opportunities for support as part of a broader partner-led strategy to link groups with larger traders or national grain reserves. It also endorses WFPs support in developing food processing capacities and in building procurement office capacities at the country and regional levels. The focus on FOs, small traders, food processing and capacity building are all reflected in the subsequent P4P initiative.	
WFP Policy on capacity development (2009)	The Capacity Development policy states that continuing enhancement of WFP’s role and impact in capacity development will depend on the extent to which capacity development is prioritized during its transition to a food assistance agency, while also supporting that process of change. This document emphasizes that implementation is critical and that WFP’s continued focus on capacity development must address implementation gaps. Strategic pressure points requiring attention included: national capacity assessments, partnerships, learning, monitoring, evaluation and reporting, awareness-raising and incentives, and funding. The policy has since been supplemented with an action plan rooted in strategic partnerships with national governments, UN agencies, civil society and NGOs. The action plan calls for dedicating existing and new financial and human resources to engaging with countries for capacity development. The P4P pilot initiative has placed a great deal of emphasis on building the capacity of FOs, SMTs and food processors through partnerships.	

SP or Policy	Alignment of P4P with plan or policy	Aligned
Directions for collaboration among the RBAs (2009)	Principles underlying collaboration are those that are reflected in P4P in that they focus on partnerships, collaboration and learning from experience. Of the four pillars. The document identifies five key focus areas for future collaboration. The P4P initiative falls under the second of these: The food crisis and implementation of the Comprehensive Framework for Action. This includes joint action between the RBAs to: "Improve the understanding and analysis of food markets, food supply chains and the transmission of international to domestic prices and of various policies and their impact on food markets". It also covers delivery of effective support to ensure that SHFs can obtain access to inputs, technologies, finance and markets in order that they can increase production and their own incomes, thus contributing solutions to the crisis. Reference is made to P4P in this regard.	
Update on collaboration among the Rome-based agencies (2013)	This update reaffirms P4Ps alignment within WFP and as a point of focus for the RBAs. The section concerning "Improving capacities for national and international market participation" refers to FAO, IFAD and WFP being core strategic and operational partners in relation to P4P. Paragraph 69 of the update states that technical cooperation going forward will involve "deepening collaboration on the development and roll-out of P4P in the post-pilot phase, including good practices and lessons learned".	
WFP Gender Policy (2009)	The WFP Gender Policy creates an enabling environment in WFP for promoting gender equality and the empowerment of women by mainstreaming gender more fully in WFPs policies and programmes. Its goals include "to strengthen and maintain an institutional environment that supports and encourages gender mainstreaming" and to "promote the integration of a gender perspective into...policies, programmes and projects of partner countries and cooperating partners". The P4P Global Gender Strategy is set within the context of the wider WFP Gender Strategy and has informed an intensive focus within P4P on gender mainstreaming and women's empowerment in practice.	
WFP Private-sector partnerships and fund raising strategy (2013)	The P4P pilot initiative could not have taken place without partnerships in that whilst WFP is in a position to provide the demand for SHF sales of cereals and pulses, it is very much dependent on government, UN and NGO provision of the supply side in terms of building capacity of SHFs and SMTs. The WFP private-sector partnerships and fund raising strategy (covering 2013-2017) is extremely pertinent to P4P and any future P4P "type" activities. The strategy seeks, in part, to increase the value of partnerships for capacity development and includes the establishment of a mechanism to assess more accurately the value of partnerships for capacity development. This will be very useful for any future mainstreaming of "P4P-like" activities within WFP.	
Revised school-feeding policy (2013)	This document clarifies WFPs new approach of supporting government-led programmes and increases alignment with the 2014-2017 SP. Of its five objectives, the fifth is most pertinent to P4P: "To Develop Links between School Feeding and Local Agricultural Production Where Possible and Feasible". The policy seeks to draw on the P4P experience in this area and notes that "Purchasing from farmers' groups close to schools may increase the costs because of lower economies of scale, but can also lower transportation and handling costs and increase community support and participation in school feeding programmes."	

Annex 12: Countries that adopted a conscious approach to women’s empowerment⁷⁴

Table 33: Countries that adopted a conscious approach to women’s empowerment

Countries	Assessment/gender diagnostic	P4P country specific gender strategy and/or Action plan
Afghanistan	Not completed	Not completed
Burkina Faso	Completed	Completed
DRC	Completed	Completed
Ethiopia	Completed	Completed
Ghana	Completed	Completed
Guatemala	Completed	Completed
Honduras	Completed	Completed
Kenya	Completed	Completed
Liberia	Not completed	Not completed
Malawi	Completed	Completed
Mali	Not completed	Completed
Mozambique	Completed	Completed
Nicaragua	Completed	Completed
Rwanda	Completed	Not completed
El Salvador	Completed	Completed
Sierra Leone	Not completed	Not completed
South Sudan	Not completed	Not completed
Tanzania	Completed	Not completed
Uganda	Completed	Completed
Zambia	Completed	Completed

9. Rwanda and Latin America undertook an additional study in 2008 to assess the challenges and opportunities for women’s participation and the conditions under which men and women would benefit equally from the P4P pilot.⁷⁵

10. The countries where there is evidence that the five recommended steps were followed⁷⁶ are Ethiopia, Ghana and Malawi. Kenya, Rwanda and Mozambique also implemented the recommended steps to a large extent.

⁷⁴ This table is based on the P4P’s Women’s Empowerment Pathways: Roadblocks to Success. Pp 17. Table contains COs that carried out gender assessment/diagnostic at least than once and an assessment of all of the gender assessments and action plans that were made available.

⁷⁵ WFP (2008). P4P in Rwanda. Gender Assessment Report and WFP (2008). Women Farmers in Latin America and the Caribbean. Mission Report. 25 July-13 August. Author: Mariangela Bizzarri, Independent Consultant - Gender

⁷⁶ 1. Conduct a gender assessment. 2. Develop a gender action plan. 3. Identify the focus in terms of strategic objectives. 4. Select activities from activities menu and/ or add activities to menu, and include them in the plan. 5. Monitor progress on achievement of objectives. p20

Annex 13: Constraints to SHF in P4P Pilot countries

Table 34: Constraints to SHFs in P4P Pilot Initiative Countries⁷⁷

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
Afghanistan	Describe the current situation in your country:	Smallholder productivity is generally low due to: Limited availability of and access to quality seed and fertilizer, limited arable land, poor production knowledge and skills among producers, service providers, and consumers, deteriorated irrigation systems, and limited access to financial services.	FOs are generally weak with little focus on marketing and lack experience with contracting, bidding, and grain standards.	Limited competition for locally produced commodities. Most promising opportunities likely in locally processed foods' ingredients like oilseeds (for edible oil) soybeans (for Wheat Soya Blend or High Energy Biscuits), almonds (for ready-to-use food supplement).	No national grain quality standards exist. Lack of trade regulations results in competition from subsidized imports thus depressing local commodity prices. There is no mechanism for enforcing contracts.	Limited access to improved inputs and seed. Access to land, water, good quality inputs, lack of agricultural credit and poor infrastructure are the main challenges facing farming households. Post-harvest losses are estimated to be between 15 and 20 percent. ⁷⁸
Afghanistan	How will your P4P programme address these Issues?	Increase access to certified seed (FAO)	Establish networks of FOs (FAO). Develop alternative organization mechanisms for smallholders. Build FO capacity in production, marketing, commodity handling, storage management, quality control (WFP, partners).	Establish laboratory capacity for commodity analysis and commodity checks (FAO). Training and capacity building for food processing activities. Establish community based storage facilities (Accelerating Sustainable Agriculture Program, Department for International Development). Link FOs to food processors as suppliers.	Support Ministry of Agriculture and Livelihoods and Ministry of Commerce to develop and disseminate national trading standards for local wheat (WFP, FAO).	

⁷⁷ This table was compiled from the strategy summaries within the Country Programme Profile report and the P4P assessment reports and concerns the constraints to SHFs in P4P pilot initiative countries.

⁷⁸ WFP (2009). P4P Country Assessment Report. Afghanistan. Pp 5 and pp 7.

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
Burkina Faso	Describe the current situation in your country:	Low productivity due to: Use of traditional production systems, difficult agro ecological environment, and dependence on rain fed agriculture.	Well-developed FOs grouped into 12 umbrella organizations. Few have capacity to prepay farmers for Commodities throughout the season. FO capacity constraints include insufficient production, limited access to credit, limited knowledge of quality standards, and lack of respect for contract agreements.	Cereal markets are largely integrated within the country/region. Poor transportation infrastructure limits access to markets and level of commercial production. Limited competition among buyers results in low farm gate prices. Volatile production and prices affects cereal supply chain.	Liberalized cereal market and relatively free regional trade. Underdeveloped financial sector limits access to credit for cereal marketing chain actors. Government and development stakeholders strongly committed to improving agricultural production. Land tenure issues constrain investment in agricultural productivity.	Market access, storage capacity, access to credit, low prices/ weak bargaining power ⁷⁹ .
Burkina Faso	How will your P4P programme address these Issues?	Improve agricultural productivity (FAO, IFAD, International Fertilizer Development Centre, Oxfam, World Bank/MoA). Improved access to inputs through FOs. (FO umbrellas, Interprofessional Committee on Cereals).	Training and capacity building of FOs to attain WFP quality standards. Training in quality management and warehousing, logistics and transport, tenders, contracting, accessing credits and partnerships. Facilitate FO negotiations with credit providers (WFP)	Collaborate with SONAGESS to enhance smallholder sales to SONAGESS. Provide technical and financial support to SONAGESS to strengthen the national Market Information System.	Support a land tenure law as part of the Government's "Green Revolution". Engage with financial institutions to form relationships with FOs.	

⁷⁹ WFP (2008). P4P Country Assessment Report. Burkina Faso. Pp 7-8.

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
DRC	Describe the current situation in your country:	Low yields of staple commodities due to: small landholdings, lack of inputs (seeds, chemicals, tools) limited knowledge of, and use of, appropriate or mechanized agricultural practices, limited access to formal credit, high post-harvest losses, and limited capacity of extension service.	Existing FOs generally lack capacity to aggregate and sell members' commodities due to: lack of banking services and high collateral requirements which limit access to credit, and limited access to storage and processing (cleaning, drying, weighing, transportation) facilities.	Poor transportation infrastructure limits physical access to markets. Most agricultural marketing is informal and markets not well integrated. Price incentives for quality are rare. Existing warehouses are poorly managed and located. Limited access to electricity constraints capacity to add value to commodities. Traders rarely enforce quality standards.	Lack of institutional support for local production. Weak regulatory framework for quality certification, respect of import taxes, registration of FOs. Administrative delays, bureaucratic hindrances and excessive and illegal fees and taxes. Government offices in charge of grain quality are prone to corruption. Lack of laboratory facilities to test grain quality (aflatoxin).	Ultimately, poor transportation infrastructure and a lack of basic infrastructure (warehouses) deter market participation for smallholders. In this environment, farmer associations as well as other stakeholders have no access to credit, efficient storage facilities and inputs to improve productivity and enhance their marketing position ⁸⁰ .

⁸⁰ WFP (2008). P4P Country Assessment Report. DRC. Pp 3.

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
DRC	<p>How will your P4P programme address these Issues?</p>	<p>(Initially) provide seeds and tools (FAO).</p> <p>Training in seed multiplication and farming techniques (FAO).</p> <p>Organize seeds and tools fairs (FAO)</p>	<p>Establish FOs (FAO).</p> <p>Train organization staff in marketing, contracting, accountancy, quality, management skills, commodity management, post-harvest pest control, pricing and marketing, etc. and establishing market outlets (Danish Church Aid, FAO, and WFP).</p> <p>Promote market integration (WFP, Danish Church Aid).</p> <p>Rehabilitate or build warehouses (FAO, WFP).</p>	<p>Rehabilitate and improve rural roads, river access, rail and fluvial stations, and market infrastructure</p> <p>(WFP, United Nations Office for Project Services, Société Nationale des Chemins de Fer du Congo).</p> <p>Provide (short-term) access to trucks (WFP).</p> <p>Establish community owned transportation system, collection points, and markets (Société Nationale des Chemins de Fer du Congo). Train collection point operators in quality control and standards.</p> <p>Establish a trading scheme to demonstrate fair competitive trading.</p>	<p>Advocate, at Local Government level, for smoother processes (e.g. registration of associations), means to encourage local production (e.g. sensitization on benefits).</p>	

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
El Salvador	Describe the current situation in your country:	Low productivity due to: limited knowledge of production practices, limited use of inputs, limited access to credit, small landholdings limit economies of scale and increase cost of production, and low prices provide little incentive to invest in production.	FOs have limited capacity for marketing due to: limited organizational management skills and education/literacy of FO officers, perception of corruption due to past poor management, limited access to working capital, and limited storage and processing capacity.	FOs lack skills & infrastructure to achieve quality and understanding of market demands for quality. Few large buyers (agro-industrial oligopsony). Trading channels controlled by a limited number of merchants. High cost and low quality of transportation limit access to markets. Need for cash to pay input debt restricts farmers to sellers who can pay cash or offer credit.	Five year plan prioritizes smallholder profitability and production of staple grains with focus on access to inputs, technical assistance, and credit. Little coordination among donors and institutions working in agriculture. Lending policies of the Agriculture Development Bank do not meet the needs of SHFs.	Rural households in basic grain production are faced with a number of obstacles including: i) a production scale that diminishes their power of negotiation, ii) an agro-industrial oligopoly, iii) a structure of trading channels controlled by small groups of merchants, iv) low capitalization of productive units, hampering the introduction of new value-adding technology, v) lack of proper financing, and vi) limited market access due to high quality demands ⁸¹ .
El Salvador	How will your P4P programme address these Issues?	Develop more appropriate credit products for smallholders (Agriculture Development Bank, input suppliers) Increase capacity of extension workers and support more direct engagement with FOs (CENTA).	Assess FO training needs and find partners to address needs. Improve FOs' management and business skills (Chamber of Commerce of El Salvador). Provide training in quality control and procurement (CENPOSCO).	Improve access to working capital for processing and storage facilities (financial institutions/organizations). Co-invest in storage facilities and processing capacity (World Vision, Caritas). Provide TA on post-harvest handling (CENPOSCO).	Improve coordination between institutions and donors working in agriculture (MAG, CENTA, (MINED, MIINEC, NGOs and United Nations System).	

⁸¹WFP (2008). P4P Country Assessment Report. El Salvador. Pp 1

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
Ethiopia	Describe the current situation in your country:	Low productivity due to: small landholdings, limited access to improved inputs, dependence on rained systems, high post-harvest losses, and limited access to production credit.	Extensive co-op system (PC, CU, Federations) limited by: limited access to marketing credit, lack of adequate storage capacity, Co-ops market only 15 percent of members' surpluses because of limited capital and trust of members.	Few buyers demand quality. Farmers sell surpluses directly to rural assemblers, individuals, and traders/ millers. Much trade is informal and distance leads to high transaction/marketing cost.	Government supporting co-ops, FO marketing, P4P, women's equality. FO can import inputs. Occasional bans on aid organizations' purchase of cereals. Occasional price ceilings on staple crops. Biosafety law restricts imports of some processed foods and limits agricultural R&D.	Poor infrastructure, high transport costs, inadequate institutional support, diverse agro-ecological complexities, limited availability of suitable high-yielding seed varieties and low use of fertilizer all contribute to low agricultural productivity. Main market outlets for SHFs include direct sales to rural assemblers (often at

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Ethiopia	How will your P4P programme address these Issues?	<p>Training on production Methods/post-harvest handling/ quality analysis (FAO, SASAKAWA, World Vision, Mercy Corp, ACF).</p> <p>Facilitate access to inputs and credit (USAID, IFAD).</p> <p>Improve post-harvest handling and technology (MoA).</p>	<p>Promote and strengthen cooperative system (FAO, MoA, others).</p> <p>Facilitate access to marketing credit (IFAD).</p> <p>Training in crop management, storage, post harvest loss reduction, quality control, business skills, tendering (WFP, USAID, MoA, NGOs).</p>	<p>Engage with donors (COMPETE, AGRA, EU) to create national MIS.</p> <p>Improve co-op and private sector access to investment credit (banks, IFAD).</p> <p>Link co-ops to processors.</p> <p>Facilitate expansion of warehousing capacity.</p> <p>Facilitate investment in capacity to produce fortified foods (WB, WFP).</p> <p>Support ongoing improvements of transport infrastructure (WB, PSNP).</p>	<p>Advocate for ability to purchase processed foods in US.</p> <p>Establish inter agency P4P SC co-chaired with MoA.</p>	<p>farm gate), to rural and urban consumers, and local and inter-regional traders and millers. However, access to these outlets depends on the following: distance from a village or town market; access to transport (oxen, horses or pack animal(s); communication assets (proximity to a cooperative, radio, mobile phone); and literacy level⁸².</p> <p>Most SHFs do not have access to appropriate food stores and consequently there are significant post-harvest losses. Lack of storage also places pressure on SHFs to sell crops shortly after the harvest is collected, at a time when prices are at their lowest⁸³.</p>

⁸² WFP (2008). Purchase for Progress Country Assessment Mission Report. Ethiopia. Pp 5 and pp 7.

⁸³ WFP (2008). Purchase for Progress Country Assessment Mission Report. Ethiopia. Pp 8

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
Ghana	Describe the current situation in your country:	<p>Low productivity due to:</p> <p>Limited availability/ high cost of inputs.</p> <p>Poor access to credit.</p> <p>Use of traditional agri technologies/practices.</p> <p>Poor soil, weather, pests and diseases.</p> <p>Limited access to extension services.</p> <p>High post-harvest losses.</p>	<p>Most SHFs not organized into structured groups such as FOs.</p> <p>FOs lack negotiation skills to bargain for better prices.</p> <p>Most of the FOs do not have well developed marketing capacities.</p> <p>Cultural norms restrict women's participation in FOs.</p>	<p>Inadequate market infrastructure including collection points, transportation, storage and drying facilities, markets facilities.</p> <p>Limited access to information, means of communication, and thus limited knowledge of market events.</p>	<p>Insecure land tenure limits investment and access to credit – especially for women.</p> <p>The Government of Ghana provides extension services and subsidized inputs during the planting season.</p> <p>The “Youth in Agricultural Sector” promotes youth employment in agriculture.</p> <p>Government of Ghana encourages formation of FOs.</p>	<p>Limited access to capital/credit facilities.</p> <p>High Bank interest rates.</p> <p>Inadequate tools, implements and technology.</p> <p>Limited availability of inputs.</p> <p>Lack of know how.</p> <p>Inexistent or damaged transport infrastructure.</p> <p>Limited access to information and means of communication.</p>
Ghana	How will your P4P programme address these issues?	<p>Support partners addressing production constraints such as technologies, access to inputs, access to credit (MoFA, FAO, ADRA, International Fertilizer Development Center, IFAD, Canadian International Development Agency, USAID, AGRA, Agricultural Cooperative Development International and Volunteers in Overseas Cooperative Assistance (ACDI/VOCA), Ghana Agricultural Development Bank).</p>			<p>WFP active participation in Agricultural Sector Working Group</p> <p>MoU & FLA agreement signed with collaborating partners.</p> <p>Provide inputs into the development of the WRS.</p>	<p>Limited access to market.</p> <p>Unavailability of storage and drying facilities.⁸⁴</p>

⁸⁴WFP (2010). Purchase for Progress Country Assessment Mission Report. Ghana. Pp 10-11.

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
Guatemala	Describe the current situation in your country:	<p>Productivity low due to:</p> <ul style="list-style-type: none"> • small landholdings; • limited access to inputs, production credit, technologies, and skills; • lack of access to storage (high post-harvest losses); and resistance to some technologies when focused on organic production. 	<p>SHFs' mistrust of FOs limits ability to aggregate commodities.</p> <p>Lack of marketing credit limits ability to aggregate commodities from members.</p> <p>Limited organizational capacity for planning and management.</p>	<p>Commodity trade largely informal.</p> <p>Base prices determined in Guatemala City (21 called Zone 1 and Terminal zone 4) grain market.</p> <p>Multiple layers of market intermediaries between farm gate and market.</p> <p>Distance from markets reduces farm gate prices.</p>	<p>Online Management Information System not accessible to SHFs.</p> <p>Government silo and credit programmes and trust funds available to FOs.</p> <p>Government social protection network supports local purchases.</p> <p>Frequent staff changes Ministry of Ag affects programme continuity.</p>	No corresponding assessment report available.
Guatemala	How will your P4P programme address these Issues?	<p>Establish demo plots for staple crops (FAO, instituto interamericano de cooperación para agricultura, MoA).</p> <p>Technical assistance in crop production (FAO; instituto interamericano de cooperación para agricultura).</p> <p>Post-harvest training (silo providers).</p> <p>Construct silos (WFP, MoA).</p> <p>Facilitate improved access to production credit.</p>	<p>Enhance organizational and management capacity of FOs (NGOs).</p> <p>Strengthen FO marketing and negotiation skills (WFP).</p> <p>Facilitate reduced cost maize conditioning services (MoA).</p> <p>Training in grain handling, quality control, storage, warehouse management, etc.</p> <p>Facilitate access to credit and crop insurance.</p>	<p>Enhance capacity of FOs to contract with processors, industrial, donors, and institutional buyers and link FOs to buyers.</p> <p>Develop market intelligence system accessible to smallholders.</p> <p>Calibrate scales to ensure accurate weights at sales.</p> <p>Establish crop quality testing and access to post harvest services (Instituto Nacional de Comercialización Agrícola) to stimulate sale of quality grains.</p>	<p>Support Instituto Nacional de Comercialización Agrícola to promote Government participation in procurement of staples from smallholders.</p> <p>Contact with institutional and governmental purchasers (Cohesion Social – Bolsa Solidaria).</p>	No corresponding assessment report available.

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Honduras	Describe the current situation in your country:	<p>Low productivity due to: small landholdings, inadequate use of improved inputs, reliance on rainfed agriculture, lack of storage or processing equipment, poor access to markets, reluctance to change traditional attitudes towards crop and livelihood diversification</p>	<p>Most FOs have limited access to credit necessary to provide inputs to members or to buy members' produce.</p> <p>Limited organizational management skills (financial management, quality control, contracting, transportation management).</p> <p>Few FOs have access to storage and processing (cleaning, drying, bagging, etc.) facilities.</p>	<p>Few market outlets. Most farmers sell to small traders/transporters are farm gate for relatively low price.</p> <p>Little competition among farm gate buyers (especially in remote areas).</p> <p>High marketing costs. The agro-food industry is a major buyer of white maize.</p>	<p>Government intervenes in trade of grains – export bans.</p> <p>Government policies affect commodity prices</p> <p>– solidarity bonus to SHFs increases effective price above market</p>	<p>Low quality seeds</p> <p>Poor irrigation</p> <p>Grain collection, drying and storage</p> <p>Access to credit⁸⁵</p>
Honduras	How will your P4P programme address these Issues?	<p>Develop and distribute technical packages suited to local conditions. Train SHFs in proper use of improved input. Train farmers in reducing post-harvest losses (WFP). Develop links with other institutions to strengthen technical assistance resources.</p>	<p>Establish revolving fund to buy inputs for distribution to SHFs and to provide marketing credit for organizations (WFP).</p> <p>Coordinate with partners to improve access to the technical packages.</p> <p>Training in storage, commodity management, transport planning (WFP).</p>	<p>Advocate for fair trade standards to WFP suppliers and processors (WFP).</p> <p>Establish links to other institutional buyers.</p>	<p>WFP will participate in discussions to establish grain prices.</p>	

⁸⁵WFP (2008). Purchase for Progress Country Assessment Mission Report. Honduras. Pp 4-8.

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
Kenya	Describe the current situation in your country:	Low productivity due to: limited access to credit, low use of modern technology, inputs, and best agronomic practices, inadequate extension services, reliance on rain-fed systems, and low and declining soil fertility.	Most small to medium FOs in high capacity areas have little or no group marketing experience. Women and farmers in marginal agricultural areas organized into small self-help groups with little group marketing capacity. Limited female participation in decision making.	A few large traders and millers dominate markets. Long, opaque, inefficient marketing chains. Prices volatile and high relative to import parity. Poorly integrated markets with large regional price variations. High levels of informal cross-border trade. Limited value addition by FOs.	Agricultural Sector Development Strategy launched. Government intervenes in trade policy, prices, subsidies, and buying. Underfunded research and extension and inputs access programme. Poor land policy. Multiple taxes on transport of commodities. National food quality standards not enforced.	One of the main constraints to increased agriculture production in Kenya is lack of market for farmers' produce. Through involving appropriate partners it is anticipated that P4P programme will provide a suitable framework in which targeted farmer groups will be empowered to participate in markets by increasing their capacity in such areas as quality control, storage, and market sourcing. This will enable the farmers to widen their market reach.
Kenya	How will your P4P programme address these issues?	Facilitate farmers' access to credit (Equity Bank, IFAD, AGRA). Train farmers in best agronomic and post-harvest practices (MOA, Cereal Growers Association, AMPATH, and FAO). Establish agro dealer network that offers output marketing services (Agricultural Market Development Trust).	Provide training in procurement process, quality control, food storage and handling, and warehouse management (WFP). Provide training as a business and group marketing training (Cereal Growers Association, AMPATH). Link FOs to institutional buyers.	Increase purchases of processed foods from suppliers implementing pro-smallholder processing options (WFP). Buying in bulk from farmer groups to increase their market-readiness (WFP). Increase private sector investment in village-level aggregation (Agricultural Market Development Trust). Buy from the CEX and WRS once established.	WFP actively participates in the Agricultural Donor Working Group, and the Agricultural Sector CU. Contribute to policy development in trading, warehousing, agribusiness, land, etc.	Post-harvest losses have also contributed to low produce by SHFs. Losses of up to 30 percent in maize due to poor storage, handling etc. are quite common in many small scale farms ⁸⁶ .

⁸⁶WFP (2008). Purchase for Progress Country Assessment Mission Report. Kenya. Pp 4 and pp 12.

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Liberia	Describe the current situation in your country:	Low productivity due to limited use of modern inputs, low soil productivity, and high pre and post-harvest losses due to the use of traditional production techniques.	The co-op structure in Liberia remains weak with only 80 co-ops reactivated since the war. Co-ops have little or no processing, storage, or management capacity. Co-ops cannot aggregate sufficient produce and poor market infrastructure limits access to buyers.	Increased international food prices provide market opportunities. Poor infrastructure and high transportation costs severely inhibit access to markets.	Import price regulation (rice) distorts domestic prices. Inadequate institutional support inhibits smallholder production and marketing. Inconsistent application of rules, taxes, licensing requirement, affects business climate. Outdated operative bylaws inconsistent with current best practices.	Across all groups, lack of seeds and tools were most frequently reported. Lack of financial capital to purchase agriculture inputs. Lack of storage and transport. ⁸⁷
Liberia	How will your P4P programme address these Issues?	Facilitate farmers' access to inputs such as seeds, tools, fertilizer, etc. and technical training on production, post-harvest handling, processing, and irrigation infrastructure (MOA, FAO, UNDP, extension service).	Train co-ops in warehouse management and quality control (CDA, LCEC, SOCODEVI). Train women in processing/value addition. Construct warehouses for co-ops (FAO, UNDP). Provide warehouse equipment/materials (WFP). Establish links between co-ops and public institutions in extension and marketing (LPMC).	Construct technology transfer centers (UNDP, FAO). Construct markets and farm-to-market roads. Provide post-harvest infrastructure (local storage facilities and processing equipment to co-ops (World Bank).	Enhance the capacity of the MOA (USAID). Update the co-op law in partnership with MOA and build the capacity of the CDA (SOCODEVI). Facilitate introduction of a cassava-based commodity into the WFP food basket (WFP). Implement through Joint Programme to ensure creation of a favourable enabling environment.	

⁸⁷WFP (2008). Purchase for Progress Country Assessment Mission Report. Liberia. Pp 14

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
Malawi	Describe the current situation in your country:	Low productivity due to: limited access to credit for improved inputs, dependence on rainfed systems/vulnerability to weather-related shocks, and unfavourable prices provide little incentive to invest in production.	Few FOs are legally registered. Limited access to credit, inputs, technical assistance, and management skills constrain FOs' ability to aggregate and market. Limited storage and post-harvest management capacity constrains FOs' ability to access markets	Small vendors buy at farm gate and deliver to a few large traders and processors which dominate the national market. FOs' main markets (traders, ADMARC, NFRA) not reliable buyers. Limited sub-regional price transmission. Post-harvest losses force sale soon after harvest.	Government distorts agricultural markets by: subsidized inputs, setting floor prices on all strategic crops, fixing farm gate and selling prices for maize, imposing export bans, and substantial purchases through ADMARC and NFRA.	Lack of finance, high transaction costs and poor infrastructure. Policy issues include Government intervention in the market and a high dependence on production estimates for trade decisions ⁸⁸ .
Malawi	How will your P4P programme address these issues?	Train farmers in productivity-enhancing technologies and practices (NASFAM, CIAT, NGOs/partners to be identified, Extension services of MoAFS).	Training to improve yields and reduce post-harvest losses (MoA, FAO, World Bank, NGOs). Train FOs in storage and commodity management, quality control, loss mitigation, post-harvest management, doing business with WFP, and transport planning (WFP).	Purchases on ACE to increase price discovery and transparency. Support USAID's Market Linkages Initiative to establish certified grain-bulking centres. Explore improved storage options with partners such as ADMARC and private sector traders.	Establish P4P SC to discuss issues related to policy environment.	

⁸⁸WFP (2008) P4P. Country Assessment Report. Malawi. Pp 2

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Mali	Describe the current situation in your country:	<p>Low yields /surpluses due to uncertain rainfall and limited use of improved inputs (seed, fertilizer)</p> <p>Limited access to credit to purchase inputs</p> <p>Farmers' illiteracy constrains access to credit.</p>	<p>Lack of cash/credit limits organizations' ability to aggregate members' commodities.</p> <p>Only 11 percent of farmers sell through FOs.</p>	<p>Limited formal trade.</p> <p>Farmers sell mostly small quantities daily or weekly to traders to cover their cash needs.</p> <p>Poor transportation infrastructure limits physical access to markets</p>	<p>Liberalized cereals market.</p> <p>Rice imports jeopardize local production and threatens millet and sorghum consumption in urban areas.</p> <p>LOA provides favourable environment for programmes to support smallholders</p>	<p>Selling at unprofitable times, paying back loans⁸⁹.</p> <p>Cereal supplies are often disrupted by various reasons: limited cash flow for traders to operate, limited accessibility of markets (poor road conditions in rainy season), lack of transport facilities⁹⁰.</p>
Mali	How will your P4P programme address these issues?	<p>Training to improve production/yields and post-harvest handling of sorghum and millet, risk management, water conservation (Sasakawa Africa Association, USAID/INTSORMIL, FAO, CRS, ICRISAT, AGRA).</p> <p>Training to improve market access for poor rural women's groups (CRS).</p>	<p>Training to increase FO marketing capacity (Afrique Verte, SAA, CRS, MoA, AGRA/IFDC, Faso Jigi).</p> <p>Link with AGRA/International Fertilizer Development Center market access program.</p> <p>Training on quality, storage, handling, processing WFP procurement practices, and marketing</p>	<p>Begin dialogue on WRS with AGRA/IFDC/SAA.</p> <p>Link surplus producing farmers to markets (Afrique Verte).</p>	<p>Engage with ECOWAS to promote a smallholder-friendly enabling environment in production and trade</p> <p>Advocate for increased government attention to sorghum and millet production.</p>	

⁸⁹WFP (2008). Purchase for Progress Country Assessment Mission Report. Mali. Pp 11

⁹⁰WFP (2008). Purchase for Progress Country Assessment Mission Report. Mali. Pp 14

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
Mozambique	Describe the current situation in your country:	<p>Low productivity due to:</p> <p>Limited access to and use of improved inputs, credit, knowledge of production practices, extension services.</p> <p>High post-harvest losses due to limited on farm storage.</p> <p>Limited use of mechanization or animal draught power.</p> <p>Low prices/profitability limits incentive to invest in production and post-harvest management</p>	<p>Few smallholders belong to FOs.</p> <p>Most FOs that market do not add value and can't access credit.</p> <p>FOs in two provinces have established third-tier FOs that act as traders and have warehouses, processing facilities, and access to credit.</p> <p>Smallholders sell largely through small/medium traders.</p>	<p>A few large traders dominate the market. Lack of competition and market price information depresses farm gate price.</p> <p>Limited processing capacity limits potential of small and medium traders to compete.</p> <p>Poor transportation infrastructure, distance, post-harvest handling capacity, and need for cash limit smallholders' access to more profitable markets.</p>	<p>No government interference in commodity markets.</p> <p>Existing legislation on cooperative development.</p> <p>Upcoming government programmes to support strengthened FO's.</p> <p>Emphasis on agricultural production and commercialization in the Government Plan of Action.</p>	<p>Post-harvest losses are estimated at 30percent, mainly due to inadequate storage and poor post-harvest handling at farmer's level. On average, only 22percent of the maize produced is actually commercialized.⁹¹</p> <p>The smallholder sector is characterized by multiple plots and multiple crops generally with very low input use and resulting low productivity. Access to and use of inputs such as chemicals and seeds is</p>

⁹¹ WFP (2008). Purchase for Progress Country Assessment Mission Report. Mozambique. Pp 7

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
Mozambique	How will your P4P programme address these issues?	<p>Improving storage and post-harvest practices (FAO, Cooperative for Assistance and Relief Everywhere, CLUSA and World Vision, ACDI/ VOCA).</p> <p>Improve access to credit for inputs (AGRA/IFDCagro-dealer programme, IFAD).</p>	<p>Provide FO post-harvest facilities (EC, United Nations Joint Programme, Finnish International Development Agency).</p> <p>Improve FO management capacity and quality of extension services (ACDI/VOCA, Cooperative for Assistance and Relief Everywhere).</p> <p>Improve FOs' access to credit and business development services (Danish International Development Agency, Finnish International Development Agency).</p>	<p>Improve small and medium traders' access to post harvest facilities.</p> <p>Connect FO's to agro-processors and traders.</p>	<p>Establish grade B standard for maize and a national standard for beans in line with regional and WFP standards (Government).</p>	<p>hindered by high prices and poor technical knowledge. Only 15 percent of small farmers are reached by extension services (public, private or NGO). Only 3percent of small farmers reported access to some kind of credit in 2005 and rural credit institutions have commercial presence only in provincial capitals. The poor road conditions in many producing areas complicate the access of farmers to these services, also hindering their access to the final market. Post-harvest handling including cleaning, drying and bagging is basically absent at small farmers 'level and only partially operated even by large traders.⁹²</p>

⁹² WFP (2008). Purchase for Progress Country Assessment Mission Report. Mozambique. Pp 8

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
Nicaragua	Describe the current situation in your country:	Low productivity due to: limited access to credit for inputs, poor knowledge of production practices, insufficient postharvest handling knowledge/facilities, low farm-gate prices provide little incentive to invest in production.	Cooperatives have limited capacity to deliver services to members due to: limited and inadequate storage and conditioning infrastructure/practices, weak warehouse management skills, limited management skills or trained staff, limited access to marketing credit.	Markets accessible to smallholders are largely informal. SHFs face high marketing costs for conditioning and transport Limited competition among intermediaries for SHF produce at farm gate.	Government plays no role in setting commodity prices. There are no credit programmes available to smallholders to finance commercialization activities. The increment of the commercialization and consumption of corn meal	No corresponding assessment report available.

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
Nicaragua	<p>How will your P4P programme address these issues?</p>	<p>Identify and distribute technological package (inputs) and train farmers in application (Ministry of Agriculture and Forestry, IICA, PROMIPAC). Post-harvest handling training (Instituto Nicaragüense de Tecnología Agropecuaria). Facilitate access to production credit (financial institutions, inputs suppliers)</p>	<p>Post-harvest handling training (Instituto Nicaragüense de Tecnología Agropecuaria, La Fundación para el Desarrollo Tecnológico Agropecuario y Forestal de Nicaragua).</p> <p>Training in accounting, finance, procurement practices, marketing, organization management.</p> <p>(La Fundación para el Desarrollo Tecnológico Agropecuario y Forestal de Nicaragua, IICA, Fondo Credito Rural, UCA, El Instituto Nicaragüense de Fomento Cooperativo).</p> <p>Facilitate access to credit (Rural Credit Fund, BCIE, Danica, Bancentro/ Banpro, Root Capital).</p> <p>Provide grants for conditioning equipment (WFP).</p>	<p>Rehabilitate/upgrade agroindustry processing plants.</p> <p>Establish links between cooperatives and formal buyers (Industry) and other marketing platforms such as BAGSA (Nicaragua Agricultural Exchange).</p>	<p>P4P will work on internal events with government, industry, FOs, agricultural input suppliers, credit institutions, agriculture insurance company, among others.</p>	<p>No corresponding assessment report available.</p>

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
Rwanda	<p>Describe the current situation in your country:</p>	<p>A limited land base is the most critical binding constraint to increased production.</p> <p>The government's Crop Intensification Programme has substantially increased production.</p> <p>Limited storage contributes to high post-harvest losses.</p>	<p>Rejuvenated farmers' cooperatives are playing an increasing role in marketing smallholders' commodities (maize).</p> <p>Few cooperatives have financial capacity/access to credit to buy commodities or the organizational, business skills, and quality control capacity to market effectively.</p>	<p>Informal markets with long marketing chains keep farm gate prices low.</p> <p>Only a few large traders with capacity to serve WFP.</p> <p>Large quantities sold to regional market through undocumented, cross border trade undermines markets.</p>	<p>Government agenda emphasizes agriculture.</p> <p>The Agriculture Sector Investment Plan supports value addition and developing market infrastructure.</p> <p>The Crop Intensification Programme ensures access to improved inputs.</p> <p>Ministry of Agriculture and Animal Resources promotes expansion of agricultural land.</p> <p>Rwanda Cooperative Agency supports farmers' cooperatives.</p> <p>Ministry of Agriculture and Animal Resources & Ministry of Trade and Industry deployed a market information system.</p>	<p>Low land productivity</p> <p>Varying capacities amongst farmer's cooperatives</p> <p>Access to working capital at cooperative level</p> <p>Long marketing chain, low quality of commodities and lack of price incentive to improve quality</p> <p>Lack of adequate storage at cooperative level</p> <p>Women producers are overburdened</p> <p>Women have limited access to household economic improvements⁹³</p>

⁹³ WFP (2008). Purchase for Progress Country Assessment Mission Report. Rwanda. Pp 6-7

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
Rwanda	How will your P4P programme address these Issues?	<p>Support farm level access to storage and improved knowledge of post-harvest handling practices (USAID/COMPETE, PAPSTA).</p> <p>Access to subsidized inputs and technical assistance (RADA, RSSP, IFDC, ADRA, WV).</p>	<p>Training on management, governance, business, and marketing skills (RCA).</p> <p>Training on tendering, warehousing, post-harvest handling/ quality, and bulking/ transportation (WFP, FAO, USAID, RSSP, RCA, and EAGC).</p> <p>Improve access to credit (WFP, caflsonga, Root capital Duterimbere-IFAD).</p>	<p>Support government plans to develop rural market infrastructure such as a Warehouse receipt System.</p> <p>Collaborate in United Nations ONE initiative to develop local markets and work on regional trade issues (FAO, United Nations Economic Commission for Africa).</p> <p>Link cooperatives to large buyers (Minimex, government, traders) through conditional tenders.</p>	<p>Introduce warrantage system in selected cooperatives (Ministry of Agriculture and Animal Resources).</p> <p>Use conditional tenders to strengthen private sector capacity in markets.</p> <p>Support cross-border regional integration and trade to facilitate procurement for WFP operations.</p>	
Sierra Leone	Describe the current situation in your country:	<p>Growth in smallholder productivity constrained by: limited labour supply limited access to credit and thus inputs, dependence on rainfed systems, high post-harvest loss, short-term access to small land parcels, and low levels of literacy and numeracy.</p>	<p>Limited access to marketing and investment credit.</p> <p>High transactions cost and limited market access.</p> <p>Limited experience/ capacity in marketing and management.</p> <p>Limited access to mechanization for production.</p>	<p>Poor transportation network limits access to markets.</p> <p>Preferences among urban population for imported rice and wheat.</p> <p>Cross border trade with Guinea and Liberia.</p> <p>Lack of standardization in grading and units.</p> <p>Growing population/food demand in West Africa.</p>	<p>High commitment of the Government to commercialize smallholder agriculture as per PRSP, National Sustainable Agriculture Development Programme, CAADP and SCP.</p>	<p>Poorly developed road and market infrastructures, limited storage and processing facilities, and high transaction costs⁹⁴.</p>

⁹⁴WFP (2008). Purchase for Progress Country Assessment Mission Report. Sierra Leone. Pp 7

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
Sierra Leone	How will your P4P programme address these Issues?	<p>Literacy and numeracy training (supply-side partners).</p> <p>Inclusion of pulses, women's groups in P4P local food purchase (WFP).</p> <p>Develop irrigation schemes.</p> <p>Facilitate access to machinery for land preparation.</p>	<p>Increased access to improved seeds (Ministry of Agriculture, Forestry and Food Security, FAO, others).</p> <p>Clustering of FOs (Ministry of Agriculture, Forestry and Food Security, FAO, others)</p> <p>Business management training (Ministry of Agriculture, Forestry and Food Security, FAO, others)</p> <p>Training on post-harvest management (Ministry of Agriculture, Forestry and Food Security FAO, others).</p>	<p>Stimulate service providers for superintendence work</p> <p>Coordinate with the District Councils, etc. to construct feeder roads and market collection centres. Publish quarterly market bulletins (VAM).</p>		
Sudan	Describe the current situation in your country:	<p>Productivity is increasing but still low due to:</p> <p>limited access to labour seeds, and tools; limited mechanization and knowledge of agricultural practices;</p> <p>very limited access to production credit; limited access to storage and knowledge of post-harvest handling practices and high post-harvest losses.</p>	<p>FOs (formal and informal) are emerging after the war.</p> <p>Few have much capacity (financial, infrastructure, or skills) to aggregate and market members' commodities.</p> <p>The few higher capacity organizations still face limited access to markets due to poor transportation infrastructure and limited markets.</p>	<p>SHFs face many constraints in accessing markets. These include: poor or non-existent road infrastructure; lack of adequate storage facilities; absence of markets in rural areas; poor market information; and low quality products competing with high quality imported ones.</p>	<p>The upcoming elections make the long-term policy environment uncertain. However: Government does not intervene in commodity markets and recently removed a tax on essential food items. The government's agricultural policy supports organized farmers.</p> <p>The government is interested in a strategic food reserve which could be linked to P4P</p>	<p>One of the largest problems currently facing SHFs in southern Sudan is the lack of markets on which to sell their produce in the largely informal economy; Sudanese produce must now compete with Ugandan and Kenyan commodities flooding the urban and, increasingly rural, markets.</p> <p>Lack of financial services, poor roads and rural access, post-harvest losses, Lack of tools, along with lack of</p>

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
Sudan	How will your P4P programme address these Issues?	Capacity building; provision of seeds, tools, and fertilizers (BRAC, WFP).	Training trainers in agricultural extension, farming as a business, and post-harvest handling (NGOs/Government of South Sudan). Construct/rehabilitate storage facilities to improve quality and provide storage near region of need (World Vision, Market Linkages Initiative).	Facilitate collection and dissemination of market information (WFP, FAO, and MoA).	Encourage the State Ministries of Agriculture to liaise more frequently with the NGO's involved in the agricultural sector and with FOs.	seeds, was the most cited constraint to production, insecurity ⁹⁵ .
Tanzania	Describe the current situation in your country:	Smallholder productivity below potential due to: high post-harvest losses - poor storage practices/facilities, limited use of inputs and mechanization, limited access to production credit, and limited technical assistance.	FAs have limited aggregation and marketing capacity due to: most FAs not focused on marketing, limited negotiation skills/group marketing experience, and cash constraints limit ability to purchase members' commodities.	Surplus areas not well connected to deficit areas. Many farmers have limited access to markets and high transport costs. Little competition and low prices – farmers are price takers. Poor storage and warehousing capacity and weak quality control	Agriculture sector (including FAs and WRS) is a government and donor priority. Inefficient commodity taxation measures. Occasional food export bans. Women have limited access to land, inputs, training, and marketing assistance.	Input accessibility is a serious issue. Even when inputs are available they are neither timely nor affordable ⁹⁶ . The main constraints on market access relate to the availability of price information, to the wide marketing margins associated with poor

⁹⁵ WFP (2008). Purchase for Progress Country Assessment Mission Report. Sudan. Pp 2

⁹⁶ WFP (2008). Purchase for Progress Country Assessment Mission Report. Tanzania. Pp 7

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
Tanzania	How will your P4P programme address these Issues?	<p>Train in post-harvest handling, quality standards.</p> <p>Providing seeds and inputs (FAO).</p> <p>Training (farming as a business, doing business with WFP).</p>	<p>Training on post-harvest management, storage, quality control, tendering (Ministry of Agriculture, Food Security and Cooperatives, FAO, WFP, Rural Urban Development Initiatives - RUDI).</p> <p>Improve access to market information (Ministry of Industry, Trade and Marketing - MITM).</p> <p>Provide guidance on packaging and quality assurance (MITM).</p> <p>Training on WRS management (IFAD, ILO, FAO).</p>	<p>Support road construction (IFAD, World Bank, African Development Bank).</p> <p>Rehabilitate and equip village level warehouses.</p> <p>Train on WFP tendering/procurement practices (WFP).</p> <p>Link FO Livelihoods and Enterprises for International Development with supply side actors (World Vision, Kaderes, Dunduliza).</p> <p>Linking FOs with commercial banks for marketing credit.</p>	<p>Engage with stakeholders (FAO, WFP, IFAD, AfDB, World Bank) to discuss policy issues such as export bans, standards specifications, etc.</p>	<p>infrastructure and to the weak competition in the markets. Furthermore, there are costs associated with restrictions of crop movements, excessive taxes and inconsistencies in their application across local governments. Farmers also cited, a limited number of buyers, low producer prices offered, long distances to selling points, high transportation costs, inefficient commodity taxation measures, storage and warehousing problems, weak quality control as well as insufficient milling and processing facilities, as constraints that discourage them from growing more food for the Tanzanian domestic market⁹⁷.</p>

⁹⁷WFP (2008). Purchase for Progress Country Assessment Mission Report. Tanzania. Pp 14

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
Uganda	Describe the current situation in your country:	<p>High post-harvest losses.</p> <p>Limited use of inputs (due to high cost, limited access to credit, little incentive to invest in production)</p> <p>Limited knowledge of, and resistance to, new practices.</p> <p>Little use of mechanization and limited access to land (in some regions).</p>	<p>Limited access to adequate storage facilities.</p> <p>Lack of knowledge and use of post-harvest handling technologies and practices.</p> <p>Limited organizational or management skills.</p> <p>Limited access to market information (prices, quality).</p> <p>Limited capacity to aggregate.</p>	<p>There is strong demand for Uganda's products but:</p> <p>Poorly developed post-harvest and transportation infrastructure reduce quality and market access which limits formal trade.</p> <p>Most smallholders and associations sell to traders who can aggregate, add value, and transport.</p> <p>Weak market information systems.</p>	<p>A strong liberal trade policy.</p> <p>Supportive government agricultural frameworks (CAADP, Development Strategy and Investment Plan, Plan for Modernisation of Agriculture, NDP).</p>	Lack of access to infrastructure (roads, rail and telecommunication services), poor market infrastructure, high transaction costs and inefficient price information transmission channels, lack of storage capacity and credit ⁹⁸ .
Uganda	How will your P4P programme address these Issues?	<p>Complement partners' (FAO/ National Agricultural Advisory Services) training in production practices.</p> <p>Train FOs and medium traders in post-harvest handling (WFP).</p> <p>Train FOs and traders in marketing (WFP/ Micro-Finance, Technoserve).</p>	<p>Coordinate with partners to provide training in management and post-harvest handling (FAO, NGOs, WFP, Ministry of Micro-finance).</p>	<p>Construct/ rehabilitate collection points, warehouses, post-harvest infrastructure, and roads.</p> <p>Facilitate expansion of the WRS in collaboration with the Uganda CEX.</p> <p>Train WRS keepers and depositors (farmers and traders) on the warehouse receipt system.</p>	<p>Actively participating in discussions related to agricultural development frameworks.</p> <p>Support development/enactment/ strengthening of the market collection point and warehouse receipt system.</p>	

⁹⁸ WFP (2007). Purchase for Progress Country Assessment Mission Report. Uganda. Pp 11

Country	Current Situation and Areas P4P Will Address	Smallholder Productivity	Group marketing (FOs)	Market development	Policy environment	Country Assessment Report Information on Constraints
Zambia	Describe the current situation in your country:	Low productivity due to: limited access to and high cost of inputs, inefficient or inappropriate farming practices, limited access to agriculture services, and low prices which provide little incentive for investing in production.	FOs concentrate on input supply and have little marketing capacity. Most sales to millers and traders at low price for immediate cash or in kind. Have difficulty aggregating members' produce.	SHFs and FOs have limited access to the formal market resulting in low portion of terminal price. SHFs and FOs have little access to market information with which to negotiate prices. The typical buyers from smallholder's (traders) discount smallholder produce and do not pay for quality.	No legal framework for ZAMACE and WRS. Government programme. FRA, and Fertilizer Support Programme compete with private sector and crowd out private sector investment. Food Reserve Agency distorts market. Inputs through the Fertilizer Support Programme do not reach intended beneficiaries. Occasional export/import trade restrictions.	
Zambia	How will your P4P programme address these Issues?	Increased access to inputs (PROFIT, private sector partners). Promote conservation farming techniques (Zambia National Farmers Union/ Conservation Farming Unit) Creation of mechanized service providers through revolving fund.	Training on cleaning and sorting of grains to meet commercial standards (various partners). Training to cooperative leaders on business management and marketing (various partners).	Sorting of grains to meet commercial standards (various partners). Training to cooperative leaders on business management and marketing (various partners). Facilitating participation of stakeholders on ZAMACE. Increase market information flow to SHFs.	Advocate for: amending the Ag Credit and Marketing Act (ZAMACE, Production, Finance and Technology), better targeting of food reserve agency and Fertilizer Support Programme, free import/export markets, and support development of ZAMACE and thus hedging tools.	

Annex 14: Review of the Validity of Country Pilot Design Assumptions

Approach

1. In each P4P pilot country the analysis contained in the Country Assessment Reports formed the basis of CIPs. The CIPs have, to varying degrees, included discussions of the rationale and intervention logic for the specific activities proposed in each country. In most (but not all) cases, these are summarised in a logframe contained in the CIP, which is based on the Global Logframe.

2. This annex assesses the extent to which the implementation of the P4P Country Pilots responded to the market contexts, including the main design assumptions that were set out in the CIPs. The initial approach envisaged was a comparison of CIPs and Country Assessment Reports, and an assessment of how the four elements of the Development Hypothesis were incorporated in the CIP. However, a preliminary selective review found it difficult to draw comparative and systematic conclusions of interest from this analysis, because the CIPs were not structured in a consistent way. The initial review concurred with the finding of the MTE that (p. xi) “Evidence points to a more rigorous project design at country level with more careful analysis” in the Country Assessment Reports, with a more explicit recognition of the importance of key assumptions though “their validity was not rigorously tested.”

3. Instead, the analysis has focused on a comparison of CIPs with P4P Stories (for the fourteen countries for which these are available).¹⁰⁰ This approach has been used because the P4P stories include a critical review of implementation experience and reflections on the validity of the initial design choices and assumptions made. By reviewing the P4P stories, it is also possible to make an assessment of the evidence on the validity of common assumptions across the pilot countries.

4. Information from the CIPs is provided in the following section. Thereafter the analysis of the design assumptions drawn from the P4P stories is provided. The following section then draws on findings from the CVs regarding the design assumptions identified from the P4P stories. Table 36 provides both the findings from the P4P stories and the CVs with regard to the seven key design assumptions identified by the ET. The final section provides a combined analysis of the findings regarding the seven assumptions from each of the P4P stories and the CVs.

Analysis of main design features of CIPs

5. Table 35 in this section is based on the CIPs, and seeks to encapsulate the main design features of the P4P pilots in the countries analysed. For each country, it summarises the “Entry Point” and “Key Design Decisions”, which include the types of FOs targeted (and in some cases other types of market participants, including traders and processors), the geographical areas on which the pilot focused, and the role of WFP procurement within the pilot, including in some cases the relationship to other initiatives. The first table also lists the “Key Design Assumptions” that are listed in CIPs, including whether or not a logframe

¹⁰⁰The countries for which CIPs and P4P stories were available in either English or French within the deadline for the DDR materials at the end of March were Afghanistan, Burkina Faso, DRC, Ethiopia, Ghana, Kenya, Mali, Rwanda, Tanzania and Uganda. Additionally, P4P Stories are available in Spanish for El Salvador, Guatemala, Honduras and Nicaragua.

was produced, and some of its main features. The following conclusions emerge from a review of the information in the first table.

6. First, there are considerable variations in the form that the P4P pilot has taken in different countries, in response to the analysis of the context in the Assessment studies. For instance, in DRC the P4P approach envisaged WFP serving as a buyer of last resort, with the principal focus being on boosting local trade. In Rwanda, P4P was integrated into a broader, government-led, strategy to encourage institutional purchases from smallholders, and in Uganda P4P was envisaged as an ambitious extension of the Agriculture and Market Support (AMS) programme that WFP had been implementing for some years before P4P, based on encouraging purchase through a Warehouse Receipt System (WRS). In Afghanistan, there was a strong focus on food processing and demand for nutritious foods. This suggests that careful attention was paid to the national context in the design of P4P in the pilot countries.

7. Second, the entry points for P4P in the pilot countries varied considerably in relation to (a) the types of FOs targeted; (b) their location; and (c) the extent to which other intermediaries (processors, traders) were targeted. In several countries, it was envisaged that some WFP purchases would take place in food deficit areas (e.g. Northern Ghana, agriculturally marginal areas of Kenya, conflict-affected Northern Uganda). In others (e.g. Burkina Faso, Mali, Rwanda) the focus was exclusively on the main food producing surplus regions. The selection of entry points appears to have been based mainly on analysis of the prospects for securing the targeted level of purchases, though other considerations were relevant, including the assessed pre-existing capacity of FOs, and support activities by other development agencies. This highlights that the decentralised process of design of CIPs led to significant variations in how P4P was implemented in response to the assessment of the country context.

8. Third, each of the CIPs identified a specific number of FOs and a total number of FO members as beneficiaries, as well as procurement targets. There is however no evidence of consideration having been given to the appropriate cost per beneficiary in the design process, although this is likely to be a critical factor in determining the replicability of support models for FOs and SHFs that were developed, and for assessing whether the envisaged benefits per beneficiary were likely to justify the cost. As a result, there was an extremely wide variation in the planned cost per beneficiary and the planned cost per tonne of procurement. This reflects the fact that the initial design of the P4P Initiative did not address explicitly the issue of how pilots were to be designed to produce replicable models.

9. Fourth, capacity assessments of FOs played an important role in the initial identification of the type of FOs with which P4P would work in the beneficiary countries. In several cases, the absence of established FOs engaged in food marketing as potential partners meant that the P4P pilot included a process of establishing new FOs (in Kabalo in DRC), or of encouraging other forms of cooperatives to move into food marketing (Tanzania). None of the Country Assessments involved any systematic empirical comparison of the local performance of FOs in marketing activities with those of other market channels, particularly assembly traders, although in some countries (e.g. Kenya and Ethiopia) some traders were included as beneficiaries. In Tanzania the targeting of small traders was considered but not pursued.

10. Fifth, particularly in Eastern and Southern Africa, state involvement in staple food marketing has been highly politicised over many decades, and has been focused on the provision of visible subsidies (for outputs and inputs) in a way that has tended to disproportionately favour larger producers. There is substantial evidence that these interventions have often been destabilising and have discouraged the development of private

investment in marketing activities. The cooperative movement has also often been envisaged as an instrument of state intervention. However, there is no evidence of any political economy or stakeholder analysis being undertaken as part of the design or assessment process, in order to provide an understanding of the political context and potential political risks in each country.

11. Sixth, in some but not all cases, country pilot logframes were developed based on an adaptation of a generic P4P logframe. These were however relatively superficial and in no cases was there a complete and convincing articulation of the ToC for the specific interventions selected. For example, the P4P Afghanistan logframe does not reflect the special features of the programme, including the focus on processing, food demand and food safety, and the key assumptions underlying these choices were not articulated as part of the logframe. Similarly, the DRC CIP did not articulate the critical assumptions underlying the specific model for P4P adopted (i.e. with WFP as a buyer of last resort). In no cases were country-specific indicators suggested whose monitoring would inform a judgement about the validity of the key design assumptions.

12. Risks and assumptions were generally articulated in the CIP document and to some extent in the logframes. However, in some cases the statement of assumptions was extremely limited. For example, the Burkina Faso logframe for Output 2 included only two assumptions – that decision-makers in farmer associations are literate, and supply side partners implement activities as planned. Others (e.g. Ghana, Kenya and Rwanda) provided a fuller presentation of risks and assumptions but it was not clear what effective mitigation strategies there could be for some risk events which were extremely likely to occur over the pilot period (e.g. droughts, price fluctuations, FO defaults on contracts).

Table 35: Key Design Features of Selected CIPs

Country and Source Documents	Entry Point	Key design decisions	Key design assumptions (including logframe)
Afghanistan (CIP, P4P Story)	Four entry points/pillars: (i) support to small farmers and cooperatives; (ii) Increasing food processing capacity; (iii) increasing consumer demand for nutritious foods; and (iv) improving food quality and safety.		Availability of marketable surplus. P4P Afghanistan logframe (Appendix 1 to CIP) does not reflect specific features of programme or context nor does it reflect focus on processing, demand and food safety, so key assumptions were not articulated and so are difficult to assess.
Burkina Faso (CIP, P4P Story)	Restricted to working with only seven FOs for most of project to increase impact, particularly given low volume of WFP local purchases. Total estimated as sufficient to achieve CIP targets. Two low capacity FOs were dropped and replaced with two higher capacity FOs.		Only “Output 2” assumptions identified in logframe (CIP, Annex XVI) are “decision makers in farmers associations are literate”, and “supply side partners implement activities as planned.” Lack of articulation of design assumptions (e.g. on how low income smallholders and women would be reached) makes these difficult to assess.
DRC (CIP, P4P Story)	Initial focus on one area (Kabalo Territory, Katanga), followed by scaling up and rolling out in Equateur. Focus on assisting farmers to organise themselves, and provide training in improved techniques, with investment in transport network and expansion of the commercial system. 95 percent of the FOs in Kabalo created by the project. In Bikoro (where more existed) 85 percent pre-existing. P4P selected producers and householders as beneficiaries.	WFP as “last resort buyer” with the intention being to boost local trade, with support to traders. Establishing lasting relationship between producers and traders was main objective of project. Established “P4P entrepots” Provision of equipment Project provided free transport, and managed vehicle fleet.	Logframe (CIP, Annex 1) assumptions focus on weather, effectiveness of training, integration of markets, availability of resources for farmers to put training into practice. Role of WFP as last resort buyer provides confidence to producers. Logframe fails to present convincing analysis of key assumptions and underlying TOC.
Ethiopia (CIP, P4P Story)	Main point of entry chosen was Cooperative Unions (CUs) with 31 in total selected, and with 20 small-scale traders in Addis Ababa.	Selection process for CUs included surplus of commodities aligned to WFP food basket, proximity to WFP programmes, low average plot size, links to food processing system.	Assumptions in logframe (CIP, Annex 2) (for Output 2) relate to effectiveness of training provided, available of inputs and sustainable markets at sufficient prices to encourage investment, choose to sell through FO, leadership of FOs becomes more responsive, women participate despite prevailing culture. No risks or assumptions were identified relating to contract terms and arrangements.
Ghana (CIP, P4P Story)	Focus on maize, rice and cowpeas (traditionally grown by women). Initially targeted 128 FOs with 6440 farmers (from Assessment Mission). Reduced in 2011 to 26 FOs with 1600 members, 50 percent women.	Addresses infrastructure through improving minor feeder roads, market infrastructure and market information. Seeks to increase farmer productivity through by using WFP procurement to catalyse partner activities to improve knowledge, access to credit	Appropriate to work with medium capacity FOs. Risks identified (CIP, p.32): (i) Production crisis due to drought, natural disaster, shortage of credit or any other internal or external cause; (ii) Sudden surge in agricultural costs and commodities prices (as happened in 2007/2008);

Country and Source Documents	Entry Point	Key design decisions	Key design assumptions (including logframe)
	Feasible to work in four regions. Upper East and Brong Ahafo excluded after capacity assessment.	<p>and building capacity for post-harvest.</p> <p>Sought to build on existing activities of development partners, focusing on FOs that had received production support through Millennium Development Authority. Selected “not yet fully mature” and “potentially growing” FOs.</p> <p>Work with women only FOs (three of total).</p> <p>Link participating FOs to School Feeding, Warehouse Receipts System, National Buffer Stock Company (NAFCO) and Agricultural Business Centres (ABCs).</p>	<p>(iii) Lack of competitiveness of commodities with IPP;</p> <p>(iv) Insufficient funding for WFP food purchases or delayed disbursements by donors;</p> <p>(v) Support expressed for P4P by farmers or partners does not result in meaningful participation;</p> <p>(vi) Farmer groups defaulting on their contracts in significant proportions for reasons beyond WFP control; and</p> <p>(vii) Macroeconomic instability in Ghana (high inflation, significant exchange rate fluctuations).</p> <p>CIP does not include a logframe.</p>
Kenya (CIP, P4P story)		<p>Initial target of purchase of 60,000 tonnes, with 56,000 smallholders reached. Reduced to 10,000 tonnes and 10,000 smallholders. Have purchased through 76 FOs and 35 traders.</p>	<p>Implicit assumptions include the following:</p> <p>Feasible to operate in both high potential and marginal areas.</p> <p>Criteria set for participation by FOs.</p> <p>Sufficient storage facilities available.</p> <p>Training of Trainers was reliable method of FO training.</p> <p>Assumptions listed in Logframe (CIP, Annex 2) under Output 2 include:</p> <p>P4P is successful at building sustainable access to markets for smallholder/low income farmers at prices that reflect the cost of production.</p>
Mali (CIP, P4P Story)	Focus on Southern, food surplus producing regions, purchasing mainly millet and sorghum (not grown by women – cowpeas included later).	<p>Modalities: initially forward contracting with selected FOs (17); and direct contracting with selected FOs through cereal fairs. Tendering and focus on women to come in third year.</p> <p>Selection criteria established with partners. Minimum 50 tonne aggregation capacity. All already established, have access to credit, engaging in collective sales, with technical staff and infrastructure. 11 of initially selected 17 medium capacity, 1 high capacity.</p> <p>13 selected in 2009, further 3 in 2010. Three excluded in 2011.</p> <p>Aimed involve 2,700 smallholders by end of pilot.</p>	<p>Risks identified in CIP:</p> <p>The lack of or unpredictability of adequate funding for ongoing food assistance programmes, addressed by seeking timely funding.</p> <p>FOs will not be able to meet the commodity specifications and quality standards demanded by WFP. Addressed through training and close relationships with FOs.</p> <p>Unfavourable weather conditions. Will explore risk reduction mechanisms and interventions for farmers.</p> <p>In logframe (CIP, Appendix 8) for objective 2:</p> <p>That targeted farmer associations can actually benefit from increased membership</p> <p>That WFP can actually include such a large female base seeing as women are not usually involved in cereal farming.</p> <p>Women actually participate [in training]</p> <p>That smallholders can be successful at competitive tendering.</p>

Country and Source Documents	Entry Point	Key design decisions	Key design assumptions (including logframe)
Rwanda (CIP, FAO review paper)	Selection of 25 cooperatives mainly in Eastern and Northern provinces, representing 14,802 farmers (6490 female), focusing on maize and beans. P4P has led to establishment of “Common P4P” approach with Rwandan government to encourage institutional purchases from smallholders, with several purchasers including National Strategic Reserve (NSR).	CIP has plan to purchase 30,000 tonnes of maize and 10,000 tonnes of beans over 5 year. Ministry of Agriculture and Animal Resources directive that all government institutions buy at least 40 percent of grain needs from smallholder coops. WFP provided support to “Common P4P” implementation in government.	No logframe in CIP. Risks identified in CIP: Lack of experience of coops of selling to quality-oriented buyer and non-cash sales. Timely availability of donor funds for purchase. Climatic shocks. Changes in government and other partner policies. Unrealistic expectations about WFP’s procurement capacity.
Tanzania (P4P Story, CIP)	Use of SACCOs (Savings and Credit Cooperative Societies) as entry point in absence of other FOs.	Linking of FOs to National Food Reserve Agency (NFRA) market since sale to WFP uncompetitive with traders. Targeting of small traders not pursued.	SACCOs can be converted to marketing role and can benefit SHFs. Gender perceptions could be shifted to women can take leadership role in SACCOs.
Uganda (P4P Story, CIP)	WFP major purchaser in Uganda, procuring 210,000 tonnes in 2007. 2006-8 – WFP purchased 27,000 tonnes from 90 different smallholder groups (8 percent of purchases). Agriculture and Market Support (AMS) activity established in the country programme in mid-2000s. AMS funds infrastructure, grants, TA, capacity building. Original P4P strategy in 2009 characterised by expectation of significant capital investments in infrastructure and large local food purchases. P4P in Uganda includes groups in conflict-affected areas of Northern Uganda with no initial significant marketable surplus. Around 130 FOs considered, based on existing contacts plus others identified by NGO partners. Programme had been envisaged to be nationwide, hence Baseline Survey national.	Recent reintroduction of sorghum purchase, and the FPF (which was suspended after country’s inability to export 15,000 tonnes due to quality issues). AMS goal was that farmers and traders would sell WFP more than US\$100 million per annum, through close collaboration with the Uganda Commodity Exchange. P4P directly subsidised network of rural private sector warehouses, intended to provide link to WRS, together with rural infrastructure investments. Sensitisation campaign in late 2010 announcing WFP plans to increase smallholder purchase, encouraging farmers to work in groups to deliver Grade I WRS-certified maize and beans. 2009-2011, investment undertaken in collection points/WRS warehouses and satellite collection points, and in access roads. Also support to market information systems, and establishment of trading floor for EAGC Grade I maize through UCE. Major training effort directed at post-harvest handling. Forward Contracting plan developed in collaboration with USAID project. Not implemented as promoters and banks required WFP to provide guarantees.	P4P built on experience of AMS. Key assumption was that WFP would be major buyer of commodities deposited in UCE-licensed warehouses through WRS, rather than buying directly from FOs. P4P story Figure 2 (p. 18) sets out marketing network envisaged for P4P, centred on WRS. National ownership and strong coordination among development stakeholders and within United Nations system recognised as preconditions for impact and sustainability. Joint Action Agreement signed between WFP and Government of Uganda in 2009, renewed in 2012. Included agreement WFP would have local purchase of US\$100 million. MoU with UCE in December 2008. Maize is essentially a cash crop, not a main staple. P4P seen as supportive of wider AMS objectives, with special focus on smallholders and small/medium traders. Primary beneficiaries were to be existing FOs and small/medium traders in 9 catchment areas, with a market collection point with 1000 tonne capacity warehouse. Significant part of P4P investment in Acholi, but IDP camps closing by time implementation began. There were no FOs in existence in Acholi. WRS expected to improve access to agricultural credit. MTE and joint internal reviews in 2011 recommended scale-down of

Country and Source Documents	Entry Point	Key design decisions	Key design assumptions (including logframe)
			investments in physical infrastructure. Assumptions in logframe in CIP (outcome 2): No major disasters in intervention areas Favourable conditions for cultivation (Outcome 3): Stakeholders recognise market opportunities and are willing to take advantage of them. Assumptions in logframe in CIP (outcome 2): No major disasters in intervention areas Favourable conditions for cultivation (Outcome 3): Stakeholders recognise market opportunities and are willing to take advantage of them.

Evidence on the validity of pilot country design assumptions identified from P4P stories.

13. Table 36 (aside from the grey shaded portions) is based on the P4P stories and summarises the evidence or reflections. These include the validity of key generic P4P design assumptions. The following were selected as the main assumptions that were identified in the P4P Stories as emerging as of particular significance (i.e. that proved problematic) or otherwise:

- a. Sufficient supplies of marketed commodities would be available.
- b. WFP would be able to purchase at prices competitive with the prevailing market price or import parity.
- c. WFP would be able to provide sufficient predictable demand, including having the financial resources available to meet the procurement targets.
- d. WFP procedures, including contracting processes, would be suitable.
- e. FOs could be identified that would have sufficient capacity, or that capacity could be built in line with what was planned for the pilot.
- f. Partners would be effective in delivering the services required, for instance training.
- g. Women could participate effectively.
- h. Other assumptions (appearing in only example).

14. The P4P stories, as part of a process of critical reflection aimed at lesson learning, have focused principally on identifying cases where key explicit or implicit assumptions did not hold and where this has caused problems for implementation. The main findings can be summarised as follows.

15. First, the availability of commodities to procure, whilst fine in seven of the ten countries, was a binding constraint on achieving procurement objectives in the remaining three: Afghanistan, Burkina Faso and Ethiopia. In addition, in those countries where it was

envisaged that purchase would take place in marginal or food deficit areas (Ghana, Kenya), there were insufficient available supplies.

16. Second, assumptions that the market environment and prices would be sufficiently stable for farmers to complete contracts, and that WFP paid prices for procurement would be competitive failed to hold in six of the ten countries. In Kenya and Uganda, private traders frequently offered prices and terms more attractive to traders than WFP could. In Ghana, market prices for maize were typically well above the IPP, and in Tanzania procurement by WFP from FOs was uncompetitive with purchases from traders. In other cases (Rwanda and DRC) the prices and terms offered by WFP appeared to be well above market prices, potentially crowding out private trade.

17. Third, in six of the ten countries change in WFPs demand for food was not an issue. However, in four of the ten countries, change in WFP's demand for food (linked in some cases to issues about the timely availability of donor funding) was a binding constraint on achieving planned procurement targets. In Afghanistan, WFP's demand for High Energy Biscuits (central to the focus on processing) fell 90 percent in 2014. In Uganda, peace in Northern Uganda and the return home of IDPs sharply reduced WFP's demand for food compared to the ambitious plans in the CIP. In both Burkina Faso and Ghana, difficulties in procurement planning linked to the timing of donor contributions constrained achievement of targets.

18. Fourth, WFP procedures and contract processes in most of the countries constrained achievement of targets, as these were generally slow, complicated for FOs, and failed to meet the urgent demands of farmers (especially smaller producers) for cash, except through Forward Delivery Contracts (FDC).

19. Fifth, there was a systematic overestimation of the capacity of FOs in almost all the countries reviewed. This led to contract defaults, and the scaling back of procurement targets in most of the countries, and reductions in the number of targeted FOs and/or substitutions of FOs.

20. Sixth, in two cases (Burkina Faso and Kenya), the unsatisfactory performance of partners was a constraint on implementation. However this was not the case for the remaining eight countries.

21. Seventh, while assumptions were identified about the ability of women to participate effectively in the programme, and to play a leadership role in FOs, in practice there appeared to be few actions that could be taken, beyond ensuring so far as possible that women were included in training activities.

22. Finally, in several cases, other key design assumptions appeared not to hold. For instance in Kenya it was noted that an approach based on training of trainers was not effective as a means of cascading training to large numbers of FO members. In Uganda, the strong focus on investment (including through infrastructure) in the WRS faced significant problems of viability and sustainability.

23. The issue of the existence of markets for quality staples beyond WFP was not generally highlighted in the P4P stories and was identified in the Pilot Country Questionnaire both as the assumption that was least tested, and the one that was least likely to hold (with nine countries reporting that the assumption did hold and seven that it did not).

Table 36: Summary of Evidence on Validity of Key Design Assumptions from P4P Stories and from the CVs.

Country	a) Availability of commodities	b) Pricing	c) Sufficient and predictable WFP demand	d) WFP procedures suitable	e) Capacity of FOs	f) Effectiveness of partners	g) Gender	h) No. Of valid / partially valid assumptions per country
Afghanistan	Wheat marketed “minimal”		Demand for High Energy Biscuits fell 90percent.	Too slow, inflexible, not suited to context.				4
Burkina Faso	Insufficient availability		Lack of comprehensive CO procurement plan. Low volume of local purchases.		The P4P story identifies a series of continuing capacity problems with FOs including poor leadership, distrust of members, inadequate skills and lack of oversight.	Training partner unsatisfactory.		3
Burkina Faso	Partially true	Yes, valid	No, not valid	Partially valid	Partially valid	Partially valid	Yes, valid	
DRC		P4P subsidised marketing through “P4P entry pots”.			Lack of clear criteria for selecting farmers in Kabalo (where project created 95 percent of FOs) Pre-existing FOs were the most successful.			5
Ethiopia	Insufficient to execute procurement plans			Contract designs not sufficiently tailored to specific cooperative unions (CUs), English contracts not understood. CUs not happy with price discovery process in FDCs	Lower than anticipated: lack of contract enforcement mechanisms, leadership and management skills, lack of equipment and storage space.		Difficult to break down cultural barriers	3
Ethiopia	Not valid	Yes, valid	Partially valid	Yes, valid	Yes, valid	Yes, valid	Partially valid	
Ghana	Insufficient surpluses in Northern Region.	Market prices typically above import parity plus 10percent premium.	Difficulties in procurement planning, tied to timing of donor contributions.	Underestimated internal coordination required, particularly for payment process.	Weak FO capacity in Northern Region			2

Country	a) Availability of commodities	b) Pricing	c) Sufficient and predictable WFP demand	d) WFP procedures suitable	e) Capacity of FOs	f) Effectiveness of partners	g) Gender	h) No. Of valid / partially valid assumptions per country
Guatemala	Yes, valid	Yes, valid	Yes, valid	Yes, valid	Yes, valid	Partially valid	Yes, valid	7
Kenya	Drought persistent problem in marginal areas Analysis of availability of sorghum was inaccurate.	Volatile market environment and price fluctuations led to defaults.			Overestimated capacity – faced multiple constraints No FOs met criteria set for participation. Suppliers inexperienced in collective marketing.	Cereal Growers Association unable to play implementation role in Northern Rift.		3
Liberia	Yes valid	No, not valid	No, not valid	Yes, valid	Partially valid	Yes, valid	Partially valid	5
Malawi	Yes, valid	Yes, valid	Yes, valid	Yes, valid	Yes, valid	Yes, valid	Partially valid	7
Mali				FDC suitable because enabled early part payment.	Adequate, but lack of long-term strategic planning, weak internal management, limited service provision in some FOs.			5
Rwanda		Private millers can't compete with premium prices for maize paid by WFP and National Strategic Reserve (30-40percent above market prices).			Overestimated FO marketing capacity for initial contracts. Defaults still a problem after 3-4 years.			5
Tanzania		Procurement from FOs less competitive than procurement from traders.		High default on direct contracts, sale at farm gate and competitive tenders. FDCs with faster payment reduced default.	Small farmers unable to participate because faced urgent cash needs.		Lack of resource to pursue this agenda	3
Tanzania	Yes, valid	Yes, valid	Partially valid	Partially valid	Partially valid	Yes, valid	Yes, valid	

Country	a) Availability of commodities	b) Pricing	c) Sufficient and predictable WFP demand	d) WFP procedures suitable	e) Capacity of FOs	f) Effectiveness of partners	g) Gender	h) No. Of valid / partially valid assumptions per country
Uganda		Buying activities of Kenyan and South Sudanese traders left sale to WFP and through WRS as uncompetitive.	WFP demand fell sharply as IDPs in Northern Uganda returned home WFP faced funding crisis in 2011-12.	WFP procurement slow and complicated compared to traders.	Record of FOs in Uganda is not strong.			3
Total numbers of countries in which assumption was valid*	8 out of the 13 countries	6 out of the 13 countries	8 out of the 13 countries	8 out of the 13 countries	4 out of 13 countries	10 out of 13 countries	10 out of 13 countries	

*Where there is a difference between findings from the P4P story analysis and findings from the CVs, the finding from the former has been taken.

This table summarises findings from P4P stories and from the CVs (shaded). Where information is available from both the P4P stories and CVs both sets of findings are included. Evidence from the P4P stories is only provided where the P4P story identifies a specific problem related to the design assumption. Where cells are blank this indicates that no problem related to that assumption was highlighted in the P4P story.

CV findings regarding the seven key assumptions identified above from the P4P stories.

24. The shaded components of Table 36 above provide findings regarding the seven key assumptions identified from the P4P stories gathered during the CVs. The main findings from the CVs alone may be summarised as follows:

- Design assumption a): Generally sufficient quantities of produce were available though this depended on local market conditions, and did not always apply in food deficit areas.
- Design assumption b): WFP was able to procure at competitive prices except in Liberia.
- Design assumption c): WFP was able to provide sufficient predictable demand in Guatemala and Malawi, and in Tanzania on the basis of regional purchases. The assumption did not hold in Burkina Faso and Liberia, and only partially held in Ethiopia.
- Design assumption d): WFP contracting processes were generally suitable.
- Design assumption e): FOs could generally be identified and their capacity built (though as noted elsewhere, there was a significant initial overestimate of capacity and how quickly it could be built).
- Design assumption f): Adequate partners for delivering services required were generally available.
- Design assumption g): Women were generally able to participate effectively in programmes, though this was judged to be only partial in Ethiopia and Malawi.

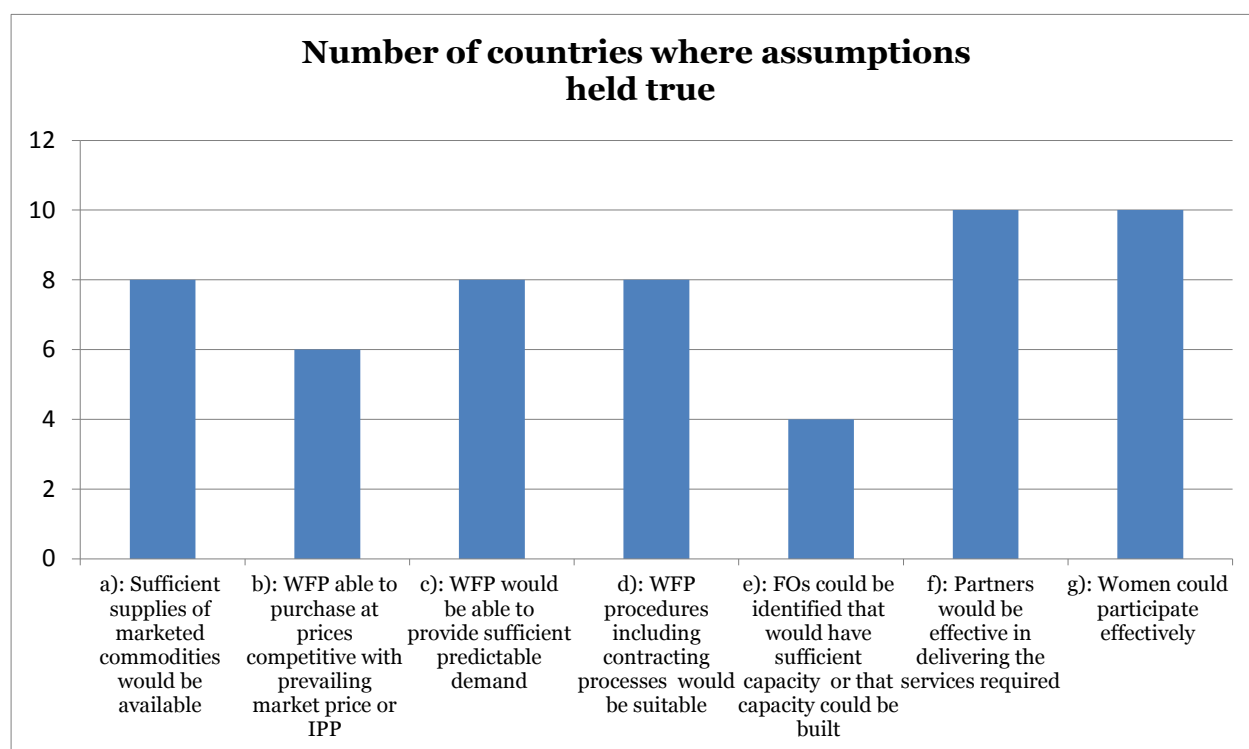
Analysis of the combined findings of the P4P stories and the CVs regarding design assumptions.

25. Reviewing the combined findings regarding the more problematic design assumptions identified in the P4P stories, and whether these were actually problematic (not valid) or not (valid) it can be seen from the last row in Table 36 above that design assumptions were valid to the following extents across the 13 countries¹⁰¹:

- Design assumption a): Sufficient supplies of marketed commodities would be available, held true in 8 of the 13 countries
- Design assumption b): WFP able to purchase at prices competitive with prevailing market price or IPP, held true in 6 of the 13 countries
- Design assumption c): WFP would be able to provide sufficient predictable demand, held true in 8 of the 13 countries
- Design assumption d): WFP procedures, including contracting processes, would be suitable, held true in 8 of the 13 countries
- Design assumption e): FOs could be identified that would have sufficient capacity, or that capacity could be built, held true in 4 of the 13 countries
- Design assumption f): Partners would be effective in delivering the services required, held true in 10 of the 13 countries
- Design assumption g): Women could participate effectively, held true in 10 of the 13 countries.

¹⁰¹ These being the ten countries for which P4P stories were available during the DDR and the additional three countries for which P4P stories were not available at that time but that were amongst the six countries visited.

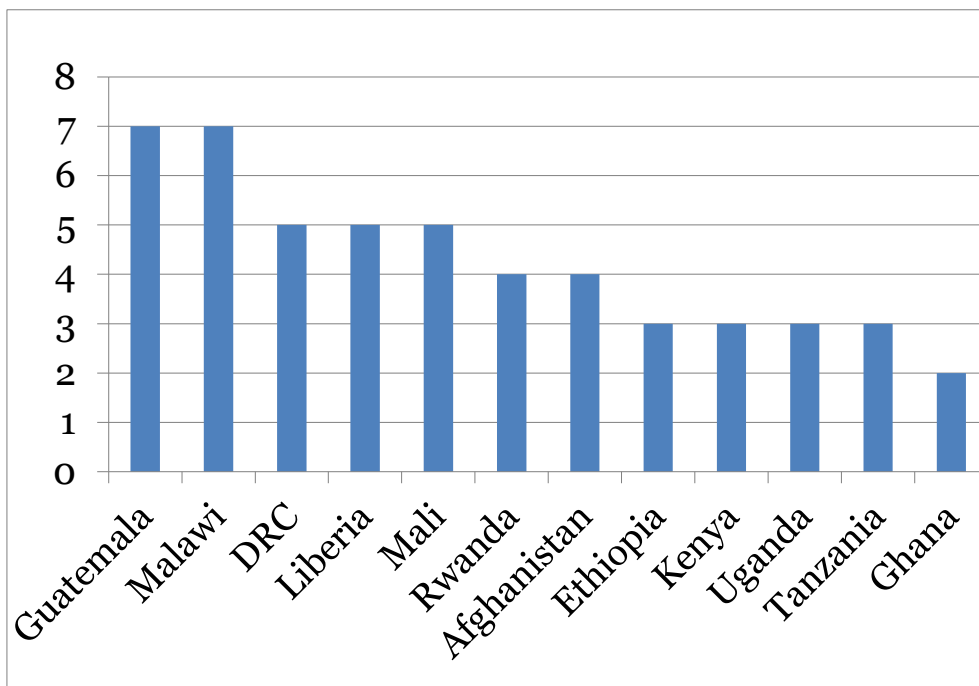
Figure 14: Number of countries in which each assumption held true (of a total of 13 countries)



26. Overall from the above combined analysis, it can be seen that assumptions concerning effectivity of partners (f) and effective participation of women (g) were valid to the greater extent, followed by assumption (a) regarding there being sufficient supplies of marketed commodities. (c) WFP would be able to provide sufficient predictable demand and (d) WFP procedures, including contracting processes, would be suitable. The assumption that was most problematic, holding true in just 4 of the 13 countries, was that FOs could be identified that would have sufficient capacity, or that capacity could be built. These findings can inform the future mainstreaming of P4P like approaches. The second most problematic assumption, holding true in just 6 of the 13 countries, was (b): WFP able to purchase at prices competitive with prevailing market price or IPP.

27. Turning to the extent to which the design assumptions held per country, it can be seen that all seven held for two countries: Guatemala and Malawi. In four countries; Liberia, Mali, Rwanda and DRC, five of the seven assumptions held, whilst in Afghanistan only four held. In each of Kenya, Tanzania, Ethiopia and Uganda only three assumptions holding held in Ghana only two - see figure below.

Figure 15: Number of design assumptions (total seven) that held true in each country



28. A review of the extent to which assumptions held overall, and per country, can help in the review and deliberation of the ToC at global and country levels moving forward, both where further piloting is to take place and where elements of P4P are being mainstreamed. It should be noted that some assumptions are more critical than others. That the assumption that FOs could be identified that would have sufficient capacity, or that capacity could be built was most problematic is of concern as this assumption is basic to the present ToC for P4P.

Annex 15: P4P learning processes and their effectiveness.

Lesson learning processes

1. This annex draws on findings from the data and document review, the six CVs, questionnaires and interviews of P4P staff and management, donors and TRP members.
2. The key learning mechanisms employed by P4P at national, regional and global levels are summarised in Table 37 at the end of this Annex. The P4P pilot has benefitted from advice from a TRP which met annually throughout the pilot. The permanent members of the TRP include participants from academia (1), NGOs (2), RBAs (2) and other international agencies (3). According to the first summary of proceedings of the TRP (October 2009) the TRP “provides high level independent advice to WFP and the P4P pilot countries, with members being carefully selected to ensure the representation of a diversity of individuals/institutions with expertise in the areas of agricultural and market development and/or market development.” The 2010 proceedings note that the role of the TRP is to provide P4P with a critical review of emerging results; insight into implementation challenges and how to respond to these and; support to the identification and validation of key lessons emerging from the global implementation of the pilot.
3. The TRP was the main means through which expert peer review of processes and lessons emerging from the P4P, especially in a context in which nothing (to date) has been published in international peer reviewed journals. (With the impact assessments, impact pathways work and GLA outputs, there remains opportunity to publish P4P contributions to the wider evidence base in the future).
4. At the start of the P4P pilot there was a great deal of emphasis on lesson learning, with national level lesson learning processes feeding into the global ARs of both 2009 and 2010. For the first 2.5 years of the initiative quarterly reports also called for an annex entitled “Implementation Issues” which called for a degree of reflection on the part of P4P country teams. These processes allowed for a strong element of iterative learning during the early years of the P4P pilot.
5. Both the formal national level lesson learning process incorporated in the annual review process, and the quarterly national level reflection on implementation issues ceased after 2010. However, annual reviews at both national and global level still afforded opportunity for WFP along with FOs and partners to reflect on achievements and challenges and to learn from this.
6. Another modality for learning was employed in 2011 which involved a series of national (six) and regional (3) write-shops concluded by a global write-shop. The write-shops focused on one thematic area: the experiences of P4P capacity building efforts and procurement from FOs. Whilst the write-shop approach was fruitful it was also extremely expensive in terms of demands on staff time and costs and so was not continued thereafter as a learning mechanism.
7. At the same time as the write-shops were proceeding, the MTE took place. The MTE stressed the need for greater emphasis on the pilot nature of the initiative and on lesson learning and sharing (including learning from failures) rather than meeting targets. This was reiterated in subsequent BMGF reports, ARs, TRP proceedings and even in the 2012 Primer.

8. In 2012 the P4P CU, through a series of regional meetings and consultations, agreed on implementing a GLA. Based on contributions from specific learning experiences at the country level, the agenda is composed of 17 thematic areas. Targets were set to complete seven of the GLA global syntheses in 2012, with the remaining due to be completed in 2013. Focal points for each thematic area from within the P4P team, and collaborating partners in other parts of WFP were identified. The GLA Outline provides detailed information on which countries would contribute to each thematic area, which relevant documents were already available and which could be further sourced. The effectiveness of the GLA is discussed below.

Effectiveness of the processes followed

9. Country level lesson learning processes. The visits to the six countries revealed that there are varied in-country forums for lesson learning and sharing. The P4P team in several countries including Burkina Faso, Malawi, and Ethiopia for example engages in coordination/consultation frameworks or alliances. And in early years the P4P initiative in Liberia was conducted as part of a joint programme. Sharing of lessons from P4P was enabled by its involvement in such coordination mechanisms or joint programming contexts. Meanwhile there was also evidence that sharing with other agencies beyond, or in the absence of, such mechanisms was limited (as in Guatemala and Liberia).

10. The P4P team also arranges for workshops and other ad-hoc meetings which involve stakeholders beyond WFP in some cases such as partners, representatives of FOs etc. These are held both at national level and in some cases e.g. Liberia, at county level. Such workshops have allowed for joint learning from experience, sharing of lessons, and action planning based on this. As stated earlier, these issues are not always new and may come up again and again, but discussion of them does inform future action. So whilst countries visited did not have a ready-made list of consolidated lessons to share, lesson learning has been iterative and has informed decision making.

11. National (e.g. in Ethiopia) and regional (e.g. in Guatemala) newsletters also helped with sharing of lessons at these levels. Finally, country level lesson learning was informed also by the experiences of P4P globally. Participation in the annual global consultations was mentioned as a source of lesson learning in several of the countries visited, as was the global P4P newsletter. Indeed a finding from the P4P Coordinator questionnaire sent to all twenty P4P pilot countries indicated that the global newsletter was a primary source for accessing lessons for COs for 58percent of the respondents, the global consultations for 53percent of the respondents and country meetings for 37percent of the respondents.

12. All P4P pilot countries are contributing to the GLA by producing one or more papers on different thematic areas for synthesis at the global level.

13. In sum, whilst lesson learning at the country level did not necessarily focus on the “big questions”, such as whether the assumptions behind P4P were correct, whether building capacity of FOs to link to the market does indeed improve livelihoods, or whether procurement from SHFs is financially viable for WFP, it was nevertheless dynamic and on-going focusing on issues that needed addressing and informing planning for future implementation. Further, as evidenced from donor interviews and CVs (e.g. Tanzania) the lesson learning and sharing process has informed Governments at national level.

14. Global level learning processes: Table 37 below indicate the key mechanisms used for learning. The annual global consultations as seen above (with reference to the P4P questionnaire and the CVs), have been rated highly by the COs in terms of providing the

opportunity to share and to learn from other P4P pilot country experiences. Donors also acknowledged the value of the global consultations with one stating “Participation in the annual consultation was really positive. It provides the opportunity for project offices, partners, government, private sector and civil society to share experiences”. Just as for lesson learning at country level however, there was also a comment from one donor that the same lessons seemed to come up each year at the global consultations.

15. The effectiveness of the GLA: The GLA outputs referred to above under the section on learning processes were not produced in a timely manner. Hindrances included high staff turnover, team fragmentation and reduction in numbers at country level, lack of inclination (in some cases) within the WFP corporate culture of “doing” rather than “reflecting” and lack of analytical expertise amongst general staff not recruited with research, reflection or analytical skills in mind. Hence country level GLA documents were not as forthcoming as originally envisaged. It could be that, as advised by the February 2012 TRP panel, prioritisation and organisation of the documentation process in line with the three global key objectives of P4P may have helped focus the process and allow for some earlier outputs.

16. To resolve hindrances listed above, consultants were drawn upon by some COs to assist in pulling together the GLA contributions. And at the global level the P4P CU successfully sourced additional funds from the BMGF which has enabled them to contract Management Systems International (MSI) to compile those priority GLA papers that could not be handled within WFP. The GLA documents that had been prioritised for production in 2012 are now just finalised or in the process of being finalised and the timescale for completion has shifted to the end of 2014 or thereafter. Many of the national level documents that are to feed into the GLA are completed or are presently being completed.

17. Unlike some pilots which cease at the end of the pilot period, the P4P pilot initiative has the advantage of the 2014 transitional period. This is allowing time for completion of the ambitious GLA agenda which should provide lessons both for any future mainstreaming of aspects of P4P but also for the wider development community.

18. The balance within the P4P pilot initiative between learning and doing: Getting a balance between learning (which is inherent in a pilot initiative) and doing (as in any development project) has been an issue throughout. This is referred to repeatedly in annual review reports, reports to donors particularly the BMGF and TRP summary proceedings. It is also referred to in the P4P Primer and in the GLA synthesis study of risks.

19. The TRP constantly reminded the P4P CU to place more emphasis on learning than reaching targets. This was reinforced in an interview with one TRP member who stated: “the pilot’s purpose is to learn lessons, not to be a success” going on to note that this was lost on many COs where operational targets took over as the focus and CDs were keen to report success.

20. Getting a balance between learning and reaching targets remained a tension throughout and the extent to which TRP advice to focus on learning more was followed depended largely on inclination of COs, and on staffing expertise and levels. The TRP stressed that the numbers of thematic areas be reduced or clustered. But the GLA synthesis study of risks associated with P4P programming notes that P4P has a very broad learning agenda, that pressure for meeting targets meant that little time and priority was given to learning and documentation which has not been perceived as important, and that indeed with P4P being a fast moving project, being implemented on the whole by “doers,” it has been hard to find time to reflect.

21. The GLA synthesis study on risks observations above reflect on the limited learning culture or orientation within WFP as a whole. Whilst P4P placed emphasis on this area, it lacked resources from the start in terms of supporting COs in the learning agenda. It took some COs several years to appreciate the importance of M&E and the learning agenda, and as mentioned above the extent to which this was given priority at country level varied. Nevertheless one donor stated that “We got a lot out of the learning and a lot of countries also performed well in the doing. The P4P staff were all conscious of the two agendas, they did not fall down on either”.

Table 37: Key lesson learning mechanisms through which learning took place during the P4P pilot initiative

Years	National level	Regional level	Global level
2008-2010	Lesson learning as major component of national Annual Review process		Global level Annual Reviews informed by lesson learning at national level across all P4P countries
2008-2010	Quarterly reflection in Implementation Issues (annexed to quarterly reports)		
2010		Regional meetings reflecting on CIPs in the light of the P4P development hypothesis	
2011	Six national level write shops focusing on the thematic learning area focusing on the link between FOs, capacity building and procurement	Three regional write-shops building on and synthesising the national level workshops and including experiences from a few other P4P countries	A global write-shop consolidating the findings from the national and regional write-shops and identifying global level lessons in addition to regional level ones.
2011			MTE
2012-2014	GLA agenda identified and country contribution of evidence against some of the 17 GLA thematic areas	Regional meetings helped identify thematic areas for the GLA	Global level synthesis of country level GLA materials, with some additional primary data collection, by P4P, WFP and external consultants
2013	Initial testing of market access framework (MAF) in Kenya	Regional coordinators contributed to the design concept of the MAF	MAF developed
Throughout	Annual (and in some case bi-annual) reviews/consultations with partners, FOs and WFP		Annual reviews/consultations with partners, FOs and WFP
Throughout			TRPs
Throughout	Quarterly reports with challenges and lessons learned sections in them		Quarterly reports drawn upon for global level six monthly/annual reporting to donors, consolidating lessons learned.
Throughout	Case studies and after action reviews were conducted in a few P4P countries, mostly in the earlier years. These afforded opportunity to reflect on what worked and what did not work and to learn lessons from that.		

Note: This table was drawn up based on information gathered through the document review and on information from an interview with the P4P CU Learning and Sharing team.

Annex 16: Effectiveness of communication channels in sharing lessons learned and best practices

1. The P4P pilot used a variety of communication channels including the external website, an internal website, a monthly newsletter, meetings/conferences/workshops, reports i.e. to donors, participation in international fora, news releases and, from 2014, twitter. The use of these channels is informed by a communications strategy: “Guidance note 7: Communications guidance on P4P”, June 2011. Whilst the communication media listed therein remain, the messages are updated through regular media messages provided to the P4P COs.

2. The findings in this annex draw on:

- Review of a selection of P4P newsletters from 2008-2014;
- the website <http://www.wfp.org/purchase-progress>;
- snapshots of the internal website;
- selected articles published at national level;
- communication products such as the P4P Primer and video, country fact sheets and the communications guidance note;
- Statistics related to use of the internal and, more particularly, external website;
- Interviews including with the P4P Communications team, donors and TRP members; and
- Responses to questionnaires sent to each of: WFP COs, P4P Coordinators, recipients of the P4P newsletter and users of the website.

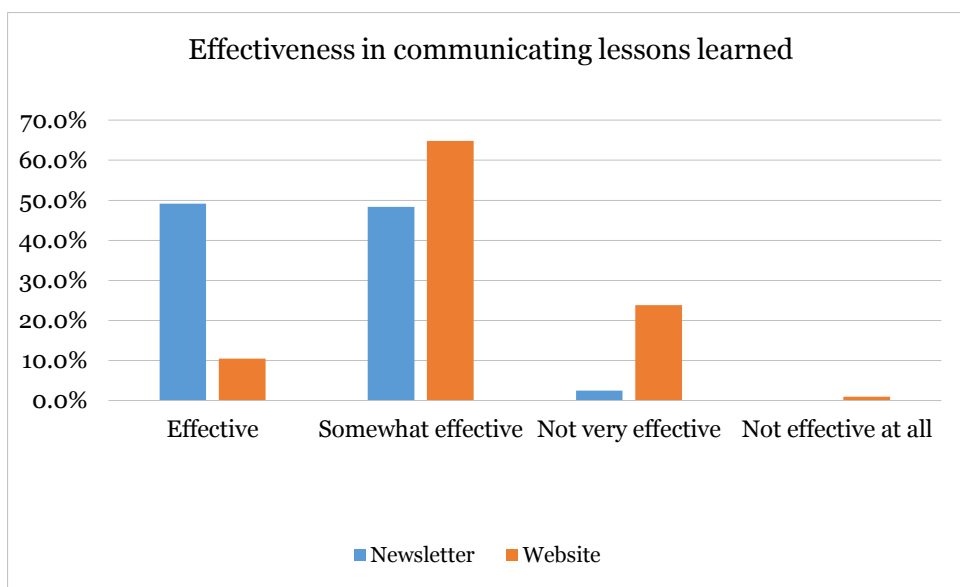
3. Whilst lessons and best practices are not always labelled as such on the external website and in the newsletter, findings from the review process were that both were disseminated appropriately through the relevant media examined. Further, when there were events focusing specifically on learning, these were given particular attention in both the newsletters and web pages (which are, as of late, synchronized). An example is the December 2010 Newsletter which focuses specifically on the lesson learning shared in the 2010 Annual Review which in turn drew from national level lesson learning exercises in all the P4P countries. More lessons have been learned than best practices identified and this is reflected in the balance of communications regarding each.

4. The BMGF 2013 Annual Report notes that as of March 2014 there were 1200 recipients of the P4P newsletter (which is sent as an e-mail attachment). They are being sent to a wide range of stakeholders including academic institutions, development partners, government partners, NGOs, private sector and UN agencies. The newsletter is also accessible through the external website which means that the readership could potentially be higher than 1,200 (though it is not possible to track how many of the 1,200 people who receive the newsletter as an attachment to the e-mail actually open it).

5. The P4P CU holds a database of “P4P in the media” articles. Articles in English, French, German, Italian and Spanish are included published through international, regional and local news outlets as well as specialised topical outlets.

6. Findings from website and newsletter readers regarding the effectiveness of each in communicating lessons learned/the experiences of P4P on how agencies can help SHFs engage with the market are provided in the figure below:

Figure 16: Questionnaire findings regarding the effectiveness of the website and newsletter in communicating lessons learned



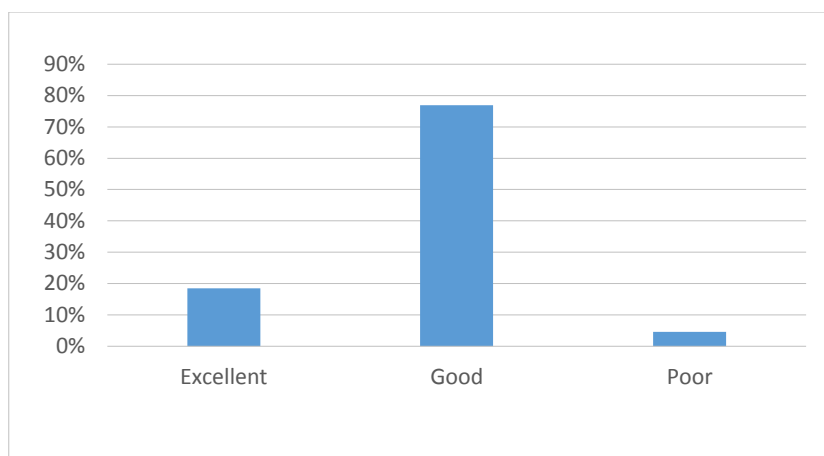
7. The chart indicates that the majority of respondents considered that both the newsletter and the website were somewhat effective or effective in communicating lessons learned, with the former being more effective than the latter.

8. The majority of respondents from the WFP COs and from the P4P Coordinators also said that the CU and COs were effective in sharing lessons learned and best practices. All four donors interviewed specifically referred to the newsletter with three saying that they found it informative. One donor observed: “In recent months 5-6 people connected with me professionally who have nothing to do with WFP have commented on the monthly newsletter as something they find pretty exceptional. It highlights challenges and successes and being monthly the information therein is quite fresh”. The fourth donor noted that the insights in the newsletter are anecdotal.

9. The findings from the questionnaire sent to newsletter readers¹⁰² indicate that the great majority consider the quality of the insights therein to be good to excellent as indicated in Figure 17 below:

¹⁰² It must be noted that just under half (47%) of the communications questionnaire respondents were from WFP. 17.6% were from NGOs, 7.9% from Government agencies, 6.7% for each of donors and RBAs, 5.5% from each of donors and other UN agencies and 1.2% from academic institutions. 1.8% were not part of any organisation.

Figure 17: Newsletter quality as assessed by communications questionnaire recipients



10. 97 percent of respondents thought the newsletter presentation was good to excellent. Further, 80 percent felt it contributed to new insights on how best to link SHFs to markets. Fewer respondents (23percent) said they had adopted a lesson identified and communicated in the newsletter. 22percent had views on how the newsletter could be further improved, commenting on presentation, layout and content.

11. By comparison, 92 percent of the website users felt that the quality of information was good to excellent, 60 percent respondents felt that the website contributed to new insights on how best to link SHFs to markets, and 30 percent stated they had adopted some good lessons/best practices communicated by P4P. 22 percent had views on how the site could be improved including making it easier to use, more dynamic and organised, and that it would be good to make it more interactive with opportunities for online comments and discussion.

12. 58 percent respondents felt that the communication materials from WFP and the P4P team had an effect on their work. An external respondent stated that they are now “having real dialogue with P4P” and several responses commented no how useful it is to learn from experiences in other countries.

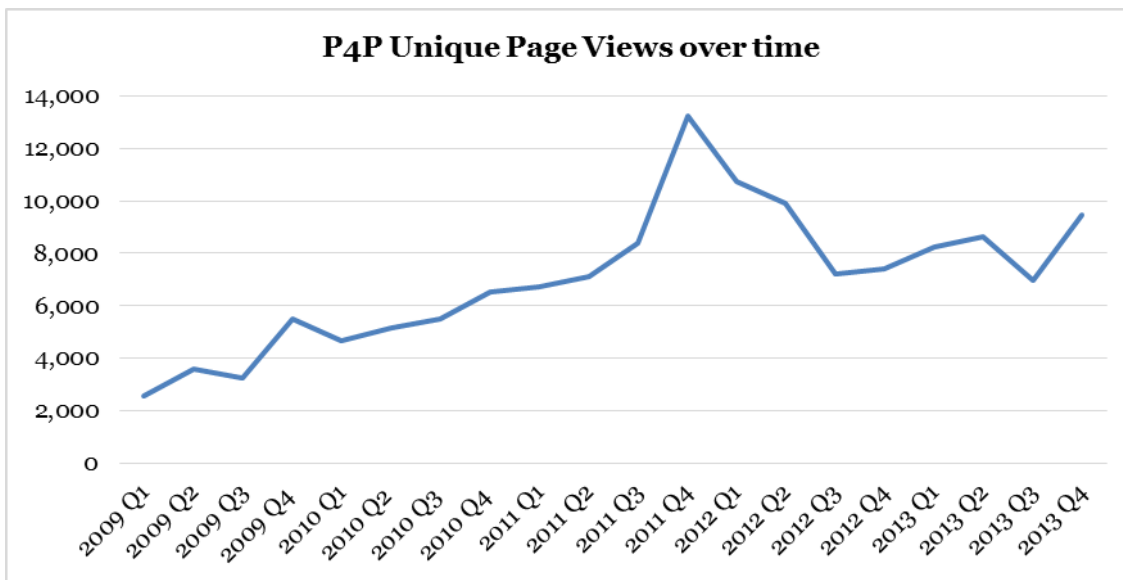
13. Channels for sourcing information for the website (and newsletter) are varied. Whilst the P4P CU and COs may proactively provide stories, the communications team also review the regular “Friday updates”. Seeking a good geographical, thematic and content balance (between “good stories” and more technical features) the team may identify a selection of items reported in the Friday updates and then contact the COs concerned for more information on the topic.

14. Improvements have been made over time to the structure and layout of both the newsletter and the external website. Work is presently being carried out on the internal website, and the external website is being refined so as to better avail the findings of the GLA to the readership as they become available.

15. The twitter account was also started this year to enable sharing of the GLA findings with a wider audience and there is already evidence that this in turn is attracting greater readership of the website¹⁰³.

16. Webstats based on google analytics provided by the P4P Communications team in April 2014 show that the total unique page views of the external website are increasing over time as indicated below:

Figure 18: P4P Unique Page Views over time



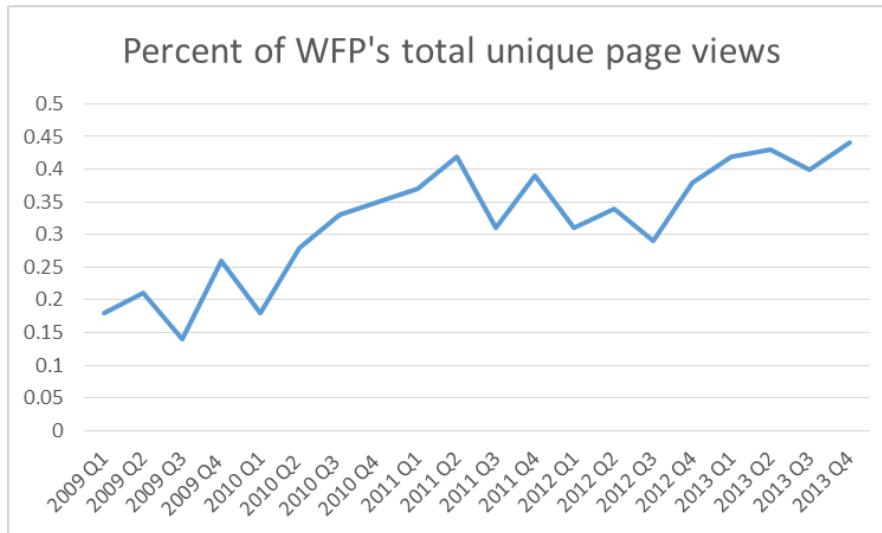
17. The fewest unique page views occurred during the first quarter in which the site was operational (quarter 1 of 2009), and peaked in the fourth quarter of 2011 with 13,252 views total. Overall, Google Analytics counts the total unique page views of P4P pages at 140,756. Unique page views of P4P pages have exhibited a general upward trend, peaking in the last quarter of 2011 and declining along with traffic to WFP.org in general during 2012 and 2013.

18. Length of visits to the site is above average, and readers spend more time on P4P pages of the WFP site than on the WFP site in general as is illustrated in Figure 19 below. In the first quarter of 2009, P4P pages accounted for only .18 percent of WFP's total unique page views, but by the last quarter of 2013, they accounted for .44 percent. From 2009-2013, unique page views on pages associated to P4P have accounted for .33 percent of WFP traffic overall. This number is significant because the P4P pages are not a stand-alone website, but benefit or suffer from general increases and decreases in WFP traffic.

19. The return rate of visitors to the site is also very encouraging. Further the distribution of visits between the "home" P4P page and other pages within is improving year by year.

¹⁰³ The P4P CU have observed steadily increasing numbers of visitors driven to the page by Twitter rather than search engines or direct clicks from links shared in other mediums.

Figure 19: Percent of WFP's total unique page views over time



Annex 17: Areas in which P4P has most consistently learned lessons over the pilot initiative period 2008-2013

Table 38: Areas in which P4P has most consistently learned lessons over the pilot initiative period 2008-2013

	Topics for which there is substantive LL	BMGF reports	HGBF reports	AR/Consult'n w/shops	TRP proceedings	Global Writeshop 2011	Primer	Market Access Framework	GLA reports
1	Procurement modalities	X	X		X	X		X	X
2	Procurement – price discovery/pricing issues	X	X	X	X				
3	FO capacity and progression	X		X	X	X		X	X
4	FO Capacity Building	X	X		X	X	X	X	X
5	Access to finance	X	X	X	X		X	X	
6	Infrastructure and equipment	X	X		X			X	
7	Access to markets beyond WFP	X	X		X		X		X
8	Food quality & safety and processing	X	X	X			X		X
9	Women's empowerment/gender	X	X	X	X			X	X
10	Structured trading platforms	X		X					
11	SMT engagement			X	X				X
12	Enabling environment	X		X	X	X		X	
13	Partnerships	X	X	X	X				X

Sources:

1. Procurement modalities (4: BMGF Aug 2009-Jan 2010, BMGF 2010, BMGF 2011 (FDC), TRP 2012)
2. Procurement – price discovery/pricing issues (5: BMGF Aug 2009-Jan 2010, BMGF 2010, AR 2009, TRP 2009, TRP 2012)
3. FO capacity and progression (6: BMGF 2010, BMGF 2012 (17), AR 2009, AR 2010, TRP 2011, GLA FO cap building paper)
4. FO Capacity Building (7: BMGF Aug 2009-Jan 2010, BMGF 2010, BMGF 2011, TRP 2009, TRP 2012, Primer, GLA FO cap building paper)
5. Access to finance (8: BMGF Aug 2009-Jan 2010, BMGF 2010, BMGF 2011, BMGF 2012, AR 2010, AR 2011, TRP 2011,Primer)
6. Infrastructure and equipment (2: BMGF 2010, TRP 2012)
7. Access to markets beyond WFP (7: BMGF 2010, BMGF 2011, BMGF 2012, TRP 1011(market for quality), TRP 2012, Primer, GLA PP paper)
8. Food quality & safety and processing (6: BMGF 2010, BMGF 2011, BMGF 2012, AR 2010, Primer, GLA paper)
9. Women's empowerment/gender (8: BMGF Aug 2009-Jan 2010, BMGF Feb-Dec 2010, BMGF 2011, BMGF 2012, AR 2009, AR 2010, AR 2011, TRP 2011)
10. Structured trading platforms (3: BMGF Feb-Dec 2010, BMGF 2012, and AR 2010)
11. SMT engagement (4: BMGF Aug 2009-Jan 2010, AR 2011 (PS), TRP 2011, GLA paper)
12. Enabling environment (5: BMGF 2011, BMGF 2012, AR 2009, AR 2011, and TRP 2012)
13. Partnerships (9: BMGF Aug 2009-Jan 2010, BMGF 2011, BMGF 2012, AR 2009, AR 2010, AR 2011, TRP 2012, GLA FO cap building paper, GLA risks paper)

Annex 18: Key learning from selected GLA reports reviewed with description and assessment of evidence base

NB Please note that that this table does not summarise all the learning reported in the GLA studies reviewed but rather summarises key points. Only one of the documents had a separate lesson learning section, in all other cases the key learning points listed below were drawn from review of each document. Also, note that whilst the third column includes an assessment of the extent to which each study is grounded in the wider literature, it is acknowledged that this may not have been something that was requested of the authors by WFP. Six of the nine GLA studies availed to the team by March 2014 are covered. The remaining three that are not included are: a) WFP GLA series. Synthesis study of risks associated with P4P programming, New Growth International; b) P4P GLA Food Safety and Quality and c) WFP GLA series. Assessing the validity of the underlying assumptions of P4P, MSI.

Table 39: Key learning from selected GLA reports reviewed with description and assessment of evidence base

GLA study	Summary of key learning noted	Evidence base	Addition to wider evidence base?
FO capacity building March 2014	<ul style="list-style-type: none"> The categorisation of FOs carried out mid-way provided a better basis for FO identification than earlier criteria The reliance on a multitude of external supply side partners prevented effective assessment of the various capacity building approaches employed FDCs were the most problematic of the three procurement modalities, whilst WRS and CEX hold promise 	<p>Study based on a one month document review and analysis supported by discreet quantitative analyses from data collected by implementing COs. The majority of the data was drawn from 12 P4P pilot countries due to their having a better level of available documentation.</p> <p>NB The study is still in draft form and it is understood that FO record data will be drawn upon and material added in this regard.</p> <p>The evidence base within P4P is assessed as strong.</p>	<p>The study does not make any reference to the wider evidence base regarding FO capacity building.</p> <p>Material that could be constituted as new contributions to the wider evidence base is confined to discussion of procurement modalities.</p>
SHFs marketing choices March 2014	<ul style="list-style-type: none"> For most farmers selling at the farm-gate is more attractive than to formal markets through FOs Farmers who do sell to WFP through FOs tend to relatively wealthy, with more diverse livelihoods and income sources and living closer to the market than other FO members Overall P4P contracts were only marginally appealing to FO leaders and members 	<p>The study is in draft form. It is an in-depth study in just two P4P countries: Burkina Faso and Rwanda. It draws on secondary data including FO survey data, HH survey data and FO records. It also draws on primary data collection in country through visits held to six FOs in all and 25 FGDs with FO leaders and members. Finally it also draws on mini-surveys of SHF members of P4P supported FOs with responses from 147 members.</p> <p>Methodological weaknesses are acknowledged but the author states that “Despite the limited sample, similar generalised patterns of marketing behaviour emerged from both countries which may be representative of SHF marketing strategies beyond the borders of Burkina Faso and Rwanda.</p>	<p>Whilst there are a number of references for this document, most relate to WFP and to the countries visited. Reference to the wider literature base is made on the last page with regard to new markets being developed by innovators who can afford the risk of participating beyond the known horizon.</p> <p>Findings are similar to those made by others involved in linking SHFs to the market (see Bernard, T et al (2008) and Sitko and Jayne (2013) thus do not in themselves further the existing evidence base, though they are of critical importance to WFP.</p>

GLA study	Summary of key learning noted	Evidence base	Addition to wider evidence base?
		The evidence base within P4P is assessed as strong for the countries concerned but weaker in terms of whether it applies in other countries.	
Experience buying from SMTs March 2014	<ul style="list-style-type: none"> Evidence that WFPs approaches to buying through SMTs having substantively changed the market environment for many SHFs is limited. Most SMTs act out of self –interest There are examples beyond WFP of donors successfully supporting links between SMTs and SHFs to the benefit of both 	<p>P4P worked with SMTs in 7 countries. This study reviewed documents from all seven countries. It also involved primary data collection in two countries – Mozambique and Kenya, where interviews were held with SMTs, FOs and non-P4P local traders. WFP staff in Ethiopia and Zambia were also interviewed over the phone/e-mail.</p> <p>The evidence base within P4P is assessed as strong.</p>	<p>The only references to the wider evidence base related to buying from SMTs is in the introduction which cites several studies that have concluded that LRP can help develop markets for staple commodities and spur investment by the traders involved in LRP but that there is little evidence of positive impacts on SHFs.</p> <p>The study does refer to successful examples (outside of WFP) of linking SMTs to FOs to their mutual benefit.</p> <p>Whilst the wider literature in this area has not been examined, it is unlikely that this study adds to the existing evidence base due to the extensive experience gained by other donor/government initiatives in this area. However this is new evidence for WFP itself that can contribute towards decision making regarding whether and how WFP should support SMTs in future under “P4P type” activities.</p>
Supporting public procurement from SHFs March 2014	<ul style="list-style-type: none"> NSGR and HGSF schemes do not usually require the same level of quality that WFP requires If SHFs are to be supported in selling to NSGR and HGSF they and the procurement units of the public bodies buying will need capacity development In addition to capacity building transparency is key 	<p>The paper draws on existing reports and interviews with P4P Coordinators, synthesizing the experience across nine of the twenty P4P countries in Africa and Central America on WFPs role in supporting government public procurement from SHFs.</p> <p>The evidence base within P4P is assessed as strong.</p>	<p>Referencing to the wider literature is relevant and threaded through the study.</p> <p>Though not thoroughly assessed it is possible that the P4P experience here adds to the existing published knowledge base regarding supporting SHFs in accessing government public procurement.</p>
Markets for quality beyond the WFP March 2014	<ul style="list-style-type: none"> The study established that buyers such as traders, agro-industry etc. will pay premium prices for quality However WFP and partners must build capacity of both the FOs and the buyers and help build trust between them 	<p>The study is based on the review and analysis of reports by 17 of the P4P pilot countries on the state of markets for quality commodities beyond WFP. Criteria were set for the identification and selection of buyers to interview. Once selected they were interviewed using a structured questionnaire provided by WFP. Data analysis was supplemented by document review providing background information on food quality and safety rules and regulations within the country.</p> <p>The evidence base within P4P is assessed as strong.</p>	<p>The study does not make reference to existing literature on SHF markets for quality staples (for example Coulter, J. 2007).</p> <p>The specific data in the paper can contribute to the existing knowledge base regarding opportunities for and challenges in supporting SHFs in selling high quality staples. It (taken alongside findings from the supporting public procurement from SHFs) can inform decision-making within WFP regarding how to take forward “P4P type” activities in the future.</p>
P4P Women’s empowerment pathways:	<ul style="list-style-type: none"> Lessons learned concerning social empowerment were that a culturally-relevant approach should be taken; gender-equality objectives are unlikely to work 	<p>Though there is no methodology section, the introduction states that the report documents processes and actions adopted by WFP to integrate</p>	<p>The document draws appropriately on relevant wider literature in places.</p>

GLA study	Summary of key learning noted	Evidence base	Addition to wider evidence base?
<p>Roadblocks and successes</p> <p>February 2014</p>	<p>if men are excluded; community, customary and religious leaders are reliable partners; men are receptive to women's empowerment and gender equality when the theme is presented in terms of economic benefits to the household; assessment of gender achievements must go beyond number counting; women's participation in FO leadership can influence decisions to the benefit of women and; gender results and outcomes will be gradual due to cultural underpinning of gender relations</p> <ul style="list-style-type: none"> • Lessons learned concerning economic empowerment were that women's numerical empowerment is necessary but not sufficient for their empowerment; giving women money does not guarantee that they will be empowered; a pro-woman procurement approach is key; categorisation of women into different labour groups allowed PRP to understand which categories of female agricultural labourers were less likely to be reached and WFP should continue to assist FOs to gain access to credit • Lessons learned concerning capacity building were that basic literacy skills are essential; equipping women and men with skills for managing the household budget can maintain or improve household harmony and; it is important to track the quantitative and qualitative benefits of capacity building beyond numbers of people trained in order to understand the long-term spillover effects. 	<p>women as actors and beneficiaries in the P4P initiative. It draws on survey data and key gender/women's empowerment related documents including the P4P Gender Strategy, two Occasional Papers, case studies and other materials. The paper is thus a global level reflection rather than a synthesis. Unlike the GLA series papers, this document has a separate section on lessons learned (see first column).</p> <p>The evidence base within P4P is assessed as strong.</p>	<p>Whilst the lessons learned are new for WFP and can inform decision making regarding "P4P type" activities in future as well gender mainstreaming more widely in WFPs activities, much of what has been learned is already in the existing wider published knowledge base</p>

Annex 19: References to Best Practice in P4P pilot initiative documentation

Table 40: Documentation Reviewed which Mentions Best Practice

Documentation Reviewed	Best Practice Identified
P4P Stories (reviewed for all)	<p>Burkina Faso said that FO training addressed best practices for the aggregation of the production¹⁰⁴.</p> <p>Ethiopia mentioned that the M&E system was to include case studies to understand how P4P is affecting its target groups, to draw practical lessons by identifying needs and best practices in WFP's initiative to provide a market opportunity to SHFs through FOs.</p> <p>Uganda made mention of post-harvest best practice but there was no mention of what this consisted of.</p> <p>Sierra Leone referenced the use of supplier endorsement by the PAG as recognized best practice in P4P implementation across the 20 pilot countries¹⁰⁵ and states that emerging best practices of P4P implementation are being shared with the Government to support its plans to purchase rice and other staples within the domestic market and to link public procurement to institutional procurement, such as for the police or military.</p> <p>Mali mentioned the use of FO exchange visits as part of sharing best practice.</p>
Lessons Learned, 2010, Country Reports (all reviewed). Lessons Learnt Workshop on P4P FDC 2012.	<p>Ethiopia mentioned the need to keep providing suggestions to Rome as to how to update procurement guidelines with best practices.</p> <p>The workshop was convened to compile the experiences from six countries¹⁰⁶ and to facilitate lessons learned and best practices and identify critical challenges, constraints or bottlenecks. The expected outcome was that best practices would be identified and validated.¹⁰⁷ The segment on best practice was conducted as a 45 minute breakout session. A list of the best practices identified is not included in the document.</p>
Follow-up Reports (Tanzania, Mali, Malawi, Kenya, Ghana, Ethiopia, El Salvador, Burkina Faso) 2013	<p>Malawi noted that P4P promotes best practices for post-harvest handling and management focusing on improving productivity and meeting market demands¹⁰⁸. There is no explanation as to what these best practices are.</p>
Studies on quality markets beyond WFP (Kenya, Liberia, Mozambique, Tanzania, Uganda, Zambia)	<p>Liberia mentioned a lack of accessible information regarding quality and food safety standards for both buyers and suppliers and the need to compile best practice information sheets detailing buyers' expectations.¹⁰⁹</p> <p>Tanzania suggested improving the suitability for commerce or trade of susceptible products by identifying and making available best practices for preventing or mitigating aflatoxin levels in priority crops (maize, groundnuts, and cassava) along the supply chains.¹¹⁰</p>
Logistics Best Practice ¹¹¹	<p>This document lists challenges, how they can be addressed, and examples of good practice. Of relevance to the EQ 2.3 are the concerns around quality and defaults. Training for FOs on post-harvest handling, storage and building warehouses are mentioned.</p>
P4P Guidance notes (Food procurement transactions 2009, Advanced Financing)	<p>The P4P CU work plan references that activities to implement based on best practice are:</p>

¹⁰⁴ Pp 49

¹⁰⁵ Pp 29

¹⁰⁶ Burkina Faso, Ethiopia, Kenya, Mali, Mozambique and South Sudan

¹⁰⁷ Pp 1

¹⁰⁸ PP 18

¹⁰⁹ Pp 24

¹¹⁰ Pp 3

¹¹¹ WFP (). P4P Logistics Best Practice.

Documentation Reviewed	Best Practice Identified
Procedures for CO, Advance Payments, VAM Collaboration on Farm-Gate Price Monitoring in Selected Impact Countries, P4P unit Priorities 2010, P4P CU 2013 Workplan – Results).	<ul style="list-style-type: none"> • Technical support to P4P implementation – regular field visits to P4P countries, quarterly conference calls and participation to Regional fora • Technical guidance developed and consolidated in selected areas. • Support country strategy for smallholder market development and country ownership • Contribution to post pilot design/formulation.
Gender related documents including the P4P Gender Policy, P4P Newsletter August 2013 and February 2011, P4P experiences in promoting time and labor saving technology for women 2-13, P4P Mali Gender Strategy.	August 2013 Newsletter made reference to the GLA.
Summary Reports (Data Analysis Report Implementation Challenges & Solutions, Procurement Report, P4P Kenya, Case Studies Consolidated Report).	None
TRP 2012, 2013	None
WFP (2012). Malawi. FO SWOT analysis and business planning Workshop report.	None
WFP (2011) Analysis of P4P's Post-Harvest Handling and Storage Training and Training Manual for Improving Grain Postharvest Handling and Storage.	<p>States that as of 2011, PHHS training is not co-ordinated or standardised across countries, and no opportunity has been taken to capitalise on best practice for both the method of delivery and for the training material content¹¹².</p> <p>In El Salvador FO training made use of folder manuals containing best practice procedures were produced and given to each FO. A PowerPoint presentation was used to show best practices from planting to storing.</p> <p>The training manual states that it draws on best practice but does not list what this is.</p>
<p>P4P Annual Review and Consultation Reports (Kenya, Liberia, Maputo), Annual Review 2010.</p> <p>Background Paper on Financing Solutions for the Commercialisation of Staple Crops.</p>	<p>The 2010 Background Paper on Financing Solutions for the Commercialisation of Staple Crops states that the output will be consensus on emerging best practices. These are not explicitly listed.</p> <p>The Second P4P Annual Review lists areas of emerging good practice¹¹³ as:</p> <p>Blue Box: good for building the capacities of farmers around quality, for reducing the likelihood of rejection when the commodity is sent to Superintendent for final quality check; for building farmers' confidence and negotiating power with traders.</p> <p>Small-scale mechanization and low cost processing equipment (such as locally developed cleaning and sorting machine, developed by P4P in El Salvador or shellers in Zambia) can: a) improve quality of maize; b) reduce time (and labour costs) for cleaning; c) free up women's time for other activities d) increase income.</p> <p>Facilitating the link between FOs and lenders by informing groups and lenders about the P4P demand platform, but let lenders and farmers build their own credit relationship;</p>

¹¹² Pp 6

¹¹³ Pp 8

Documentation Reviewed	Best Practice Identified
	<p>Sign off-take agreements with vendors to be used as collateral, but ensure a partner is providing technical assistance to strengthen the capacity of FOs in financial matters;</p> <p>Using Third Party Payment (TPP) mechanism whenever requested, or, in the absence of TPP, paying vendor through a bank account kept at the lending bank to provide additional assurance to the lending bank without adding liability or complexity for WFP.</p>
P4P Friday Update (August 2013, July 2013, Dec 2013).	None
P4P SC Meeting (2011, 2013).	None
Donor Reports (USAID, HWBF, BMGF).	<p>The 2012 report to USAID¹¹⁴ states that in January 2011 a midterm review was conducted to provide critical analysis of P4P implementation with a view to inform continued implementation through 2011. Key bottlenecks identified were: accessing market information, unreliable access to farm inputs, weak skills in farming as a business, poor record keeping, store management and bulking practices, further need to mainstream gender and to expand access to the WRS and improved storage. Across all partners, some best practices identified include: community ownership, farmer to farmer support, relationship with the Government, dissemination of messages using the radio, expanded access to new markets and loans and exposure visits. The review highlighted the challenges farmers are still facing and questioned additional gaps that might remain after only one year of support. Four key areas were highlighted for continued support: warehouse management, market information, postharvest handling and farming as a business.</p> <p>HGBF (2013)¹¹⁵ states that 425 men and 214 women (639 participants) from 19 FOs participated in training sessions on topics including agriculture best practices for maize and beans handling. The HGBF (2012) report lists themes for lessons learned and best practices for El Salvador, Guatemala, Honduras and Nicaragua. Themes were collective marketing, relationship building between FOs and goods and services suppliers, selection of partners, linking FOs to public procurement and the private sector, WFP institutional change. The HWBF (2010) report references training on management on Agro industrial Plants (logistical reception of grains, best practices for grain storage and conservation, processing & packing, warehouse administration & management).</p> <p>BMGF 2013 report. Consolidation of lessons and best practices for increasing sales to WFP.</p> <p>Related to Sales</p> <ul style="list-style-type: none"> • FO capacities that WFP has found are most important to consider include: for SHFs (SHFs): existing levels of production and productivity; for FOs: capital and assets; governance structures and organizational management; business planning capacity; post-harvest handling practices; knowledge of quality standards; aggregation capacity; negotiation skills; potential for business expansion. • A clear and comprehensive understanding of SHF and FO capacity is critical for sequencing interventions effectively. The following enabling factors must all be developed to achieve sustainable market engagement by FOs: access to credit, access to inputs for production, enforceable quality standards, access to quality storage infrastructure, well-functioning market information systems. • Capacity building in production practices and productivity is an essential component. A best-practice has been the Sell More for More

¹¹⁴ Pp 40-41

¹¹⁵ Pp17

Documentation Reviewed	Best Practice Identified
	<p>training Programme rolled out by ACDI/VOCA under P4P in Rwanda, which should be replicated widely.</p> <ul style="list-style-type: none"> FOs must be able to meet a certain minimum level of volume aggregation in order to participate sustainably in institutional buyer procurement. A minimum of about 50 metric tons (mt) is desirable. FOs with smaller quantities should ideally market through larger cooperative union structures. Business planning and business management training is an essential component of capacity building and is being widely requested by P4P-participating FOs across the 20 pilot countries. A best practice example has been the training rolled out under P4P with TechnoServe in Ethiopia, under the umbrella of the Maize Alliance. <p>Beyond WFP</p> <ul style="list-style-type: none"> Effective FOs require professional management. The building of organizational and management capacity in FOs is a process. The P4P experience demonstrates that those FOs with established and sustainable organizational structures are those that have received at least 10 years of sustained capacity building support. However, demand is one important component of a complex value chain, and as various facets of each value chain need to be developed in synergy, radical changes in farmers' incomes and capacities cannot be expected over a four to five year time frame. Government ownership of the P4P initiative is a process that also requires time. The adoption of P4P principles in Rwanda and Ethiopia, which is now beginning in Burkina Faso and Mali, requires adequate time to bring best practices to scale. More engagement of regional economic communities (RECs), and national governmental institutions (including bureau of standards) are required.
<p>IFPRI (2013). Aflatoxins: finding solutions for improved food safety. Aflatoxin Management in the WFP through P4P Local Procurement. Focus 20, Brief 9. Stéphane Méaux, Eleni Pantiora, and Sheryl Schneider.</p>	<p>Provides an overview of WFP's preventive approach to food quality and safety, particularly in regard to aflatoxin.</p>
<p>P4P Training Manual for Improving Grain Postharvest Handling and Storage</p>	<p>Sets out the best training materials and methods. Available in both English and French. Use of the blue box—a portable 18-gallon aluminium box containing grain-testing tools—is referenced, as is training on practical aspects of postharvest handling (drying, sorting, storage, transport).</p>
<p>WFP (2014) Best Practices. A Presentation to the TRP. By Martin Kabaluapa</p>	<p>Gender:</p> <ul style="list-style-type: none"> Develop a strategy with action plans that address women's challenges and participation in the market. <p>Procurement:</p> <ul style="list-style-type: none"> Assess the existence of food quality standards or their enforcement in the country from the market assessment exercise. Identify key government departments in charge of standards and norms (usually within the ministry of trade or as an independent entity). <p>FOs Capacity Assessment & Development</p> <ul style="list-style-type: none"> Classify FOs based on capacity - high, medium and low capacity. Design and tailor interventions according to FOs' capacity. <p>Partnership & Government Engagement</p> <ul style="list-style-type: none"> Engaging in advocacy for more SHF participation in the market or influencing policies. <p>Investing the Appropriate Resources</p>

Documentation Reviewed	Best Practice Identified
	<ul style="list-style-type: none"> • Building teams with specific skills in agricultural production, marketing, and extension, market information systems, market analysis, structured trade, procurement and logistics, good knowledge of the country context and value chains from the start is a contributing factor to a successful engagement of SHFs in the market. <p>Supporting infrastructure development</p> <ul style="list-style-type: none"> • Consider the FOs projected surplus to justify the need for a storage facility or other equipment support. • Offer financial contribution/support for the construction only if the FO expresses the need. The financial contribution would come after the FO has made the initial investment (in case of Kenya, the financial support represented 70percent of total costs) and in the form of roofing materials).

Table 41: GLA Studies and Identified Best Practice

GLA study	Summary of key learning noted
FO capacity building March 2014	<ul style="list-style-type: none"> • A needs based approach to training is generally inferred. This merits further documentation in view of disseminating best practices. • An example is given of Rwanda setting criteria for FO selection that was considered good practice.
SHFs marketing choices March 2014	<ul style="list-style-type: none"> • Nothing specifically on best practice.
Experience buying from SMTs March 2014	<ul style="list-style-type: none"> • Nothing specifically on best practice.
Supporting public procurement from SHFs March 2014	<p>Looks at increasing sales to the public sector. Best practices in support of public procurement identified by P4P Coordinators and staff include:</p> <ul style="list-style-type: none"> • MOUs between WFP and public institutions • WFP transfer of expertise to institutions in procurement, warehouse management, logistics, storage, quality control is a valuable skills transfer • Exchange visits are a powerful way to share experiences and knowledge between institutions. Visits to countries where the government has successfully adopted smallholder procurement can expand the possibility horizon for administrations seeking to support rural development while combatting poverty and hunger. • Facilitate financing to avoid extended payment delays (which are detrimental to SHF participation) and late buying. • MIS, warehouse information systems, tools for price analysis and marketable surplus forecasting, cleaning and drying equipment, and other types of tools and technologies can improve procurement and quality assurance. • To maximize sales potential, WFP should train FRAs in quality control and management before entering into purchasing agreements. This will increase the likelihood that released stocks will meet WFP's quality criteria. In addition, be clear regarding expected purchase quantities, prices, and quality expectations.
Markets for quality beyond the WFP March 2014	<ul style="list-style-type: none"> • Mentions the need for countries to work to provide information, particularly to farmers, about standards, best practices, and market information to increase their competitiveness in the market. • Recommends that WFP works with the governments as well as its partners and industry to better educate farmers and consumers on safe food practices and to make resources on standards and best practices accessible.
P4P Women's empowerment pathways: Roadblocks and successes February 2014	<p>Best Practices for Future WFP Programming:</p> <ul style="list-style-type: none"> • The presence of a gender focal person conversant with gender issues is important, at all levels, from the WFP country office management team to agricultural extension workers in the field. • A customized country gender strategy focusing on agriculture value chains should be undertaken prior to programme implementation using assessments that take account of regional diversity.
P4P GLA: Food Safety & Quality (2014)	<ul style="list-style-type: none"> • P4P has had to reject maize due to high aflatoxin levels. WFP has since issued a P4P guidance note which emphasized on the importance of testing for aflatoxin and introduces a Standard Operating Procedure for sampling and testing maize grain at farm gate for P4P purchases which was developed jointly between FAO and OSPFQ. Since then WFP has been actively working to reduce aflatoxin levels through the promotion of good practices. Through various partners it has offered training across 12 P4P countries, covering practical aspects of postharvest handling (drying, sorting, storage, transport, etc.) and quality control (inspection and testing), thereby building a preventive approach to food quality and safety, particularly in regard to aflatoxin.
Synthesis Study of Risks Associated with P4P Programming	<ul style="list-style-type: none"> • WFP put best practices into place to address a range of risks at corporate and country levels (although these are not outlined) but a formal policy on risk management and documentation on best practices were missing. This is identified as being due partially to delays in design and implementation of the learning and sharing framework, and partly by the pragmatic orientation of WFP COs working under stressful conditions in which speed of action is highly prized.

Annex 20: Details of P4P training activities

1. The P4P training courses have covered production and productivity, post-harvest handling, agri-business management, FO institutional capacity development gender-related issues, and credit and finance.¹¹⁶ To complement these, training has also been delivered on WFP/P4P procurement and logistics processes to enable successful contract adherence. The most well-attended and frequently delivered training sessions focused on production and productivity (49 percent) and post-harvest handling (20percent), followed by agribusiness management (15 percent).

2. The 2014 Summary P4P Data Analysis Report on Targeted FOs & Capacity Development (January 2009 –December 2013) points out that since the beginning of training activities in January 2009, attendance at training sessions has reached nearly 769,000 trainees.¹¹⁷ Of these, over 765,000 attendees were SHFs, lead farmers, agricultural technicians, small and medium traders, school staff and warehouse operators.

3. The largest beneficiary group with respect to P4P training has been SHF members of targeted FOs and FO leadership. Warehouse operators and small and medium traders have also benefitted from P4P training, as well as partners and government staff supporting SHFs. Looking at the BMGF countries, it is estimated that 37percent of the total membership of the 419 P4P FOs have undergone training at least once and some farmers have had training on multiple topics.

4. The detailed breakdown of the trainees by country and gender is shown in Table 42 below. 30 percent 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 50percent of trainees were female, while in Afghanistan and Ethiopia the percentage of female trainees remains below 10 percent.

Table 42: Cumulative numbers trained by country, by gender (2009-2013)

Countries	# of FOs targeted	Total members	No. of Men Trained	No. of Women Trained	Total Trained	% women trained	% of members trained
Burkina Faso	7	275,876	42,775	54,229	97,004	56%	35%
Ethiopia	31	1,038,890	258,229	18,356	276,585	7%	27%
Kenya	74	9,929	6,810	7,421	14,231	52%	143%
Malawi	28	15,870	14,127	11,560	25,687	45%	162%
Mali	17	24,524	545	1,567	2,112	74%	9%
Mozambique	20	38,943	20,714	18,622	39,336	47%	101%
Rwanda	63	32,529	25,504	20,080	45,584	44%	140%
Tanzania	28	18,999	7,336	5,193	12,529	41%	66%
Uganda	55	62,643	19,887	20,959	40,846	51%	65%
Zambia	96	9,337	6,797	4,416	11,213	39%	120%
Grand Total	419	1,527,540	402,724	162,403	565,127	29%	37%

Source: P4P (2014) BMGF 2013 Annual report

¹¹⁶ See Summary P4P Data Analysis Report: Targeted FO and Capacity Development (January 2009 – December 2013). The report highlights that 49 percent of those SHFs who have received P4P training have been trained in the area of production and productivity, and 20 percent in post-harvest handling.

¹¹⁷ Some people were trained several times through progressive training sessions within the same area or in more than one topic. They have therefore attended more than one training session and may be double-counted in the data presented. In other cases, the approach has been “training of trainers” for which records on the expected trickle-down are often not available. This may be one reason why percentages over a 100% are observed in some countries like Malawi and Guatemala.

5. 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.

6. Over the course of the pilot, the number of training courses available to smallholders under P4P has increased dramatically from just over 100 sessions delivered in 2009 to 1,800 in 2013 alone. The focus of capacity development activities has also evolved, which may reflect changing FO capacities (over time), but may also demonstrate the learning that is taking place within P4P globally and in the different COs in terms of understanding where the critical capacity constraints lie. In the earlier years of the pilot, the focus areas were on production and productivity and post-harvest handling: farmers received training on how to improve the quality and quantity of their products. While these topics remained as key areas for training throughout the pilot, other important topics soon emerged. This included agribusiness management, FOs institutional capacity development and training on gender-related issues. In some countries (e.g. in Ethiopia), training on credit and finance (e.g. aimed at improving the financial literacy of farmers who were given access to loans, on account of their forward contracts) also gained more prominence.

What the training and other data tell us about what was achieved in terms of capacity building

7. While P4P keeps track of attendance in trainings, it is important to note that the number of trainings and participation in training does not necessarily mean that capacity has indeed been built. There are a number of reasons for this. A farmer or FO may have indeed attended training, but the training provided may have been of poor quality or may have covered topics that do not fully address the binding constraints faced by farmers/FOs. On the other hand, the training provided may have indeed been of good quality and covered topics that are relevant, but the training participants may have had learning constraints, which prevent them from fully internalising the content of the training.

8. Moreover, the reported numbers for training attendance have limitations, given that:

- It captures trainers that have been trained and does not show the many other individuals who may have been trained by the trainers. Likewise, the provision of training to trainers (e.g. focal points at FOs or other types of institutions that act as conduits to reach farmers at a grassroots level) cannot be automatically assumed to have a trickle-down effect.
- The training attendance, in some cases, also presents discrepancies in terms of double/multiple reporting of individuals trained, as some targeted participants may have received different forms of training at various points during the pilot period.¹¹⁸

9. A number of studies make reference to the challenges in establishing and measuring a "capacitated farmer or FO". These include the range of scoping studies undertaken by the FAO and by the FAO and WFP – for Ethiopia, Rwanda, Ghana, Kenya, Tanzania, Guatemala and El Salvador. In Ghana, there have been targeting issues: the (base) capacity of some of the FOs selected was very low and there are doubts as to whether they will be

¹¹⁸ These limitations are discussed at length in Summary P4P Data Analysis Report: Targeted FO and Capacity Development (January 2009 – December 2013). See p. 16.

able to meet P4P supply requirements, even if training is intensified. (See FAO: Institutional procurement of staple food from SHFs: the case of Ghana.)

10. In Rwanda, despite efforts to build capacity (through training and facilitation of asset ownership) over a period of 3-4 years, FOs and cooperatives (who have received P4P capacity building support) still failed to deliver on their procurement contracts, suggesting that capacity building interventions need further reflection. (See FAO: Institutional procurement of staples from smallholders: The case of common P4P in Rwanda.) In Ethiopia, credit unions were observed to still require closer mentoring and support to increase their managerial capabilities, despite the provision of training in business management, project leadership, post-harvest management and handling practices. Their capacity may have indeed been incrementally improved, but it is not clear to what extent capacity has been improved and whether or not this improvement has been sufficient to meet the objectives set out under P4P. (See FAO: Institutional procurement of staple food from SHFs: the case of Ethiopia.)

11. It is also important to consider that the number of participating FOs has been fluctuating since the start of the P4P pilot, and some of the reasons for dropping FOs relate to capacity constraints¹¹⁹. There are a number of reasons cited to explain fluctuations in the number of participating FOs and some of these point to prevailing capacity constraints – e.g. “repeated defaults and low performance” (which were observed in Burkina Faso, Kenya, Liberia and Sierra Leone); “lack of supply-side support” (observed in DRC, Sierra Leone and South Sudan); and “leadership/organizational problems” (observed in El Salvador, Guatemala and Honduras).

12. This suggests that capacity may not have been adequately built (within the period) among some of those who received P4P support, for various reasons. Studies commissioned by P4P also point out that FOs still have inadequate access to marketing and storage infrastructure that would allow them to aggregate commodities at commercially viable levels.¹²⁰

13. The FAO study (Institutional procurement of staple food from SHFs: the case of Ethiopia) poses that this is an area of capacity building that needs to be further considered in Ethiopia. There are no studies that quantify post-harvest losses (given the lack of adequate warehouse and storage facilities); but stakeholders estimate these losses to be significant (i.e. it can be as high as 30 percent). Moreover, almost all of the responses to the P4P Pilot Questionnaire note that “FOs still lack organisational capacity”.

¹¹⁹ See Summary P4P Data Analysis Report: Targeted FO and Capacity Development (January 2009 – December 2013), pp. 3-4.

¹²⁰ See FAO: Institutional procurement of staple food from SHFs: the case of Ethiopia. The study poses that this is an area of capacity building that needs to be further considered in Ethiopia. There are no studies that quantify post-harvest losses (given the lack of adequate warehouse and storage facilities); but stakeholders estimate these losses to be significant (i.e. it can be as high as 30 percent). Moreover, almost all of the responses to the P4P Pilot Questionnaire note that “FOs still lack organizational capacity”.

Annex 21: Key findings and aggregated tables and figures from available country follow up reports

Table 43: Key findings from Follow up reports (Only covers P4P FOs and Households)

Country	FO/HH covered	Capacity/Storage	Sales and Market engagement	Production	Livelihoods and incomes
Burkina Faso	5/279	All FOs provide marketing and production services in 2013, compared to only 1-2 in 2009. All FOs reported access to storage	<p>For FOs, trends in WFP procurement show mixed results, resulting from irregular funding availabilities for P4P procurement. Sales to other buyers increased for maize, white sorghum and cowpea between 2009 and 2013.</p> <p>A larger percentage of P4P households reported selling maize (20 percent) and cowpea (77 percent) in 2011 as compared to 2009. Surprisingly, this declined for both crops in 2013 to 13 percent and 40 percent.</p>	<p>Use of certified seeds for maize farmers increased from 13 percent to 20 percent between 2009 and 2013.</p> <p>The proportion of households with marketable surpluses increased significantly from 35 percent to 62 percent between 2009 and 2011 for maize and from 0 to 77 percent for cowpeas, before falling to 44 percent and 63 percent for the two crops respectively in 2013.</p>	Between 2009 and 2013, P4P households reported an average 58 percent increase in real income. Farm income increased by 37 percent, compared to an off farm income increase of 93 percent. Cash income from the sale of crops increased by 55 percent.
El Salvador	13/313	<p>Nine of the thirteen P4P FOs provided at least one type of service. This did not change over time. Nine FOs provided marketing and production services in 2013, compared to 6 and 5 respectively in 2009.</p> <p>In 2009 only two FOs owned long term storage facilities. In 2010, 10 FOs access to long term storage facilities, and five of these were owners of the facilities, whereas by 2013 only 6 had access.</p>	In 2009, only one FO reported selling maize. By 2010, 11 FOs reported sales. Purchases by WFP were mostly responsible for the increase, yet FOs sold to other buyers as well. In 2009, the one P4P FO reported selling 50 mt of maize. In 2010 the 11 FOs that reported sales, reported selling 3,307 mt to WFP and 147 mt to other FOs. In 2013, sales to traders were bigger than sales to WFP.	<p>Between 2009 and 2011, the percentage of P4P farmers who reported using certified maize seed increased marginally from 60 percent to 63 percent.</p> <p>Climatic events in 2011 caused severe floods nationwide and average yields for maize and beans decreased, in the case of maize from 2.63 mt/ha in 2009 to 2.45 mt/ha by 2011. For those households that used certified seed, in the case of maize, there was a slight increase in yields.</p> <p>The percentage of producing households with marketable surpluses for maize increased slightly- from 69 percent to 70 percent, while for beans it decreased from 72 percent to 57 percent of households. The average surplus size for both crops decreased.</p>	Between 2009 and 2011, P4P households reported an average 94 percent increase in real income. The value of crops produced rose from US\$746 to US\$1,008, a 35 percent increase, though cash income from sales of staples declined by 3 percent.

Country	FO/HH covered	Capacity/Storage	Sales and Market engagement	Production	Livelihoods and incomes
Ethiopia	13 P4P CUs and 69 PCs/322	<p>Prior to P4P, 15 percent of CUs and 48 percent of PCs had never collectively marketed members' commodities. By 2013, all of the P4P CUs and 55 percent of the PCs had participated in marketing and 81 percent of the CUs had developed the capacity to sell to WFP.</p> <p>All 13 CUs provided marketing services with 9 providing production training. There was little substantive change in the percentage of PCs offering most services between 2009 and 2012.</p> <p>The survey data on access to storage in Ethiopia are inconsistent and unreliable.</p>	<p>Between 2009 and 2013, WFP purchased more than 46,000 mt from 16 P4P CUs; representing 48 percent of the quantity they reported selling. In 2009, 69 percent (9 CUs) of the 13 CUs reported selling maize but the number increased to 92 percent (12 CUs) in 2010 and remained relatively stable in successive follow-up surveys. Default rates on direct contracts with WFP declined precipitously after the first year of engagement with WFP, from 41 percent to 1 percent.</p> <p>The data from CUs seems to show a decline in market diversity. It is possible that the relatively large quantities purchased by WFP left little to sell to other buyers and thus contributed to fewer other buyers.</p> <p>Few surveyed households (about 25 percent) reported selling staples in 2009 although the percentage increased slightly between 2009 and 2011. Of the households with sales, 36 percent reported selling through the PC in 2009 while a majority (78 percent) reported selling by themselves somewhere other than at the farm gate.</p> <p>Data on farmers' marketing choices suggests that individual farmers favour particular market channels and consistently sell most of their surplus through their preferred channel.</p>	<p>In spite of a drought in 2011 that reduced average yields for maize and beans, P4P households substantially increased their production of maize and beans (from an average of 0.86 mt to 0.99 mt for maize and from 0.25 to 0.35 mt for beans).</p> <p>The use of certified seed increased (from 79 to 84 percent of households for maize) and fertilizer (from 76 to 89 percent of households).</p> <p>The percentage of households reporting a surplus of maize declined by 6 percentage points in 2011 relative to 2009 from 71 percent to 65 percent while it increased by 3 percentage points from 74 percent to 77 percent for beans.</p>	<p>P4P households reported an average 75 percent increase in real income between 2009 and 2011.</p> <p>Income from the sale of maize and beans accounted for only 2 percent of household income in 2011, about the same as in 2009.</p> <p>Crop production makes the largest absolute contribution to household income but declined in relative importance from 87 percent of total income in 2009 to 81 percent in 2011.</p>
Ghana	26/299	<p>At the baseline in 2011, 58 percent of the FOs reported offering at least one of the services. This however has increased significantly to 96 percent in 2013. Services related to quality improvement have increased from 12 percent to 88 percent. In 2011, 58 percent of the FOs were providing production enhancing services and this increased to 96 percent in 2013. The percentage of</p>	<p>None of the FOs had been selling collectively prior to P4P, but by 2013, fourteen P4P FOs had made sales to WFP.</p> <p>90 percent of the maize farmers reported some sales in 2013 as compared to 78 percent in 2011. Also, the quantity of sales by these households increased from an average 2.99 MT in 2011 to 4.01 MT in 2013.</p> <p>In 2011, only 8 percent of the farmers reportedly sold through their FOs. This however increased significantly to 42 percent of households making sales through their FOs in 2013.</p>	<p>The percentage of P4P farmers that reported using certified maize seed declined from 15 percent to 9 percent and the proportion of households using fertilizer remained high with a marginal increase from 94 percent to 96 percent. Average maize production jumped from 3.02 MT per household to 4.38 MT between 2011 and 2013 representing a 45 percent rise.</p> <p>Whilst the percentage of farmers reporting a surplus of maize remained constant at 82 percent between 2011 and 2013, the average marketable</p>	<p>Between 2011 and 2013, P4P households reported an average 46 percent increase in real income. The value of crops produced rose by 57 percent with income from sales of staples increasing by 54 percent.</p> <p>Income from other sources also increased significantly by 64 percent.</p>

Country	FO/HH covered	Capacity/Storage	Sales and Market engagement	Production	Livelihoods and incomes
		FOs offering services in marketing on the other hand increased from 27 percent 77 percent between 2011 and 2013. The percentage of FOs not accessing storage facilities decreased from 81 percent at the baseline (2011) to 15 percent in 2013		surpluses for these households increased from 3.00 MT to 4.49 MT.	
Guatemala	22/330	By 2013, 15 out of the 18 P4P FOs provided at least one service, compared to the baseline of 14. Between 2011 and 2013, the number of FOs that reported applying for a loan increased from 10 to 16 FOs.	There was a significant shift in market engagement for the FOs, 14 FOs reporting sales by 2012, compared to with only one at the baseline.	Average yields for maize and beans increased. In the case of maize, yield rose from 1.99 mt/ha in 2011 to 3.15 mt/ha by 2013. The percentage of producing households with marketable surpluses for maize increased from 52 percent to 66 percent, while for beans it increased from 54 percent to 60 percent of households. The percentage of households which reported selling maize through the FO increased substantially, from just 4 percent of households in 2011 to 46 percent of households in 2013.	Between 2011 and 2013, P4P households reported an average 31 percent increase in total income. The cash income from sale of crops rose from Q. 3,566 to Q. 6,659, an 87 percent increase
Kenya	13/440 (only 93 in panel)	All 13 FOs provided at least one service from the baseline in 2009 to 2013. The survey data on access to storage in Kenya are inconsistent and unreliable likely due to enumeration errors.	The percentage of FOs selling maize rose from 46 percent in 2009 to 77 percent in 2012 and finally to 85 percent in 2013. Data from the FO surveys seems to show a decline in market diversity In 2009/10, as a group, the six FOs that sold maize reported selling to 4 different types of buyers The number of buyers of maize then shrunk in 2012 and 2013. Change in the number of unique buyers each FO sells to in a given year provides a more nuanced indicator of changes in market access. The number of FOs that reported selling to more than one buyer increased for all the three crops. Only 24 percent (1,236 MT) of the commodities sold by the FOs by September 2013 went to WFP while the rest (3,974MT) was sold to other markets. This is a significant change from 2010 where 96	The percentages of households producing maize and beans stayed relatively stable with 98 percent producing maize and 72 percent producing beans in 2011. Yields however increased significantly between 2009 and 2011 with maize going from 2.26 mt/ha in 2009 to 3.49 in 2011 and beans from 0.38mt/ha to 0.85 mt/ha.	Due to gaps in the income data, this information is not included in the analysis.

Country	FO/HH covered	Capacity/Storage	Sales and Market engagement	Production	Livelihoods and incomes
			<p>percent of the food sold by FOs went to WFP. The total recorded quantity sold by FOs to other markets between 2010 and 2013 is 5,0246mt compared to 7,467mt sold to WFP.</p> <p>The default rates were very high, averaging 54 percent of the quantity during the period 2009 to 2013.</p> <p>The proportion of households that sold both maize and/or beans rose significantly between 2009 and 2011. Households selling maize increased from 65 percent to 92 percent and for beans increased from 24 percent to 50 percent. The volume of maize sold by households showed a statistically significant increase rising from 1.98 MT to 3.38 MT.</p>		
Malawi	9/301	<p>All 9 FOs provided at least one service to their members</p> <p>The number of FOs marketing staple commodities on behalf of their member increased from two FOs in 2009 to five in 2011 and 2012</p> <p>6 FOs provided some production training in 2009/11, increasing to 7 in 2012</p> <p>In 2009, eight of nine FOs reported having access to storage facilities capable of maintaining commodity quality for the long-term. Figure 2 shows no change in access to and use of storage facilities between 2009 and 2011. By 2012, all FOs reported having access to storage facilities, about half of them owned and half rented</p>	<p>Under P4P, WFP purchased five different commodities from three different types of suppliers between 2009 and 2012, namely FOs, traders and commodity exchange. The majority of procurement (91 percent) happened through the commodity exchange route.</p> <p>At the time of the 2009 baseline, only two of nine FOs reported selling maize on behalf of their members. The two follow-up surveys in 2011 and 2012 saw an increase in the number of FOs reporting sales and a wider range of buyers but, with the exception of sales to WFP, little diversification into more formal markets. As of 2012, three of the surveyed P4P FOs had not reported selling to any buyers in any of the surveys.</p> <p>As a group, the surveyed FOs substantially increased the quantities of maize they sold between 2009 and 2011. Sales to WFP accounted for a substantial proportion of the total quantity sold in 2011 and 2012 (30 percent and 47 percent, respectively). But even ignoring sales to WFP, FOs increased the quantity they sold from 56 mt in 2009 to 390 mt in 2011 and 200 mt in 2012.</p> <p>Households reported selling larger quantities of maize in 2011 than in 2009 – 0.78 mt and 0.50 mt, respectively, and the percentage of households</p>	<p>Households in Malawi reported increasing the area they allocated to maize production by 46 percent between 2009 and 2011: from an average of 0.84 ha to an average of 1.23 ha.</p> <p>The percentage of surveyed households that reported using certified maize seed increased from 49 percent to 79 percent between 2009 and 2011. Fertilizer use increased from 55 percent to 96 percent of households. The survey data confirm that households that used certified seed and fertilizer generally recorded higher yields than those that did not. In spite of an increasing percentage of households reporting using certified seed and fertilizer and higher yields associated with using these inputs, average yields declined in 2011 relative to 2009 – perhaps because of external factors such as weather.</p>	<p>By design, the follow-up survey did not collect data on income and expenditure.</p> <p>The food consumption score did not change significantly over the period, with the household asset score decreasing marginally.</p>

Country	FO/HH covered	Capacity/Storage	Sales and Market engagement	Production	Livelihoods and incomes
			selling maize increased from 48 to 59 percent. Most (64 percent in 2009 and 76 percent in 2011) chose to sell by themselves somewhere other than the farm gate. Few (9 percent in 2009 and 12 percent in 2011) reported selling through the FO. Those who did choose to sell through the FO, or any other channel, reported selling a large proportion of their surplus through the chosen channel (70 percent to 90 percent).		
Mali	46/277	<p>The percentage of FOs offering at least one service to their members increased significantly from 68 percent in 2009 to all the FOs in 2013.</p> <p>Access to storage facilities generally was high among P4P FOs throughout the period. In 2009, 88 percent of the FOs reported access to long-term storage facilities capable of maintaining quality. Ownership however increased significantly between 2009 and 2013. Only 17 percent owned long-term storage facilities in 2009 increasing significantly to 61 percent.</p>	<p>In 2009, 74 percent of P4P FOs reported directly selling commodities on behalf of members. By 2012, 98 percent reported sales which decreased marginally to 96 percent in 2013.</p> <p>The result from the quantitative data shows that WFP did not make any purchase from the surveyed FOs both in 2009 and 2010.</p> <p>Increased production led to a greater percentage of P4P households reporting surpluses in 2013 relative to 2009 for sorghum and millet. The percentage of farmers who produced market for surplus increased from 48 percent in 2009 to 62 percent in 2010 whereas millet also increased from 57 percent to 73 percent. In a sharp contrast, the percentage of farmers who produced marketable surplus for cowpea decreased from 36 percent to only 1 percent. The average surplus size, however, increased for millet (from 1.58 mt per household to 2.06 mt) while the average size of sorghum surplus declined from 1.01 mt in 2009 to 0.71 mt in 2011 and increased to 0.90 mt in 2013.</p> <p>The percentage of P4P households that reported selling millet and cowpea both increased between 2009 and 2013. In the baseline year (2009), 62 percent of the millet producing households reportedly sold. This amount increased to 72 percent in 2013. The proportion of cowpea producing households who reported selling also increased significantly from 13 percent in 2009 to 70 percent in 2013. In contrast, sorghum however decline from 60 percent to 50 percent.</p>	<p>The use of certified seed still ranks very low among the farmers. The percentage of P4P farmers who reported using certified seeds for sorghum and millet both decreased between 2009 and 2013. Use of certified sorghum seeds declined from 9 percent to 6 percent whilst use of certified millet seeds also declined from 6 percent to 4 percent. However, use of certified seeds for cowpea increased from 5 percent to 12 percent. On the other hand, significant proportion of farmers reported using fertilizers. At the baseline year (2009), 90 percent of the farmers reported using fertilizers which increased to 98 percent in 2013.</p> <p>Yields for all three crops changed marginally over the period, with none of the changes being statistically significant.</p> <p>The size of the marketable surplus indicated a decline between 2009 and 2013 for both sorghum and cowpea. On the other hand, average quantity of marketable surplus for millet increased from 1.58 mt in 2009 to 2.06 mt in 2013.</p>	<p>Between 2009 and 2013, P4P households reported an average 3 percent increase in real income. The value of cash income from sales of crops increased marginally. The contribution of farm income to total income declined from 82 percent to 68 percent.</p>

Country	FO/HH covered	Capacity/Storage	Sales and Market engagement	Production	Livelihoods and incomes
			Households selling sorghum through the FOs increased significantly from 35 percent in 2009 to 50 percent by 2013. There was also a significant increase for millet from 40 percent of households selling this crop in 2009 to 66 percent in 2013. Finally, the share of households selling cowpeas increased from 16 percent in 2009 to 42 percent in 2013. The results also shows that only few FO members sold any of these commodities at the farm-gate whilst many farmers sell elsewhere.		
Tanzania	25/347	<p>The percentage of SACCOs who reported offering at least some services to their members associated with improving commodity quality, marketing, or production increased from 40 percent in 2009 to 92 percent in 2012.</p> <p>The percentage of SACCOs offering at least some marketing services increased from 28 percent in 2009 to 80 percent in 2012 and those offering some quality enhancement services increased from 24 percent to 80 percent.</p> <p>SACCOs' access to storage facilities suitable for long-term storage increased substantially as a result of the P4P intervention. As of the end of 2012, WFP had rehabilitated 23 warehouses.</p>	<p>In 2009, only 12 percent of P4P SACCOs (3 SACCOs) reported selling commodities. By 2012, 68 percent (17 SACCOs) reported sales. Purchases by WFP were almost entirely responsible for the increase with few SACCOs selling to other buyers.</p> <p>In 2009, the 25 P4P SACCOs collectively reported selling 439 mt of maize and beans. By 2012 they sold 2,356 mt to WFP and 345 mt to other buyers.</p> <p>69 percent of households reported selling maize in 2011 compared to 49 percent in 2009.</p> <p>Even though P4P SACCOs sold substantially larger quantities of maize in 2011 compared to 2009, the percentage of households who reported selling through the FO as compared to selling by themselves at the farm gate or elsewhere changed very little</p> <p>14 percent of households reported selling maize through FOs in 2009 and in 2011. The percentages reported for beans over the same time period fell from 8 percent to 6 percent.</p>	<p>Between 2009 and 2011, the percentage of P4P farmers who reported using certified maize seed increased from 29 percent to 37 percent.</p> <p>Average maize production jumped from 1.35 mt per household to 2.47 mt between 2009 and 2011. This 83 percent increase eclipses the 24 percent average increase in Tanzania overall.</p> <p>The percentage of households reporting surpluses increased for both maize and beans – from 64 percent to 86 percent for maize and from 74 percent to 92 percent for beans. The average surplus size, however, increased for maize (from 1.32 mt per household to 2.30 mt) while the average size of beans surplus declined from 0.90 mt to 0.68 mt.</p> <p>Different techniques to record cultivated area in the two Tanzania surveys mean that it is not possible to compare changes in cultivated area or area cultivated to staple crops between 2009 and 2011</p> <p>Between 2009 and 2011, P4P farmers increased the quantity of maize they produced by 83 percent but produced 15 percent less beans</p>	<p>Between 2009 and 2011, P4P households reported an average 37 percent increase in real income, with the cash income from the sales of crops increasing by 56 percent.</p>

Table 44: Aggregated tables and figures from available country follow up reports^{121 122}**Services offered by FOs****Table 45: At least one service (percent of FOs)**

	2009	2010	2011	2012	2013
Ghana			58%	96%	96%
Ethiopia	92%		100%	100%	100%
Kenya	100%			100%	100%
Malawi	100%		100%	100%	
Tanzania	40%		88%	92%	
El Salvador	69%	92%		69%	85%
Burkina Faso	40%	100%	100%	100%	100%
Mali	63%	100%		100%	100%
Guatemala			78%	61%	83%

Table 46: Marketing Services (percent of FOs)

	2009	2010	2011	2012	2013
Ghana			23%	69%	69%
Ethiopia	85%		92%	100%	100%
Kenya	85%			62%	77%
Malawi	78%		89%	33%	
Tanzania	24%		72%	68%	
El Salvador	46%	54%	0%	54%	85%
Burkina Faso	40%	100%	100%	100%	100%
Mali	39%	80%		89%	93%
Guatemala			22%	28%	44%

Table 47: Transportation (percent of FOs)

	2009	2010	2011	2012	2013
Ghana			15%	35%	38%
Ethiopia	38%		62%	62%	77%
Kenya	92%			46%	54%
Malawi	33%		11%	22%	
Tanzania	4%		52%	48%	
El Salvador	15%	8%	0%	8%	23%
Burkina Faso	20%	60%	80%	80%	80%
Mali	17%	83%		83%	96%
Guatemala			11%	17%	22%

¹²¹ All figures taken from P4P country level follow up reports based on FO and SHF surveys¹²² In all cases where crop specific indicators are quoted (like yield), the figure is for maize, except Mali, where millet is used

Table 48: Weighing and bagging (% of FOs)

	2009	2010	2011	2012	2013
Ghana			8%	46%	46%
Ethiopia	85%		69%	54%	69%
Kenya	100%			77%	
Malawi	89%		89%	100%	
Tanzania	16%		64%	72%	
El Salvador	0%	62%	0%	15%	62%
Burkina Faso	20%	60%	80%	80%	100%
Mali	48%	80%		85%	85%
Guatemala			17%	39%	28%

Table 49: Sales to WFP (% of FOs)

	2009	2010	2011	2012	2013
Ghana				85%	100%
Ethiopia			46%	46%	38%
Kenya	23%			77%	62%
Malawi			44%	22%	
Tanzania	0%		48%	48%	
El Salvador		77%		38%	38%
Burkina Faso	60%	80%	100%	80%	100%
Mali	0%	0%		8%	15%
Guatemala			6%	50%	78%

Household production, yield and surplus

Table 50: Average production (mt)

	2009	2011	2013
Ghana		3.02	4.38
Ethiopia	0.86	0.99	
Malawi	1.5	2.19	
Tanzania	1.35	2.47	
El Salvador	3.62	3.55	
Burkina Faso	0.30	0.43	0.39
Guatemala		3.1	6.6
Mali (millet)	5.8	6	6.1

Table 51: Average yield (mt/ha)

	2009	2011	2013
Ghana		1.71	1.67
Ethiopia	1.96	1.95	
Malawi	1.79	1.63	
Tanzania	1.14		
El Salvador	2.63	2.45	
Burkina Faso	0.48	0.55	0.66
Guatemala		1.99	3.15
Kenya	2.26	3.49	
Mali (millet)	0.78	0.85	0.78

Table 52 Surplus: (% of households)

	2009	2011	2013
Ghana		82%	82%
Ethiopia	58%	65%	
Kenya	58%	65%	
Tanzania	64%	86%	
El Salvador	69%	70%	
Burkina Faso	35%	62%	44%
Guatemala		52%	66%
Mali (millet)	57%	45%	73%

Household sales

Table 53: Sales of some form (% of producing households)

	2009	2011	2013
Ghana		78%	90%
Ethiopia	24%	28%	
Kenya	65%	92%	
Malawi	48%	59%	
Tanzania	49%	69%	
El Salvador	77%	73%	
Burkina Faso	17%	20%	13%
Mali	62%	64%	72%
Guatemala		60%	87%

Table 54: Location of sales (percent of households making sales)

	2009			2011			2013		
	FO	Farmgate	Elsewhere	FO	Farmgate	Elsewhere	FO	Farmgate	Elsewhere
Ghana				8%	67%	44%	42%	61%	43%
Ethiopia	36%	9%	78%	19%	28%	64%			
Kenya	36%	9%	78%	19%	28%	64%			
Malawi	9%	46%	64%	12%	25%	76%			
Tanzania	14%	22%	82%	14%	38%	63%			
El Salvador	15%	54%	63%	26%	50%	48%			
Burkina Faso	3%	45%	61%	34%	50%	34%	48%	14%	62%
Mali	40%	28%	62%	28%	2%	50%	66%	4%	56%
Guatemala				4%	52%	43%	46%	37%	38%

Table 55: Percentage of quantity sold through FOs

	2009	2011	2013
Ghana		4%	21%
Ethiopia	23%	14%	
Kenya	8%	46%	
Malawi	8%	11%	
Tanzania	10%	12%	
El Salvador	9%	19%	
Burkina Faso	1%	28%	27%
Mali	25%	60%	54%
Guatemala		3%	39%

Household income

Table 56: Income in real local currency and average annual change

	2009	2011	2013	Simple average annual change
Ghana		1,857	2,931	29%
Ethiopia	6,835	11,977		38%
Tanzania	1,208,900	1,653,409		18%
El Salvador	872	1691		47%
Burkina Faso*	347935	578331	548303	14%
Mali*	1,600,679	1,846,676	1,643,744	1%
Guatemala		13747.7	17981.6	15%

*-average calculated between 2009 and 2013

Table 57: Farm share income

	2009	2011	2013
Ghana		79%	79%
Ethiopia	90%	88%	
Kenya			
Malawi			
Tanzania	74%	73%	
El Salvador	88%	68%	
Burkina Faso	64%	68%	56%
Mali	68%	71%	82%
Guatemala			

The above aggregated tables and figures are taken from available impact assessment reports.¹²³

Key Tables from the Impact Assessment Reports

Table 58: Impact of participating in P4P on the likelihood of selling maize to buyers other than WFP (% of FOs)

	Ethiopia (CUs)			Ethiopia (PCs)			El-Salvador			Tanzania			
Year	2009	2012	2013	2009	2012	2013	2009	2012	2013	2009	2011	2012	2013
Non-P4P	75%	75%	75%	55%	58%	60%	14%	29%	29%	0%	0%	0%	0%
P4P	69%	92%	92%	39%	52%	64%	8%	31%	46%	0%	4%	8%	20%
p-value	0.8247	0.3475	0.3475	0.8575	0.8773	0.2256	0.6392	0.9185	0.4439		0.3223	0.1551	0.0180

¹²³ All figures taken from the Impact assessment reports produced for P4P. Currently available for Tanzania, Ethiopia and El-Salvador

Table 59: Yields (mt/ha)

	Ethiopia			El-Salvador			Tanzania		
Year	2009	2012	2013	2009	2012	2014	2009	2011	2013
Non-P4P	1.85	2.01	2.17	2.43	1.89	2.38	0.89	0.41	1.53
P4P	1.88	2.01	2.37	2.23	2.41	3.16	0.93	0.44	1.63
p-value	0.8433	0.9550	0.1451	0.0744	0.0000	0.0000	0.5772	0.2243	0.3039

Table 60: Quantity produced (mt)

	Ethiopia			El-Salvador			Tanzania		
Year	2009	2012	2013	2009	2012	2014	2009	2011	2013
Non-P4P	0.71	0.73	0.92	2.27	1.66	1.51	0.99	1.76	1.80
P4P	0.78	0.65	0.92	2.75	3.14	3.27	1.08	1.88	1.85
p-value	0.1875	0.6754	0.6462	0.0535	0.0000	0	0.4573	0.5629	0.8323

Table 61: Likelihood of selling through FO (% of households)

	Ethiopia			El-Salvador			Tanzania		
Year	2009	2012	2013	2009	2012	2014	2009	2011	2013
Non-P4P	10%	11%	16%	10%	3%	6%	3%	2%	1%
P4P	18%	9%	16%	12%	22%	35%	8%	11%	10%
p-value	0.0918	0.5128	0.9729	0.3961	0.0000	0.0000	0.0125	0.0001	0.0001

Table 62: Income (Local currency units) – Ethiopia

	Ethiopia			Ethiopia (Difference)		
Year	2009	2012	2013	2009-2012	2012-2013	2009-2013
Non-P4P	6,760	11,169	9,887	4,409	-1,282	3,127
P4P	7,979	14,010	12,121	6,031	-1,889	4,142
p-value	0.0114	0.0072	0.0028	0.0850	0.5180	0.1710

Table 63: Income (Local currency units) – El-Salvador

	El-Salvador			El-Salvador (Difference)	
	2009	2011	2013	2009-2012	2009-2013
Non-P4P	766	1,701	979	935	213
P4P	1,029	2,365	1,580	1,336	551
p-value	0.0060	0.0049	0.0000	0.0820	0.1430

Table 64: Income (Local currency units) – Tanzania

	Tanzania			Tanzania (Difference)		
	2009	2012	2013	2009-2012	2012-2013	2009-2013
Non-P4P	922194	1496020	2024449	573,826	528,429	1102255
P4P	1077216	1709452	2031964	632,236	322,512	954748
p-value	0.1149	0.1234	0.9669	0.745	0.252	0.434

14. The p-value, used in the tables above, is the probability of obtaining a test statistic result at least as extreme or as close to the one that was actually observed, assuming that the null hypothesis is true. In statistics will normally "reject the null hypothesis" when the p-value turns out to be less than a predetermined significance level, often 0.05 or 0.01. In other words, the values are significantly different between the periods only when the p-value is below 0.05.

Annex 22: Effectiveness of the four P4P approaches

Table 65: Effectiveness of the four P4P approaches

Approach	Key lessons from the pilot	
	Basic requirements for the approach to work	Issues to consider and areas for improvement (as P4P is mainstreamed)
Establishing FO and capacity building partnerships	<ul style="list-style-type: none"> • Availability of supply-side partners to deliver the necessary support services 	<ul style="list-style-type: none"> • Develop a more comprehensive strategy to building SHF/FO capacity (as opposed to the currently ad hoc in nature of capacity building interventions), including identifying actions to ensure that the quality of service (technical assistance) provision is more consistent (especially for COs that deal with multiple supply-side partners), and mechanisms to institutionalise and bring such efforts to scale are in place.
Purchasing from emerging traders through modified tendering	<ul style="list-style-type: none"> • Identifying emerging traders who are willing and who have/are able to invest in new machinery and practices in order to satisfy WFP's requirements will be crucial.¹²⁴ • Alignment between WFP requirements and the prevailing market conditions: local markets that provided traders with robust demand, without needing to adhere to the same quality standards as WFP, did not give traders any incentive to improve the quality of the commodities they traded. 	<ul style="list-style-type: none"> • There is very limited understanding of whether working with traders benefits P4P-targeted SHFs. While traders source the commodities they sell from SHFs, it is not clear whether there have been improvements in the terms that are passed on to SHFs.¹²⁵
Working through structured market platforms, including commodity exchanges and warehouse receipts schemes (WRSs)	<ul style="list-style-type: none"> • WRSs created an opportunity for WFP to facilitate farmers' access to credit, which financial institutions could grant against the stocks of commodities. For this to work, however, there must be not only a viable WRS in place, but also a financial regulatory framework that supports WRS, and financial institutions that are willing to engage. 	<ul style="list-style-type: none"> • FOs need to be closely supported in order to enable them to cope with the organisational aspects of selling through a WRS, as well as the uncertainty over final prices and swings in profitability. • Greater attention needs to be paid to issues associated with the poor management of warehouse networks through which SHFs and their FOs are then linked to the WRS.
	<ul style="list-style-type: none"> • Not only must there be a viable commodities exchange platform in place and a supportive regulatory framework, but investments are also necessary to build linkages between the platform and the SHFs/FOs. These may cover supporting the deployment of human resources (of the commodities exchange) into areas where FOs operate, providing training to FOs to enable their participation in bidding opportunities, and facilitating access to warehouse facilities by FOs.¹²⁶ 	

¹²⁴ Some small traders may face constraints themselves – both in terms of technical knowledge and access to post-harvest equipment – which would keep them from effectively engaging with P4P.

¹²⁵ SHFs may indeed to be offered access to markets (given the opportunity to sell to traders engaged by P4P), but do they get a fair price for their commodities and/or receive other benefits from this relationship?

¹²⁶ This does not necessarily mean that warehouses need to be built for every FO. Some FOs may access other commercially-operated warehouses that are within reasonable distance to their locations.

Approach	Key lessons from the pilot	
	Basic requirements for the approach to work	Issues to consider and areas for improvement (as P4P is mainstreamed)
Developing local food processing capacity	<ul style="list-style-type: none"> Capacity building efforts should not only focus on local processing companies, but also in developing the capacity of SHFs and FOs that are linked to companies engaged by P4P. 	<ul style="list-style-type: none"> More information will be needed to assess the effectiveness of this approach (and the viability of this model), especially since this approach has only so far been adopted in very few countries. So far, processors engaged by WFP are agreeing to source commodities from P4P FOs (as opposed to their other traditional suppliers – be it local traders or international suppliers). WFP is therefore helping to bridge a relationship between local processing companies and FOs. It is, however, not clear whether these companies will continue to engage with FOs outside their contracts with WFP.¹²⁷

¹²⁷ In other words, have the barriers that keep processing companies and FOs from engaging been effectively overcome? Some of the local processing companies interviewed during the CVs noted, for example, that while they now have greater confidence in the ability of P4P FOs to deliver according to specified quality standards, they are still concerned about whether FOs have the capacity to meet the requirements of formal transactions (without the assistance of WFP/P4P). There are also concerns about transaction costs on the part of processing companies: from a processing company’s point of view, it costs less to deal with a singular (or a few), large (and sometimes, international) suppliers than to engage with a several FOs.

Annex 23: Approaches taken in each of the P4P pilot countries

Table 66: Approaches taken in each of the P4P pilot countries

P4P Pilot Countries	FO and capacity building partnerships	Support to emerging structured demand platforms	Purchase from emerging traders through modified tendering	Developing local food processing capacity
(Shaded cells indicate that the approach was utilised used or implemented in the P4P country)				
Afghanistan				
Burkina Faso				
DRC				
El Salvador				
Ethiopia				
Ghana				
Guatemala				
Honduras				
Kenya				(*)
Liberia				
Malawi				
Mali				
Mozambique				
Nicaragua				
Rwanda				
Sierra Leone				
South Sudan				
Tanzania				
Uganda				
Zambia				

Source: P4P Procurement Snapshot, September 2008-December 2013 (May 2014).

Notes: The table above shows cases where a sale was made using the approach regardless as to the size of the sale.

Annex 24: Summary figures on FO membership, training and procurement

FO Membership

Table 67: FO membership structure

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	63	17,917	14,612	32,529	214	154	368	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	649	1,218,499	369,551	1,588,050	4,620	2,638	7,258	23%	36%

Source: P4P (2014) Summary P4p Data Analysis Report: Targeted FOs and Capacity Development (January 2009 –December 2013)

Training

Table 68: 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/FOs	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

Source: P4P (2014) Summary P4p Data Analysis Report: Targeted FOs & Capacity Development (January 2009 –December 2013)

Table 69: 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

Countries/Regions	Women Trained	Men Trained	Total Attendance
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

Table 70: Trainees by training provider

Training Provider	Number of trainees	Percentage of trainees
Academics/University	1,211	0.2%
FO	49,715	6.5%
Financial Institution	1,249	0.2%
Government Agency	298,542	38.8%
International NGO	88,871	11.6%
Local NGO	73,480	9.6%
Private Sector	57,397	7.5%
Regional Entity	77,281	10.1%
UN Agency	7,960	1.0%
WFP	113,020	14.7%
Total	768,726	100.0%

Table 71: Type of training

Type of Training	Total Trained	Percentage of total	Men Trained	Women Trained
Agribusiness Management	113,187	15%	60,808	52,379
Credit & Finance	16,744	2%	8,131	8,613
FOs Institutional Capacity Building	35,478	5%	19,174	16,304
Gender	54,324	7%	22,567	31,757
M & E	4,570	1%	2,557	2,013
Other	5,040	1%	2,234	2,806
Post-harvest handling	158,247	21%	89,981	68,266
Production & Productivity	372,126	48%	328,043	44,083
WFP/P4P Procurement and Logistics	9,010	1%	6,202	2,808
Total	768,726	100%	539,697	229,029

Table 72: WFP and Partner staff training

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

Table 73: P4P procurement by country; amount contracted, delivery and contract value

Pilot Country	Quantity Contracted (MT)	Quantity Delivered (MT)	% delivered to date	Value Of Contract (US\$)
Afghanistan	9,502	9,501	100%	5,747,314
Burkina Faso	5,313	4,583	86%	1,892,474
DRC	510	340	67%	176,103
El Salvador	5,759	5,758	100%	2,700,567
Ethiopia	97,844	52,990	54%	31,058,489
Ghana	3,762	2,913	77%	1,653,781
Guatemala	21,654	14,759	68%	10,243,627
Honduras	32,454	28,927	89%	21,067,833
Kenya	22,902	10,596	46%	6,619,288
Liberia	2,974	1,806	61%	1,533,584
Malawi	59,811	47,106	79%	20,994,782
Mali	30,062	28,630	95%	15,955,583
Mozambique	18,732	11,013	59%	6,399,785
Nicaragua	2,799	2,386	85%	1,095,361
Rwanda	29,632	26,624	90%	13,173,552
Sierra Leone	2,024	1,102	54%	1,260,077
South Sudan	3,009	1,340	45%	1,238,816
Tanzania	32,499	12,717	39%	12,044,077
Uganda	28,900	17,859	62%	10,280,575
Zambia	39,969	38,374	96%	12,130,577
Grand Total	450,109	319,324	71%	177,266,243

Source: P4P Procurement Snapshot, September 2008-December 2013 (May 2014)

¹²⁸ Two sources were used for this section so the specific source has been include under tables

Table 74: Contracted and delivered quantities by commodity

Pilot Country	Maize	Other Cereals (Sorghum, Millet, Wheat)	Processed Food	Pulses (Beans, Peas)	Rice	Grand Total
Afghanistan		7,702	1,800			9,502
Burkina Faso	2,158	2,456		699		5,313
DRC	510					510
El Salvador	5,474			285		5,759
Ethiopia	95,503			2,341		97,844
Ghana	3,762					3,762
Guatemala	20,641			1,013		21,654
Honduras	21,880			10,574		32,454
Kenya	16,603	3,945	393	1,922	40	22,902
Liberia				50	2,924	2,974
Malawi	36,926		5,646	17,239		59,811
Mali		15,929		495	13,638	30,062
Mozambique	13,848		412	4,472		18,732
Nicaragua	2,759			20	20	2,799
Rwanda	21,482		2,381	5,769		29,632
Sierra Leone			228	10	1,786	2,024
South Sudan	2,826	183				3,009
Tanzania	29,300			3,199		32,499
Uganda	27,645			1,255		28,900
Zambia	21,796		14,078	4,095		39,969
Grand Total	323,114	30,214	24,937	53,436	18,408	450,109
Percentage	72%	7%	5%	12%	4%	100%

Source: P4P Procurement Snapshot, September 2008–December 2013 (May 2014)

Table 75: Contracted quantities by activity

Pilot Country	P4P - Activity 1 (Competitive Tendering)	P4P - Activity 2 (Direct Purchasing)	P4P - Activity 3 (Forward Delivery Contracts)	P4P - Activity 4 (Processing)	Grand Total
Afghanistan	3,000	4,702		1,800	9,502
Burkina Faso	705	2,925	1,683		5,313
DRC		510			510
El Salvador	3,409	2,350			5,759
Ethiopia	16,354	16,190	65,300		97,844
Ghana	849	2,913			3,762
Guatemala	21,235	418			21,654
Honduras	14,739	17,715			32,454
Kenya	14,477	3,698	4,335	393	22,902
Liberia	668	2,306			2,974
Malawi	51,036	3,129		5,646	59,811
Mali	4,968	15,624	9,470		30,062
Mozambique	6,249	6,591	5,480	412	18,732
Nicaragua	1,042	1,756			2,799
Rwanda	4,669	22,582		2,381	29,632
Sierra Leone		1,796		228	2,024
South Sudan		1,843	1,166		3,009
Tanzania	26,880	5,019	600		32,499
Uganda	19,402	9,498			28,900
Zambia	22,755	3,136		14,078	39,969
Grand Total	212,438	124,700	88,034	24,937	450,109
Percentage	47%	28%	20%	5%	100%

Source: P4P Procurement Snapshot, September 2008-December 2013 (May 2014)

Table 76: Contracted quantity by vendor type and country

P4P Country	Commodity Exchange	FOs/ Cooperatives	National Reserves	NGOs	Processors/ Manufacturers	Warehouse Receipt System	Agents/ Traders	Grand Total
Afghanistan		7,702			1,800			9,502
Burkina Faso		5,313						5,313
DRC		283		227				510
El Salvador		5,759						5,759
Ethiopia	5,051	88,513					4,280	97,844
Ghana		3,762						3,762
Guatemala		21,654						21,654
Honduras		32,454						32,454
Kenya		18,040			40		4,823	22,902
Liberia		2,974						2,974
Malawi	56,119	3,416					276	59,811
Mali		24,187			4,375		1,500	30,062
Mozambique		8,447			412		9,873	18,732
Nicaragua		2,799						2,799
Rwanda		9,849	17,402		2,381			29,632
Sierra Leone		1,739			205		80	2,024
South Sudan		3,009						3,009
Tanzania		15,209	13,300			3,990		32,499
Uganda		22,682				6,217		28,900
Zambia	33,305	1,336		764	351		4,213	39,969
Grand Total	94,475	279,125	30,702	991	9,564	10,208	25,044	450,109
Percentage	21%	62%	7%	0.2%	2%	2%	6%	100%

Source: P4P Procurement Snapshot, September 2008-December 2013 (May 2014)

Table 77: Trends in contracted, delivered and defaulted quantity

Pilot Country	Quantity contracted (MT) – closed contracts	Quantity defaulted (MT) – closed contracts	% Confirmed Defaulted
Afghanistan	9,502	1	0%
Burkina Faso	5,313	730	14%
DRC	510	170	33%
El Salvador	5,759	1	0%
Ethiopia	60,344	14,225	24%
Ghana	2,913		0%
Guatemala	21,593	6,833	32%
Honduras	32,339	3,412	11%
Kenya	22,875	12,303	54%
Liberia	2,681	1,009	38%
Malawi	52,736	6,138	12%
Mali	30,062	1,543	5%
Mozambique	18,732	7,720	41%
Nicaragua	2,799	412	15%
Rwanda	24,243	1,584	7%
Sierra Leone	2,024	922	46%
South Sudan	2,339	1,091	47%
Tanzania	19,034	6,317	33%
Uganda	28,900	11,040	38%
Zambia	39,260	1,121	3%
Grand Total	383,956	76,572	20%

*Calculated on closed contracts only. Source: P4P Procurement Snapshot, September 2008-December 2013 (May 2014)

Table 78: P4P vs LRP¹²⁹

DELIVERED QUTY	2009			2010			2011			2012			2013 to date			2009-2013
P4P Countries	LRP	P4P	P4P % of Total	LRP	P4P	P4P % of Total	LRP	P4P	P4P % of Total	LRP	P4P	P4P % of Total	LRP	P4P	P4P % of Total	P4P % of Total
Afghanistan			0%	13,220	4,383	25%	22,634	1,184	5%	51	933	95%	5,000	3,000	38%	19%
Burkina Faso	15,559	732	4%	18,305	1,996	10%	6,697	743	10%	10,895	662	6%	13,551	450	3%	7%
DRC	6,404		0%	14,860	5	0.03%	4,851	55	1%	13,251	33	0%	5,718	247	4%	1%
El Salvador	4,489	555	11%	4,855	2,454	34%	3,204	77	2%	1,598	1,818	53%	343	854	71%	28%
Ethiopia	77,127		0%	232,714	16,073	6%	82,773	2,220	3%	72,662	26,625	27%	95,724	1,200	1%	8%
Ghana	4,950		0%	11,224	1,024	8%	6,710	0	0%	6,327	1,162	16%	3,875	727	16%	8%
Guatemala	9,528	2,317	20%	10,033	5,298	35%	8,071	1,970	20%	4,352	3,655	46%	2,366	1,111	32%	29%
Honduras	10,695	2,414	18%	14,280	5,331	27%	22,243	8,240	27%	17,709	4,940	22%	8,928	7,652	46%	28%
Kenya	27,024	639	2%	57,578	4,199	7%	52,931	3,316	6%	36,205	1,072	3%	25,727	1,371	5%	5%
Liberia	171	192	53%		477	100%		40	100%	2,545	284	10%		297	100%	32%
Malawi	19,237	41	0.2%	28,887	11,621	29%	89,730	9,278	9%	17,814	11,517	39%	41,269	14,649	26%	19%
Mali	1,199	500	29%	10,845	4,911	31%	14,001	5,452	28%	11,345	6,255	36%	25,493	7,872	24%	28%
Mozambique	11,769	3,604	23%	17,896	2,292	11%	28,937	1,632	5%	9,886	2,297	19%	7,577	1,127	13%	13%
Nicaragua	4,452	200	4%	3,604	1,629	31%	2,007	93	4%	1,905	394	17%	2,837	20	1%	14%
Rwanda	9,724		0%	6,956	3,312	32%	6,025	2,444	29%	21,711	971	4%	15,596	411	3%	11%
Sierra Leone	110	162	59%	80	197	71%	65	108	62%	0	568	100%	569	58	9%	57%
South Sudan			0%		44	100%		371	100%	0	785	100%		140	0%	100%
Tanzania	15,476	2,080	12%	29,947	3,364	10%	60,560	4,551	7%	74,604	1,738	2%	29,874	984	3%	6%
Uganda	112,722	6,311	5%	113,472	3,223	3%	38,248	1,772	4%	31,743	1,331	4%	19,706	1,253	6%	4%
Zambia	4,448	10,354	70%	4,686	25,891	85%	30,669	720	2%	65,453	489	1%	71,335	919	1%	18%
Grand Total	335,083	30,101	8%	593,444	97,724	14%	480,355	44,266	8%	400,057	67,528	14%	375,487	44,342	11%	12%

Source: P4P Procurement Snapshot, September 2008-December 2013 (March 2014)

Table 79: Default amounts, by reason provided

Specific Reason	Total (mt)	% share
Side selling by the supplier (farmer) during aggregation	19,913	26%
No aggregation (due to lack of trust in the group, shortage of capital, farmers' high expectations, etc.)	12,134	16%
No/late/insufficient access to credit (affecting production and/or aggregation)	7,492	10%
Infestation/impurities	6,376	8%
Volatility of market prices (food, fuel, etc.)	5,887	8%
Miscalculation of the marketing costs	5,290	7%
Climatic conditions	3,657	5%
Broken/damaged grains	2,845	4%
High rate of aflatoxin	2,267	3%
Poor Infrastructure (related to transportation of food, excluding storage infrastructure)	2,041	3%
Poor/insufficient storage	1,218	2%
Non-availability of the required quantity	813	1%
Delay in supplying bags	693	1%
Processing losses	422	1%
Late contract signature	275	0.36%
High moisture	239	0.31%
Social and political disturbances	118	0.15%
Difficulty in organizing transport by the supplier	108	0.14%
Delay in arranging transport by WFP	104	0.14%
Unavailability of funds to cover price increases in Forward Delivery Contracts	52	0.07%
Partner not providing expected technical support to the supplier	9	0.01%
OTHER*	4,384	6%
Grand Total	76,337	100%

Source: P4P Procurement Snapshot, September 2008-December 2013 (March 2014)

Annex 25: Partnerships

1. While WFP has a long history of working with and through other parties, the P4P pilot initiative has elevated this “partnership” concept to one that is central to its strategy and operations. The rationale, as recently summarised in the recent Cumulative P4P Partnerships Report 2008-13 (2014) is that “WFP’s demand and support are only two pieces of the range of interventions required to connect SHFs to quality markets”. Active engagement with partners on the supply side, such as national governments, RBAs, international and national NGOs, private sector, and regional trade entities was “necessary to provide the appropriate institutional and technical support to smallholders, FOs, SMTs, processors and others”.¹³⁰

2. According to the most recent BMGF Annual Report and meetings with RBA partners, the most effective partnerships have been:

- Where there is strong Government commitment to the development of smallholder farming capacity - The two countries where this has been most evident and sustained are Rwanda (The National Strategic Grain Reserve- NSGR) and Ethiopia (Maize Alliance);
- Where institutional partners (e.g. RBAs), are cognisant of the challenges of different operational models and work together from the concept and design stage, through seeking funding jointly, and planning work and implementation (e.g. Purchase From Africans For Africa (PAA) and the Finance Working Group)¹³¹;
- With NGOs “if partners and P4P’s objectives complemented each other and both parties were able to contribute their own technical and financial resources”;
- Those involving a small number of expert technical partners, providing “supply-side support, such as with Afrique Verte and CRS in Mali, RUDI in Tanzania, The Agricultural Commodity Exchange for Africa (ACE) in Malawi, or ACIDI-VOCA in Rwanda”;
- Mutual partnerships where both parties seek joint funding at the design stage or bring their own funding to the partnership;
- Longer-term partnerships, with a small number of specialist partners as opposed to multiple local partnerships; and
- Where FOs have some existing levels of “capital and assets, governance structures and organisational management, business planning capacity, post-harvest handling practices, knowledge of quality standards, aggregation capacity, negotiation skills”.¹³²

3. Partner selection is considered a success with a fall-out rate of 13 percent (the reasons for which do not relate to P4P CU or CO operations or partner handling).¹³³ In terms of the management of partnerships at CO-level, during the CVs, external stakeholders have expressed satisfaction with their engagement with P4P.¹³⁴

The management of P4P partnerships has taken the form of consultation, guidance, training, monitoring and reporting. The more strategic, high value relationships have

¹³⁰ See: P4P Primer. As noted by P4P and WFP senior management, there was never an intention that WFP would use P4P to develop wholly new in-house strengths, rather to “catalyse” and leverage the participation of others.

¹³¹ See: Update on Collaboration among the Rome-Based Agencies Nov 2013 (p. 21).

¹³² WFP (). BMGF Annual Report. P4P 2013. p81.

¹³³ See: Cumulative Report (p. 21).

¹³⁴ These include supply-side partners, stakeholders from the government and private sector, and representatives of relevant donor agencies.

required advocacy, negotiation and considerable patience on all sides to keep them on track. The role of the TRP in such cases has proved invaluable.¹³⁵ However, as the Process Review exercise revealed, it is difficult to track cascaded relationships and responsibilities, where activities may be several layers removed from direct P4P management. The most recent summary reports have begun exploring the quality control issues that exist in managing these third party relationships.

¹³⁵ These are insights drawn from meetings with IFAD and FAO stakeholders.

Annex 26: Key findings from FAO Investment Analyses

Table 80: Key findings from FAO Investment Analysis

Country	Training costs/Delivery Costs	Benefits	Crop model*
El-Salvador	The total investment per FO is expected to be US\$418 per participating producer	<ul style="list-style-type: none"> • Price differences between the local market price (intermediaries) and that offered by the FOs to the producers of 5 to 30 percent • Data on post-harvest losses reduction is inconclusive and during field visits this did not seem to be one area in which the FOs identified great benefits. • The mid-term impact assessment report of P4P El Salvador does not indicate clear improvements in yields or sown area for P4P farmers 	<ul style="list-style-type: none"> • The available data seems to indicate that the initiative neither targeted the least productive maize farmers nor had as its greatest potential the increase of farm productivity. This can be justified by the selection of FOs undertaken by P4P which aimed to select those FOs in highly productive parts of the country with larger surpluses • P4P seems to have high overheads compared with government implemented projects. It is difficult to assess whether these higher costs are offset by greater effectiveness and efficiency of investments • FOs supported by P4P are able to pay a price premium to producers when compared with the intermediaries. There is evidence to support this as the FOs have been able to attract producers to commercialize through them. However, data does not allow measuring how many farmers have been reached each year or to estimate the overall increase in the value of their production. • Thus far, P4P FOs have always been able to supply maize at a better price to WFP, which might mean that they can be more competitive than other players, however, there is a risk that this is not an absolute and sustainable truth and requires monitoring.
Malawi	An investment training cost per farmer of approximately US\$6.6 US\$20-68/MT	<ul style="list-style-type: none"> • Only nine out of the 30 FOs have successfully participated in WFP purchases. • The growth of the agricultural commodity exchange (ACE) platform can be directly attributed to the P4P programme which represented 63 percent and 84 percent of all trade through ACE in the years 2011 and 2012. • Farmers have learned to fumigate and reduce post-harvest losses from 30 percent to 10 percent 	<ul style="list-style-type: none"> • Overall P4P has brought positive benefits to the smallholder farming community and resulted in the growth of ACE as farmers recognize the value of the exchange. • The overall P4P intervention investment cost per beneficiary has been estimated at US\$132 • The challenges that still exist within the FOs the majority of whom are of low (14) and medium (11) capacity are related to issues of trust and risk • The price differential between the harvest and peak periods makes a significant difference. For four out of the five FOs who do not practice conservation agriculture (CA) losses are recorded at harvest should they choose to sell at that time. The analysis also seems to show that improving the agronomic practices results in positive gross margins at harvest and at peak periods so farmers can have a financial return

Country	Training costs/Delivery Costs	Benefits	Crop model*
Mali	An investment cost per farmer of approximately US\$80 US\$44/MT	<ul style="list-style-type: none"> The farm gate price increases are estimated to range between 30 and 50 percent for all crops. Estimates of post-harvest loss (PHL) reduction for the analysis is therefore based both on new storage capacity and specific training on post-harvest crop handling and storage at household level before storing at warehouses. It has been assumed that there was a reduction of 20 percent in PHL 	<ul style="list-style-type: none"> The estimated increase in production lies between 40 and 100 percent depending on the crop. The related increase in income for a hectare of land is between 50 and 130 percent. Increased production allows for both increased food availability and consumption smoothening at household level The investment cost per beneficiaries has been estimated at US\$290 and the financial benefits per beneficiary will potentially exceed the investment costs after few years, if calculated at farm level: additional income ranges between US\$120 and 370 per cultivated ha, depending on crops
Tanzania	An investment cost per farmer of approximately US\$140 US\$74/MT	<ul style="list-style-type: none"> The price increases are estimated at 50 percent for both crops. There is an indication that benefits from the greater price and incremental production sold seem to more than compensate the increased production and post-harvest handling costs. It is important to note that only a limited percentage of farmers, around 30 percent of SACCOs members, are currently selling to WFP and only those benefited from the prices increase, while for the remaining 70 percent of farmers, it is reasonable to assume there was no change in terms of prices. The switch from volume base sale to weight base has been reported as major change. The IA estimates the gain at an additional 20 percent of production now available at household level for selling or home consumption 	<ul style="list-style-type: none"> The estimated production increase is 35 percent with respect to the baseline, owing to improved agronomic techniques and inputs. The related increase in income is 52 percent with respect to the without project scenario. The investment cost per beneficiary and the financial benefits per beneficiary will potentially exceed the investment costs after few years, if calculated at farm level

* The illustrative models present a best case scenarios of farmers of who apply at best the improved agronomic practices and inputs learned through the formal trainings and on-the job training provided by P4P. This best case scenario does not apply to all farmers participating in the P4P scheme.

Annex 27: Re-allocation of expenses (according to key activities) vs. key outputs in 4 pilot countries

A. Description of methodology

4. This detailed exercise to re-allocate P4P expenses is aimed at identifying how resources have been spent or utilised according to key sets of activities implemented in the COs under P4P. This involved four COs, namely: Ethiopia, Guatemala, Liberia and Tanzania. The expense reports (drawn from WINGS) for 2012 and 2013 served as the basis for re-constructing / re-classifying expenses (see Table 81 below), and were shared by the P4P Finance Team (CU) with the ET. These reports make use of the following P4P Funded Programmes:

- Personnel
- Procurement
- Capacity Development
- Learning and Sharing
- Policy and Advocacy

Table 81: Actual expenditures by Funded Programme (Activities), in US\$

P4P COs	Fiscal Year	Funded Programmes			
		Personnel	Procurement Activities	Capacity Development	Learning & Sharing
Ethiopia	2012	444,156.49	202,470.84	6,429.21	2,748.83
	2013	486,269.54	862,492.85	25,387.18	16,634.33
Guatemala	2012	235,916.10	192,836.75	434,708.64	17,860.88
	2013	165,800.38	173,048.27	244,329.44	43,795.16
Liberia	2012	357,894.62	223,585.82	385,871.57	-82,514.00
	2013	587,199.16	172,058.23	117,974.38	17,810.72
Tanzania	2012	561,995.88	302,122.16		77,924.00
	2013	523,635.26	384,538.03	23,921.77	88,098.66

Source: All Grants expenditure as at 31.12.2013_run date 31.12.2013.xls

5. One of the issues raised regarding the available financial data (provided under WINGS) was that in the course of recording actual expenditure, expenses have sometimes been recorded under cost categories (i.e. the corresponding P4P Funded Programmes listed above) that do not really reflect the actual nature of the expense. And as such, the reported expenses on the WINGS system do not reflect the full and true nature of how resources were spent or allocated according to the different activities implemented under P4P. The inclusion of a non-activity based category (i.e. Personnel) among the funded programmes also makes it difficult to determine how available funds were utilised according to the key sets of activities.

6. The four COs have therefore been requested to re-allocate expenses (for 2012 and 2013 only) using a different set of cost categories that are linked to key sets of activities. The table below outlines the categories for re-classifying expenses and provides detailed descriptions of these expenses. (The expense reclassification only affects four sets of expenses: i.e. personnel, procurement, capacity development, and learning & sharing.)

Table 82: Categories of expenses (to be used for the re-classification)

Categories of expenses (to be used for the re-classification)	Detailed description of expenses: these include -	Examples
<p>Category 1.1 Technical training for farmers and FOs on production and post-production themes</p>	<p>All costs incurred for providing training to farmer-beneficiaries and FO staff and management, whether directly or indirectly (e.g. training of trainers), specifically for the purpose of learning production and post-production techniques, and on various aspects of organisational development. This will include all training activities except training on WFP procurement and payment procedures. The range of expenses will include:</p> <ul style="list-style-type: none"> (a) Consultant/Contracted service fees paid to trainers, facilitators and professionals or external service providers involved in the delivery of training; (b) Other costs incurred by trainers/facilitators - e.g. cost of international and local travel, per diems, etc. (c) Rent of venues for conducting the training or workshop; (d) Incidental expenses related to holding the training - e.g. meals/snacks provided during the training, supplies/materials purchased (e.g. hand-outs and other learning materials); (e) Any per diems provided to training participants, including reimbursement of travel expenses of training participants, etc. 	<p>Includes training farmers on the use of seeds and fertilisers, soil preparation, crop cultivation techniques, harvesting and post-harvest activities (including storage). This also includes any training to FOs on effective management of FOs.</p>
<p>Category 1.2 Procurement-related training (workshops) to acquaint FOs on the procurement and payment modalities of WFP</p>	<p>All costs incurred for providing training to FO staff and management, whether directly or indirectly (e.g. training of trainers), specifically for the purpose of acquainting them on the procurement modalities, such as:</p> <ul style="list-style-type: none"> (a) Fees paid to trainers, facilitators and professionals or external service providers involved in the delivery of training; (b) Other costs incurred by trainers/facilitators - e.g. cost of international and local travel, per diems, etc. (c) Rent of venues for conducting the training or workshop; (d) Incidental expenses related to holding the training - e.g. meals/snacks provided during the training, supplies/materials purchased (e.g. hand-outs and other learning materials); (e) Any per diems provided to training participants, including reimbursement of travel expenses of training participants, etc. 	<p>Includes training and workshops held to acquaint FOs on contractual arrangements with WFP when selling crops/produce.</p>
<p>Category 1.3 Purchase of processing or other types of agricultural equipment, and construction of warehouses</p>	<p>All costs incurred for acquiring agricultural equipment to support farmer-beneficiaries in their production and post-production activities - these may include various equipment for tilling or land preparation, harvesting, and processing crops; and for constructing warehouses for the benefit of P4P farmer-beneficiaries:</p> <ul style="list-style-type: none"> (a) The cost of the actual equipment purchased (or value awarded to any organisation designated to provide the equipment to the farmers or FOs), and any other costs incurred in relation to acquiring or delivering the equipment - e.g. delivery costs, set-up costs (charged by the supplier of the equipment), etc.; 	<p>Includes all equipment and assets purchased with P4P funds for the benefit of farmer-beneficiaries or FOs. The ownership of these equipment and assets need have been transferred to the farmers/FOs - i.e. these do NOT include assets that have been purchased with P4P funds, but are owned by WFP.</p>

Categories of expenses (to be used for the re-classification)	Detailed description of expenses: these include -	Examples
	<p>(b) Any after-sales-service fees charged by the supplier (e.g. for repairing the equipment, etc.);</p> <p>(c) The value awarded to any organisation designated to provide or construct the warehouse, and any other related costs, such as any warehouse maintenance costs (paid for by WFP/P4P), insurance, etc.</p>	
<p>Category 1.4 Other procurement-related costs (covered by the P4P budget)</p>	<p>These may include costs that are normally treated as part of the standard WFP procurement expenses, but have, however been covered by the P4P budget, such as:</p> <p>(a) The cost of any (additional) equipment purchased by the CO in order to support procurement activities - e.g. (additional) bagging and other post-production equipment (that is owned and maintained by the CO);</p> <p>(b) The cost of any (additional) assets purchased by the CO in order to support procurement activities - e.g. vehicles (whether hired/leased or purchased), computer equipment for WFP staff, etc.;</p> <p>(c) The cost of other supplies purchased by the CO to support procurement activities;</p> <p>(d) The cost of hiring any additional facilities to support procurement - e.g. additional storage (warehouse) facilities, etc.;</p> <p>(e) The cost of fuel and other charges related to picking up and transporting goods from participating FOs.</p>	<p>Includes allocations made for LTSH expenses, and acquisition of supplies, equipment or storage facilities that are owned / maintained by WFP.</p>
<p>Category 1.5 M&E and dissemination of findings</p>	<p>All costs incurred to undertake M&E activities, prepare learning reports, undertake surveys and conduct dissemination or communication of findings etc.</p> <p>a) Fees paid to trainers, facilitators and professionals or external service providers involved in monitoring activities, conducting surveys, etc.;</p> <p>b) Other costs incurred by staff or external consultants - e.g. cost of international and local travel, per diems, etc.;</p> <p>c) Rent of venues for conducting workshops.</p>	

7. Following the classification given above:

- Categories 1.1 and 1.3 correspond to Capacity Development expenses;
- Categories 1.2 and 1.4 correspond to Procurement Activity expenses; and
- Category 1.5 corresponds to M&E expenses.

8. Re-allocation of personnel expenses using a time use method - The COs were requested to list all the staff positions funded under the P4P programme or paid for by P4P for that year, and indicate the full cost (salary and all other HR-related expenses attached to that post). The next step then involved allocating the time spent by the individual on respective activities (as classified and defined in the table above). For roles that exercise oversight (such as the Country Coordinator) and support roles such as those performing finance-related functions, drivers, etc., the time allocation will be in line with the CO

priorities for P4P.¹³⁶ If the CO had a similar roster of staff (funded by P4P) and similar personnel expenses for 2013 as in the previous year (2012), then the CO may opt to show a similar allocation of personnel expenses for both years.

9. Re-allocation of other (non-personnel) expenses – The COs were then requested to review the expense entries (drawn from WINGS, for 2012 and 2013) and allocate these (i.e. provide the appropriate values in US\$) according to the categories described above. In some cases, the expenses reported by the COs could be immediately re-allocated according to the categories described in the table above.¹³⁷ In other cases, however, it was necessary to flesh out expenses: e.g. a payment issued to an individual consultant may cover services that cut across capacity building activities (Category 1.1) and M&E (Category 1.5). In such cases, it was therefore necessary to trace the expense by looking at any supporting documentation and re-allocating these expenses accordingly.¹³⁸

10. The re-allocation of these expenses was carried out by the Finance Officer at the CO, in close consultation with the appropriate CO programme / P4P staff.

B. Analysis of the results

11. The total re-allocated expenses are presented in the table below.

Table 83: Re-allocated expenditures, according to key activities, in US\$

P4P COs	Fiscal Year	Total re-allocated expenses		
		Capacity Development	Procurement	M&E
Ethiopia	2012	257,539.10	262,379.33	135,258.01
	2013	911,508.72	333,158.31	173,840.74
Guatemala	2012	610,099.61	204,332.40	88,349.59
	2013	304,272.77	226,177.10	180,646.43
Liberia	2012	531,266.48	271,437.73	79,452.19
	2013	463,945.44	284,400.76	126,598.73
Tanzania	2012	157,412.10	98,139.96	125,155.14
	2013	223,161.27	174,948.64	100,044.96

12. The re-allocation of expenses dramatically changes the picture, not only in terms of the total values corresponding to each set of activities,¹³⁹ but also in terms of the relative share between the costs of the different activities, as shown in the figures below.

¹³⁶ For example, if the CO has focused heavily on the production-related training aspect of the programme, a heavier weight should be given to this component.

¹³⁷ For example, some entries made under "Capacity Development" could be fully (i.e. 100%) and immediately allocated to Category 1.1 above.

¹³⁸ For expense entries that constitute various expense categories, the following steps have been carried out: (1) Reference was made to the original F.L.A., contract or purchase order for the said expense - i.e. the contract or purchase order with the respective individual or organisation, as the case may be. The contract will specify the kinds of services or goods that have been delivered (by the individual or the organisation), and should help reveal what category or categories of expenses it should be classified under. (2) Once the contract or purchase order has been reviewed, the CO then identified the categories of activities that that particular expense should fall under. If the contract or purchase order covered more than one category, then the CO exercised judgement on the allocation of the expense.

¹³⁹ This is to be expected, given that these sums now also include shares in personnel expenses.

Figure 20: Comparison of reported expenditures (WINGS) and re-allocated expenses, 2012 (in US\$)

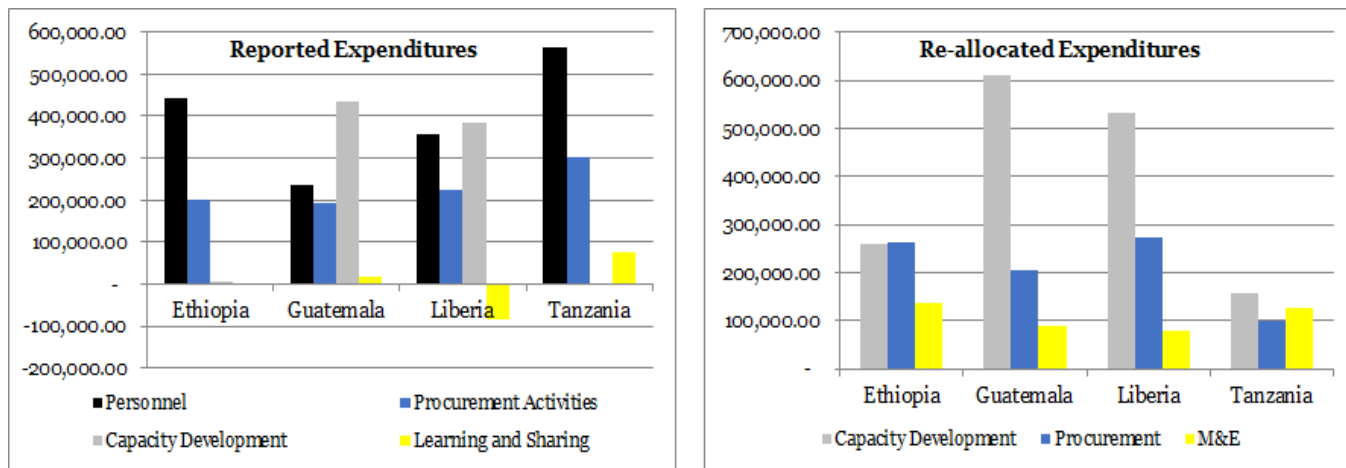
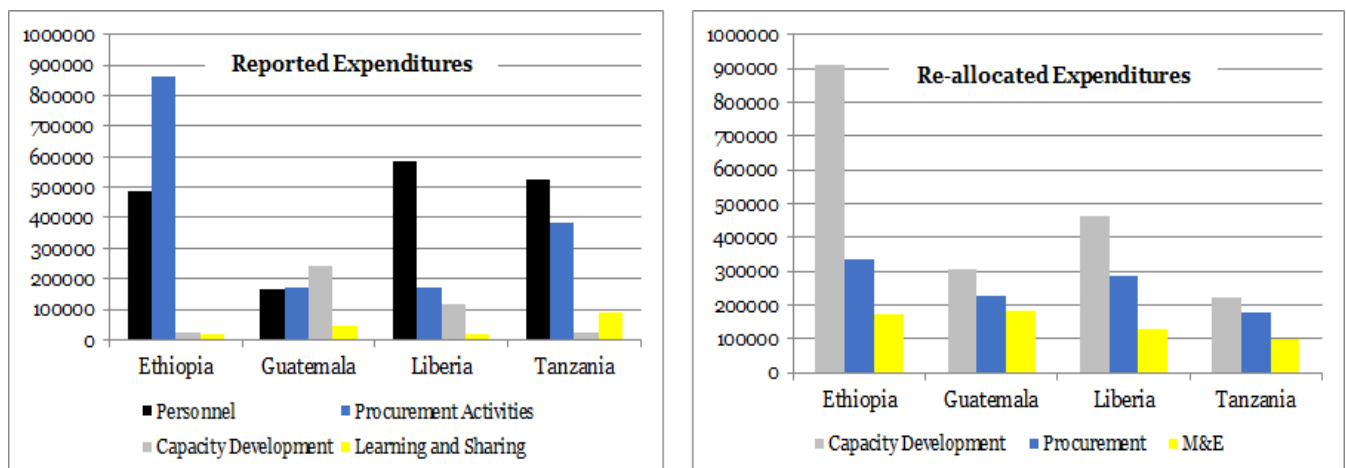


Figure 21: Comparison of reported expenditures (WINGS) and re-allocated expenses, 2013 (in US\$)



Note: The negative value recorded against Liberia (for expenses recorded under Learning & Sharing) is explained in terms of how negative values can be created in the WINGS system for accounting purposes.

13. For example, in Ethiopia, reported capacity development expenses appear to be low (compared to other categories of expenses). The re-allocated expenses, however, show a higher share of capacity development expenses and this constituted the bulk of P4P expenses in the country in 2013 (far surpassing expenses related to procurement activities). In Guatemala, there appears to be greater consistency between reported and re-allocated expenses, although M&E expenses gained prominence when we consider the re-allocated sums for 2013. Similarly, in Liberia – while the CO appears to have spent more on procurement activities (compared to capacity development) in 2013, the re-allocated sums show that a greater proportion of expenses were actually spent on capacity development. And in Tanzania, the re-allocated capacity development expenses appear to not only have been driven by the allocation of personnel expenses, but also by some of the costs that were recorded under procurement activities.¹⁴⁰

¹⁴⁰ It is not the intention of this exercise to point out errors in recording expenses, as what may be implied from these comparisons between recorded and re-allocated expenses. The purpose of this exercise was to ascertain how P4P funds were actually utilised in these four countries, according to the key activities implemented under P4P.

14. It is important to appreciate these discrepancies between reported and re-allocated expenses against the range of activities that have indeed been undertaken in the four COs. For example, the low values recorded under capacity development for Ethiopia may lead to the assumption that (a) there was little capacity development activity carried out in the country (and most of the work may have centred around procurement-related activities), or that (b) P4P in Ethiopia is able to carry out its capacity development activities at a significantly lower cost (especially when compared to other P4P countries).

15. During the visits to these four COs, the ET discussed the results of the re-allocation of expenses and looked at how these expenses then relate to outputs and outcomes that are being tracked or that COs can report on. This would allow us to analyse the efficiency of procurement approaches used, and how efficient P4P has been in achieving capacity development. It is, however, the conclusion of this evaluation that despite the efforts made to determine how resources may have been spent according to key sets of activities, an efficiency assessment (in line with the questions posed in the EM) is not possible, given the following reasons:

16. There is currently no measure of “changes in SHF/FO capacity” that is being tracked in the monitoring activities of P4P in these countries. There are a number of indicators that can be used as proxies to show outcome results (for changes in capacity), such as changes in production volumes; but this information is not collected in all of the countries. Moreover, even if all of the countries are able to provide this information, the use of such an indicator would presuppose that the change in production volumes is wholly attributable to P4P capacity development interventions. Another option that was explored is to use the number of trainees, which would make the assumption that a person who received training will equate to capacity built. All four countries do track training attendance and the number of training events conducted. But the numbers reported represent number of heads at training, rather than the number of individual farmers who participated in or who have received at least one training (sponsored by P4P).

17. P4P procurement activity expenses in part cover activities that are developmental in nature – i.e. some of the activities being financed are geared to enable SHFs/FOs to engage with WFP as suppliers of commodities, such as conducting workshops to acquaint FOs on the procurement modalities. These procurement expenses cannot, however, be broken down into costs that could then be associated with the use of specific P4P procurement modalities, which prevents us from making an assessment of the relative efficiencies of these modalities. The ET considered looking at expenses recorded under *Category 1.4* only (i.e. the costs that are normally treated as part of the standard WFP procurement expenses, but have, however been covered by the P4P budget). But some of these costs (by definition) will have been covered by the project budgets (i.e. not by P4P), and will therefore not give us an accurate picture of the standard procurement costs associated with P4P purchases.¹⁴¹

18. Over and above these limitations, there are also other issues that need to be considered in any attempt to undertake an analysis of efficiency. Firstly, these countries fund different types of activities even within the same category (e.g. under capacity development), which makes it difficult to arrive at meaningful comparisons between countries. These differences in activities funded will be driven by differences in these countries’ market characteristics, as well as their access to P4P funding.

¹⁴¹ The same limitation exists when we consider any reference to procurement costs, distinguished according to standard LRP procurement and purchases made from international suppliers (imports) – which could serve as a possible benchmark for analysing standard procurement costs associated with P4P purchases.

19. Table 84 below shows the re-allocated sums for Capacity Development, broken down into (a) the costs of training farmer-beneficiaries and FO staff and management on production and post-production techniques and on various aspects of organisational development (Category 1.1), and (b) the costs of acquiring agricultural equipment to support farmer-beneficiaries in their production and post-production activities, including various equipment for tilling or land preparation, harvesting, and processing crops, and for constructing warehouses for FOs (Category 1.3).

Table 84: Details of re-allocated expenses related to P4P Capacity Development

		Total re-allocated expenses		
		Capacity Development	Category 1.1	Category 1.3
Ethiopia	2012	257,539.10	224,063.86	33,475.24
	2013	911,508.72	874,208.03	37,300.69
Guatemala	2012	610,099.61	513,995.95	96,103.66
	2013	304,272.77	275,012.40	29,260.37
Liberia	2012	531,266.48	287,254.80	244,011.68
	2013	463,945.44	295,862.48	168,082.95
Tanzania	2012	157,412.10	60,038.53	97,373.57
	2013	223,161.27	145,464.91	77,696.36

20. As the results in the table above show, countries like Liberia and Tanzania have actually allocated substantial proportions of their capacity development expenses to financing agricultural equipment and assets (Category 1.3); whereas capacity development activities in Guatemala and Ethiopia have been more focused on training in the areas of production and post-production and FO organisational development.

21. The same observations can be made when we look at the allocation of procurement expenditure. Ethiopia, Liberia and Tanzania tend to allocate more substantial proportions of their procurement budgets on (a) training provided to FO staff and management to acquaint them on WFP procurement (Category 1.2), as opposed to Guatemala, where other procurement-related costs – i.e. procurement costs that are normally treated as part of the standard WFP procurement expenses, but have, however been covered by the P4P budget (Category 1.4) – tend to have a greater share in the overall procurement expenditure.

Table 85: Details of re-allocated expenses related to P4P Procurement Activities

		Total re-allocated expenses		
		Procurement Activities	Category 1.2	Category 1.4
Ethiopia	2012	262,379.33	235,551.46	26,827.87
	2013	333,158.31	269,389.03	63,769.28
Guatemala	2012	204,332.40	84,485.13	119,847.28
	2013	226,177.10	92,514.90	133,662.20
Liberia	2012	271,437.73	241,440.40	29,997.34
	2013	284,400.76	234,839.98	49,560.78
Tanzania	2012	98,139.96	53,466.27	44,673.69
	2013	174,948.64	139,390.62	35,558.02

22. This is important to consider when making cross-country comparisons of costs. Some COs may be financing the acquisition of agricultural assets more substantially than others. If we then use the *number of persons trained* as measure of ‘capacity developed’, these countries may tend to show higher capacity development costs per unit compared to others. The difference in the kinds of activities financed by P4P means that there is a requirement to not only specify how funds were utilised according to activities, but also outcome indicators for certain categories of activities.

C. Way forward

23. If P4P seeks to be able to make an assessment of efficiency, what improvements could be made, especially in terms of indicators that can be tracked and how this information can be collected?

24. In terms of capacity development, it would still be useful to consider costs per farmer trained – but tracking of participation in training needs to be improved. The information to be collected could be the number of individual SHFs who participated or have received at least one training sponsored by P4P (and not the number of heads at training). If a CO is adopting a training-of-trainers (TOT) approach, it will be useful to distinguish between the number of trainers trained (and able to and have delivered training to P4P targeted SHFs and FOs) and the number of individual SHFs who received training from trainers who were trained.

25. This process would be relatively straightforward: the information required may be collected as part of FO records. It gets more complicated, however, when we consider capturing information on ‘capacity built, given (a) what this would entail in terms of the data collection exercise, and (b) the different activities funded under capacity development.

26. P4P FOs could be asked to report on the number of SHFs who are now adopting the farming techniques they have learned as part of the P4P-sponsored training. This self-reported information may, however, present a number of problems. As such, this information (e.g. the rate of adoption of certain agricultural techniques among P4P-targeted SHFs) should therefore be captured in the rigorous monitoring activities being carried out (e.g. P4P impact assessments).¹⁴²

27. In order to assess the efficiency of funding agricultural assets, the routine impact assessments will need to capture the number of SHFs without access to certain assets (i.e. considered necessary in order for them to engage with markets), at baseline; and the number of SHFs who are now able to benefit from the use of agricultural assets funded by P4P.

28. In terms of procurement activities, it would be useful to distinguish between procurement costs that are developmental in nature (Category 1.2) and more operational costs (Category 1.4). Procurement costs that are developmental in nature can be analysed against the performance in terms of the number of FOs that are now in a position to supply to WFP and other commercial buyers, as well as trends in terms of the volume of P4P purchases. It should, however, be noted that as these expenses are developmental in nature, the outcomes that they produce may extend beyond the horizon of a single year. Moreover, some countries may have “invested” in procurement, but may not have been able to

¹⁴² This may require the following steps: (a) COs will need to specify or define production and/or post-production practices that need to be changed or improved (among the targeted SHFs). (b) The surveys will need to capture the number of farmers adopting these practices (differentiated between baseline and after receipt of training), as well as the number of farmers who have been trained but are not adopting such practices. This information could then be analysed against impact results such reported increase in yields, etc.

purchase from P4P vendors – not because there are no capable P4P FO-suppliers, but because there may not have been any need to purchase commodities that year or there may not have been funds available to purchase food.

29. It would also be useful to track operational procurement expenses – and to distinguish between costs that can be associated with standard LRP procurement (i.e. not including P4P purchases), purchases from international suppliers (imports), and P4P purchases.

Annex 28: Project Milestones and Status for BMGF Countries, by year

Table 86: Objective, Activity Milestone and Status/Comments

Objective	Activity Milestone	Status/Comments
2013		
1. Identify and share best practices	<ul style="list-style-type: none"> Broadly disseminate the best practices information annually – 30 June 2013: Work with agricultural production and market development partners to broadly disseminate best practices annually – 30 September 2013: Conduct annual reviews – 31 December 2013: 	<ul style="list-style-type: none"> Achieved - this continues to be done through the monthly P4P updates and other communications of the P4P Unit Achieved. Examples: the P4P Global Coordinator shared P4P experiences at the April 2014 2nd Global Conference on Bio-fortification, Rwanda; P4P experiences are shared through the IYFF website; P4P experiences were shared at the February 2014 IFAD Farmers Forum Achieved. The Annual Consultation was held in January 2014
2. Increase SHFs' capacities	<ul style="list-style-type: none"> Annually review the effectiveness of the training and perform needs assessment for follow-on training for SHFs, small farmers groups and traders Implement the next round of training, again ensuring that more than 50 percent of those trained are female SHFs Broadly disseminate the best practices information annually 	<ul style="list-style-type: none"> Achieved – Post-Harvest Manual actively being used; emerging data analysis demonstrating impact of training provided Partially achieved – while P4P has not yet reached the target of 50 percent trained being women, P4P has put a stronger emphasis on going beyond numerical representation to also focusing on women's social and economic empowerment as described under this objective Achieved – this continues to be done through the monthly newsletter, regional and global meetings, and social media
3. Increasing sales by smallholder/low-income farmers	<ul style="list-style-type: none"> Annually review effectiveness of the training for WFP and its partners; document best practices and design the next-stage training based on those assessments and best practices Implement the next round of training for WFP and its partners Broadly disseminate the best practices information annually 	<ul style="list-style-type: none"> Achieved Achieved Achieved
4. Transform the WFP food purchase model	<ul style="list-style-type: none"> Annually update and disseminate revised guidelines for bringing the effort to scale in the participating countries – 31 December 2013 Review the effectiveness of the agricultural production and market development activities supported by the sub grant and implemented by supply-side partners – 30 June 2013 Work with agricultural production and market development partner(s) to broadly disseminate best practices annually – 30 September 2013 	<ul style="list-style-type: none"> Achieved Achieved Achieved

Objective	Activity Milestone	Status/Comments
2012		
1. Identify and share best practices	<ul style="list-style-type: none"> • Broadly disseminate the best practices information annually – 30 June 2012 • Work with agricultural production and market development partners to broadly disseminate best practices annually – 30 September 2012 • Conduct annual reviews – 31 December 2012 	<ul style="list-style-type: none"> • Achieved - this continues to be done through the monthly P4P updates and other communications of the P4P Unit • Achieved - the publication of the best practices manual on post-harvest handling was one example of this • Achieved - the Annual Consultation was held in January 2013 to accommodate the schedule of a key Rome based United Nations partner (FAO)
2. Increase SHFs' capacities	<ul style="list-style-type: none"> • Annually review the effectiveness of the training and perform needs assessment for follow-on training for SHFs, small farmers groups and traders • Implement the next round of training, again ensuring that more than 50 percent of those trained are female SHFs • Broadly disseminate the best practices information annually 	<ul style="list-style-type: none"> • Achieved – efforts on reviewing capacity of FOs in line with the mid-term evaluation recommendations afforded pilot countries the opportunity to re-assess the training needs of the FOs and adjust implementation plans accordingly. The Post-Harvest Handling training manual has been finalized and widely distributed. The primer which describes the P4P rationale and implementation approach has been published and circulated globally. • Partially achieved – to date women represent 42 percent of total trainees. Efforts continue to respond to the unique needs of women, ensuring that training is relevant to their needs and experience and conducted at times suitable for their participation. • Achieved – this continues to be done through the monthly P4P updates and other communications of the P4P Unit.
3. Increasing sales by smallholder/low-income farmers	<ul style="list-style-type: none"> • Annually review effectiveness of the training for WFP and its partners; document best practices and design the next-stage training based on those assessments and best practices • Implement the next round of training for WFP and its partners • Broadly disseminate the best practices information annually 	<ul style="list-style-type: none"> • Achieved • Achieved • Achieved
4. Transform the WFP food purchase model	<ul style="list-style-type: none"> • Annually update and disseminate revised guidelines for bringing the effort to scale in the participating countries – 31 December 2012 • Review the effectiveness of the agricultural production and market development activities supported by 	<ul style="list-style-type: none"> • Achieved - the Procurement Working Group has issued ten guidance notes and memorandums. In addition, templates relative to the different P4P procurement modalities and covering all aspects of the purchase process have been provided to pilot countries, including guidelines for modality implementation and price negotiations. The procurement guidance notes were consolidated and updated in February 2012 • Achieved - the regional meetings held in the first quarter of 2012 allowed pilot countries to review a range of

Objective	Activity Milestone	Status/Comments
	<p>the sub grant and implemented by supply-side partners – 30 June 2012</p> <ul style="list-style-type: none"> • Work with agricultural production and market development partner(s) to broadly disseminate best practices annually – 30 September 2012 	<p>implementation aspects including partnerships and progress towards achieving CIP targets</p> <ul style="list-style-type: none"> • Achieved - the publication of the best practices manual on post-harvest handling and storage was one example of this
2011		
<p>1. Identify and share best practices</p>	<ul style="list-style-type: none"> • Broadly disseminate the best practices information annually – 30 June 2011 • Work with agricultural production and market development partners to broadly disseminate best practices annually – 30 September 2011 • Annual reviews – 31 December 2011 	<ul style="list-style-type: none"> • All milestones have been achieved • The global Annual Review meeting in December 2011 was convened in Rome, at the IFAD HQs • The monthly P4P update compiled by the P4P CU continued to be widely disseminated (internally and externally), sharing key thematic implementation issues and lessons learnt • The internal and external websites are regularly updated and provide extensive information and regular interviews and stories on implementation progress
<p>2. Increase SHFs' capacities</p>	<ul style="list-style-type: none"> • Annually review the effectiveness of training and perform needs assessment for follow-on training for SHFs, small FOs and traders – 30 September 2011 • Annually review effectiveness of the training for WFP and its partners; document best practices and design the next-stage training based on those assessments and best practices – 30 June 2011 • Review the effectiveness of the agricultural production and market development activities supported by the sub grant and implemented by supply side partners – 30 June 2011 • Implement the next round of training, again ensuring that more than 50 percent of those trained are female SHFs – 31 March 2011 • Broadly disseminate the best practices information annually – 30 June 2011 	<ul style="list-style-type: none"> • All milestones were in progress or have been met as of 31 December 2011 • The review of the PHHS training, the writeshops and the formulation of the P4P gender strategy all made significant contributions towards achieving the milestones • COs have review mechanisms in place which include monitoring individual FO progress, lessons learned events, regular M&E activities and stakeholder consultation and review meetings. • At the global level, the P4P annual review meeting which was held in Rome in December provided the forum for wide dissemination on experiences, lessons and best practices emerging from the extensive portfolio of capacity development activities under P4P.
<p>3. Increasing sales by smallholder/low-income farmers</p>	<ul style="list-style-type: none"> • Implement the next round of training for WFP and its partners – 31 December 2011 • Annually update and disseminate revised guidelines for the bringing the effort to scale in the participating countries – 31 December 2011 	<ul style="list-style-type: none"> • Significant progress has been made towards the training milestones • Determining “what and how” to bring models to scale in the more promising pilot countries will be front and centre of the agenda in 2012. A series of P4P regional meetings are planned for the first quarter of the year, to help COs review their P4P country strategies and incorporate lessons and emerging evidence, which should contribute to bringing efforts to scale where feasible

Objective	Activity Milestone	Status/Comments
4. Transform the WFP food purchase model	• N.A.	N.A.
Feb 2010-Dec 2010		
1. Identify and share best practices	<ul style="list-style-type: none"> • Broadly disseminate the best practices information annually – 30 June 2010 • Work with agricultural production and market development partners to broadly disseminate best practices annually – 30 September 2010 • Annual reviews – 31 December 2010 	<ul style="list-style-type: none"> • All milestones have been achieved • The Annual Review meeting in November 2010 was convened in Maputo, Mozambique and brought together 140 internal and external stakeholders for a deliberation on progress to date and lessons learnt. • The monthly P4P update compiled by the P4P CU is widely disseminated and provides information on best practices and lessons learnt. The internal and external websites are regularly updated and provide extensive information
2. Increase SHFs' capacities	<ul style="list-style-type: none"> • Annually review the effectiveness of training and perform needs assessment for follow-on training for SHFs, small farmers' groups and traders – 30 September 2010 • Annually review effectiveness of the training for WFP and its partners; document best practices and design the next-stage training based on those assessments and best practices – 30 June 2010 • Review the effectiveness of the agricultural production and market development activities supported by the sub grant and implemented by supply side partners –30 June 2010 • Implement the next round of training, again ensuring that more than 50 percent of those trained are female SHFs – 31 March 2010 • Broadly disseminate the best practices information annually – 30 June 2010 	<ul style="list-style-type: none"> • All milestones were in progress as at end 2010 or have been met • At the CO level, the main mechanisms for reviewing the effectiveness of training were through: monitoring of individual FO progress (by WFP or partner); district, provincial or capital level stakeholder lessons learned meetings • The global annual review was held in Maputo at the end of the year
3. Increasing sales by smallholder/low-income farmers	<ul style="list-style-type: none"> • Implement the next round of training for WFP and its partners – 31 December 2010; • Annually update and disseminate revised guidelines for the bringing the effort to scale in the participating countries – 31 December 2010 	<ul style="list-style-type: none"> • Significant progress has been made towards the training milestones • All COs have carried out training with FO's on "doing business with WFP", procurement processes and commodity quality control and handling • As country experience accumulates with the increase in quantities purchased, critical questions and lessons are emerging, both internal and external, that will shape the strategy for scale
4. Transform the WFP food purchase model	N.A.	N.A.

Sources:

P4P (2014) BMGF 2013 Annual report

P4P (2013) BMGF 2012 Annual report

P4P (2012) BMGF 2011 Annual report

P4P (2011) BMGF Feb 2010-Dec 2010 Annual report

Annex 29: Calculation of P4P expenses, according to key activities

Allocation of expenses to key activities, by country

1. In order to derive a better estimate of the expenses incurred according to key activities, by country, the following steps were carried out:
2. Personnel expenses (for each pilot country) were allocated across the other activity-based categories, based on the share that each activity-based category had in relation to total expenses incurred for procurement, capacity development, and learning & sharing activities.
3. All expenses recorded under CU/HQ were then allocated equally across the different pilot countries, with non-pilot country expenses (e.g. expenses recorded under Laos) being added to CU/HQ expenses. All expenses made by the Panama RB were re-allocated equally to the Central American countries.

Table 87: Revised estimates of P4P expenses according to key activities, by country

	Procurement Activities	Capacity Development	Learning and Sharing
Afghanistan	9,394,116.77	234,670.10	307,082.40
Burkina Faso	2,532,071.72	1,180,435.48	1,173,892.49
Dem. Rep. Congo	5,964,590.40	1,362,739.99	333,674.38
El Salvador	3,801,053.65	1,250,086.42	649,425.00
Ethiopia	3,352,258.13	435,476.12	675,725.64
Ghana	2,872,056.48	416,225.78	461,449.04
Guatemala	3,834,373.16	2,551,487.44	973,239.89
Honduras	7,276,838.09	2,266,071.32	851,905.46
Kenya	3,686,518.64	496,530.78	830,548.59
Liberia	1,959,341.20	1,697,952.60	927,534.06
Malawi	2,738,462.81	613,451.48	976,282.01
Mali	3,782,352.16	741,000.68	885,730.11
Mozambique	3,165,619.34	772,253.84	800,005.33
Nicaragua	3,416,993.59	1,188,018.04	420,753.44
Rwanda	2,924,229.94	569,060.12	681,906.21
Sierra Leone	1,785,092.31	1,128,164.65	561,092.39
South Sudan	3,297,280.92	305,900.56	422,638.08
Tanzania	3,727,795.93	626,092.43	1,128,332.62
Uganda	4,583,730.76	310,813.99	553,362.25
Zambia	3,031,109.87	524,503.04	832,370.84
Grand Total	77,125,885.86	18,670,934.85	14,446,950.24

These revised estimates of expenses incurred by activity were then used to calculate the average unit costs for training (i.e. cost per FO member trained) and per metric ton (mt) delivered in each of the countries.

Table 88: P4P average unit cost of training and per mt delivered, by country

	Procurement activities/ Mt delivered	Procurement activities / Mt contracted	Capacity development/ people trained	Total expenses/ FO members	Total expenses/ Mt delivered
	\$/Mt	\$/Mt	\$/person trained	\$/FO member reached	\$/Mt delivered
Afghanistan	988.75	988.65	11.63	17,013.47	1,045.77
Burkina Faso	552.49	476.58	12.17	17.71	1,066.20
DRC	17,542.91	11,695.28	133.02	819.71	22,532.37
El Salvador	660.13	660.02	81.73	663.78	990.03
Ethiopia	63.26	34.26	1.57	4.30	84.23
Ghana	985.94	763.44	97.94	2,460.45	1,287.24
Guatemala	259.80	177.07	36.36	894.29	498.62
Honduras	251.56	224.22	43.14	1,086.19	359.35
Kenya	347.92	160.97	32.83	504.94	473.16
Liberia	1,084.91	658.82	589.77	1,670.86	2,538.66
Malawi	58.13	45.79	23.76	272.73	91.88
Mali	132.11	125.82	170.82	220.56	188.93
Mozambique	287.44	169.00	19.53	121.66	430.21
Nicaragua	1,432.10	1,220.79	58.08	563.43	2,106.36
Rwanda	109.83	98.68	12.45	128.35	156.82
Sierra Leone	1,619.87	881.96	751.61	448.94	3,152.77
South Sudan	2,460.66	1,095.81	158.91	1,232.65	3,004.34
Tanzania	293.13	114.70	49.97	288.55	431.09
Uganda	256.66	158.61	7.58	86.97	305.05
Zambia	78.99	75.84	46.07	469.96	114.35
Grand Total	241.53	171.35	24.29	69.42	345.24

Annex 30: Limitations faced in assessing efficiency

1. The re-allocation of non-activity based expenses allows us to more or less estimate how much money was spent for key activities. However, in order to assess efficiency, the costs need to be assessed in terms of the outcomes achieved, where we face a number of limitations.
2. Assessing how efficient P4P has been in achieving capacity development for SHFs and FOs is complicated by limitations in measuring capacity development outcomes. While P4P keeps track of attendance in trainings, this measure does not show “a capacitated farmer or FO”. Moreover, there are significant issues to consider with what is captured in the training attendance reported by the COs.
3. The progression of FOs from one capacity level to another (e.g. from low to medium capacity), given the FO progression framework adopted, may be used to show changes in capacity. But this does not clearly distinguish the extent to which changes in capacity may be attributed to P4P interventions – which is an important point, considering that in many, if not all, of the pilot countries, P4P capacity development is delivered alongside other interventions by donors and supply-side partners. For example, in Malawi and Ethiopia, P4P provides capacity building support via supply-side partners that are already engaged with FOs and SHFs. P4P provides complementary support by identifying specific areas of capacity that need further strengthening (which is a very reasonable approach). In some cases, this has meant that P4P funded the cost of building a warehouse for the FOs, while the supply-side partner carried on providing other capacity building interventions through other means. If the P4P-supported FO in this case has progressed from low to medium capacity level, it cannot be determined how much of that change was actually driven by P4P.
4. It cannot therefore be clearly determined whether the costs incurred for capacity development can be justified in terms of the results achieved. Even while the experience in some countries suggest that certain efficiencies have been achieved (e.g. given lower costs per unit for training), this does not necessarily mean that the capacity development objectives in these countries have indeed been realised.¹⁴³ A CO may have spent less on capacity development, but have nonetheless reported reaching a large number of SHFs through training relative to other countries; but the lower value of investments made (on a per unit basis) may have affected the quality of training that SHFs ultimately received.
5. In terms of assessing the efficiency of the different procurement modalities, we are faced with a different set of limitations that also keep us from making an assessment of efficiency. It is difficult to explain the differences in procurement expenses incurred between the countries of operation. Firstly, the procurement activities undertaken in the P4P countries will have had to respond to very different market environments. The amount of procurement expenses also does not seem to be driven by the quantity of commodities delivered in the respective countries.¹⁴⁴

¹⁴³ For example, we note that in some countries (e.g. in Ethiopia), efficiencies seem to have been achieved in terms of reaching a high number of persons with P4P training at a significantly lower unit cost. This may have been driven by the training models in place in the country – e.g. by investing more on the training of trainers or focal points within institutions that have the potential to transfer know-how to a greater number of individual farmers. This could also be a function of the characteristics of the supply-side partners for capacity building and the local training environment, more generally.

¹⁴⁴ For example, while the Honduras CO reportedly spent US\$5,429,843.37 on procurement and a total of 28,576 mt of commodities have been procured, some countries like Malawi have successfully procured more than 1.5 times this amount while reportedly spending less than 15% of that spent in Honduras on procurement. This also reflects the differences in procurement modalities that are available and adopted in these countries.

6. The costs of modifying procurement processes at WFP – in order to accommodate P4P vendors (FOs) as new types of sellers – can be quite substantial. The various elements of this cost are, however, not easy to draw from the available financial data. This will require manually unpacking expenses reported in the system and allocating costs associated with each procurement modality that is used by the respective pilot countries (which is not currently done). These limitations make it impossible to quantify the costs of modifying WFP procurement processes and assessing the relative efficiencies across the different modalities adopted in the country.

7. In order to assess the cost implications of modifying the procurement system within WFP (to accommodate P4P vendors), the ET discussed with the Procurement and Logistics teams at the COs visited the drivers of procurement costs (at CO level). This involved identifying the different steps and activities undertaken during the entire procurement and logistics process, the time it takes to execute the activities, the persons/functions involved, where approvals are needed, etc.

8. The COs noted that there have been “hidden costs” associated with procurement and logistics activities when buying from P4P-supported FOs. The most commonly-cited hidden cost is the increase in time spent by staff (at various stages of the procurement and logistics process), which can be quite substantial. This does not only relate to the additional time spent by procurement staff to process more contracts (i.e. given, for example, the need to deal with a higher number of vendors), but also the additional time required to undertake quality checks of deliveries made to WFP warehouses by contracted P4P FOs.

9. There have also been additional costs in terms of bagging and transportation reported in some of the countries visited. In Burkina Faso, the additional costs (for bags and transportation) that can be attributed to modifying procurement were estimated to be \$155,486 (covering the period 2009-2013). Over time, these additional costs are expected to be dramatically reduced, given that the transportation and payment of a superintendent to attend the entire loading process are no longer going to be covered by WFP. In Guatemala, additional transportation costs were also incurred – although this occurred only during the early phase of the pilot. The COs note that in the initial stages, some of the additional costs can be attributed to learning and testing approaches – i.e. to determine what steps and activities are required of WFP in order to successfully engage with P4P FOs as vendors.

10. In post-conflict countries like Liberia, the additional costs (transportation) were cited as part of the much higher costs of implementation in a difficult environment.

11. All of the COs visited noted that it is difficult (if not impossible) to identify costs according to the specific procurement modalities. In Malawi, the CO noted that of the modalities used, direct procurement requires WFP to incur some additional costs (e.g. time required to engage with FOs), but they consider this to be only temporary.

Annex 31: Monitoring & Evaluation note

Design of M&E system

1. The pilot nature of the P4P pilot initiative meant a unique emphasis on M&E and on documenting and sharing knowledge. This led to a vast amount of documents produced across the 5 years of implementation and the 20 countries. A logical framework was developed at the start of the pilot initiative with clear outcomes and desired changes. All 55 indicators of the logical framework have been inventoried and detailed in a separate reference document.

2. The original initiative proposal included a very strong evaluation component composed of yearly real-time evaluations, interim and final evaluations. The proposal expected the final evaluation to be *“based on a panel dataset, including four survey rounds in each country and the information derived from real-time evaluations. Based on analysis of this dataset, this evaluation will yield a comprehensive assessment of the extent to which the programme has met its stated objectives, quantified with respect to the baseline. It will also allow a final assessment of value for money and form the principal vehicle through which best practices for scaling up and replication are finalised for distribution”*¹⁴⁵.

3. The M&E design document, prepared in 2009-10, and based on the logframe, outlined indicators to monitor progress against each of the four objectives of the pilot. This also outlined the various data collection tools and instruments that would be used including regular panel surveys of households FOs and traders, administrative data compilation on trainings, procurement, etc. and qualitative data collection to help understand some of the factors underlying observed change. The design was based on the BMGF proposal’s emphasis on tracking certain indicators, leading to a strong emphasis on the quantitative aspect of the M&E system.

4. The design of the M&E system and the logframe was however not done in conjunction with the design of the programme. This therefore meant that *“the implementation of P4P began prior to the establishment of these two critical features, meaning that the M&E agenda was always in catch-up mode.”*¹⁴⁶

5. The quantitative data can be broadly split into two categories:

Primary quantitative data:

- a) Biennial panel and random surveys of SHFs which collect information on agricultural practices, production and marketing; food security; housing and household characteristics; livelihood sources; and welfare. Impact assessments are being carried out in 4 of the 20 countries using a panel approach (Ghana, Tanzania, Ethiopia, and El-Salvador. Of these Ghana has the most robust counterfactual, with a random assignment of participating FOs.) In the remaining 11 countries, questionnaires were administered to a random sample of participating SHFs for monitoring purposes. The sample size in countries is in the range of 3-500 households (per group- control and treatment);
- b) Annual surveys of FOs which collect information on structure and membership; facilities and services provided to members; and marketing activities. COs have

¹⁴⁵ WFP, 2008, 'Grant Proposal'.

¹⁴⁶ P4P (2014) Synthesis Study of Risks Associated with P4P Programming. Report prepared by New Growth International

administered the survey to all FOs that are participating in the P4P pilot initiative and to a random sample of similar organizations that are not participating in the P4P pilot initiative (for IA countries); and,

- c) Biennial surveys of traders: This was not conducted systematically in most countries and will not be used for the purposes of analysis.

6. **Databases:** In addition to the primary data collected through surveys, there exist a number of databases managed at the country level as well as at the global level by the P4P pilot initiative CU at Rome. These focus on:

- Procurement;
- Training;
- Partnerships;
- FO records (started later).

7. Discussions with the P4P CU confirmed that of these the procurement database (Food Procurement Tracking System (FPTS) is the most up to date and complete. This provides detailed information, not only on the amounts procured, but also the price at which it is procured, information on defaulted amounts and the reasons for defaults. In addition FPTS compares the value of the local P4P contract done (quantity contracted in mt*price per mt), with the value of what it would have cost to purchase that same quantity internationally, i.e., importing that same quantity of food. The training data base lists the various training courses that have been undertaken through P4P and the number of attendees, along with the topics covered.

Implementation of M&E system

8. In practice, the scarcity of resources, human and financial, has meant that the M&E outputs have been more limited than envisaged. The (2014) Synthesis Study of Risks Associated with P4P Programming found that monitoring, learning and evaluation was one of the three key risks identified at a corporate level, with nearly half of the respondents reporting it as relevant.

9. The TRP had suggested from an early stage that the burden of M&E exercises be reduced, with fewer surveys being carried out annually, and only a few countries being selected for the in depth impact assessments.¹⁴⁷ Following this, and taking into account implementation and data collection progress in the various countries, impact assessments were restricted to four countries (El-Salvador, Tanzania, Ethiopia and Ghana) rather than the larger number that was initially planned.

10. FO and household surveys were still envisaged in the remaining countries, with the exception of South Sudan and Afghanistan where data collection was deemed difficult. Data quality issues in some of the other countries like Uganda meant that not all the remaining countries had regular data collection exercises. Of these, 12 had updated baseline reports and 9 had follow up reports as of July 2014. A summary table with key findings from the follow up reports of the 9 available reports is included in Annex 21.

11. Given the scale of data collection envisaged, the quantity of data being generated, and the complexity of conducting surveys in different contexts, P4P contracted AERC, based in

¹⁴⁷ Purchase For Progress TRP Summary Of Proceedings, June 2010

Nairobi, Kenya to support data collection and the data analysis process. AERC came on board in the role of data manager in March 2011, 2 years after the programme had started and the baseline data collection had already been undertaken. AERC was brought on board since it became clear that the data the P4P pilot initiative was generating needed to be managed centrally and professionally, and could be useful beyond the immediate uses of WFP and the P4P pilot initiative.

12. When sourcing a data analysis unit, a deliberate step was taken to work with an African institution, thereby building capacity in the region where the majority of the P4P pilot countries are, as well as seeking to ensure wider usage of the data.

13. AERC was responsible for supporting the primary quantitative data collection (survey data) in all 17 countries. Afghanistan, Uganda and South Sudan don't have any data collection. Their responsibilities focus primarily on data cleaning, analysis and report preparation. The task of data collection still lies with the CO, though AERC has begun to play a supporting role to ensure consistency across countries and improve data quality from the fieldwork. As part of this, AERC also supported the enumerator training, oversaw data collection and provided additional remote support.

14. As part of the inception period, members of the ET travelled to Kenya to see the P4P pilot initiative operate at a CO level, as well as conduct in depth discussions with AERC, which is head quartered in Nairobi. This focused on the availability of data as well as developing an understanding of the processes underlying the data collection, and the roles and responsibilities of the various agencies involved.

15. It was clear from the discussions and the reports prepared that P4P undertook a very ambitious data collection exercise with potential for filling an important gap in the available evidence base about African agriculture. The data collection exercise was an opportunity to create detailed agricultural panel datasets for FOs and HHs in countries with limited data availability.

16. As mentioned previously, in addition to the primary data collection from households and FOs, regular information was meant to be compiled by the CO on trainings, partnerships, FOs, procurement etc. These are important sources of information and provide the basis for the consolidated reports that have been compiled annually by the P4P CU. The data collected through such means is open to question since there has been limited verification of the numbers, with the WFP COs in turn being dependant on partners for accurate information on indicators like training numbers or FO membership numbers. The numbers from these databases have been used in the P4P reports and in this evaluation report, but should be treated with a degree of caution due to potential causes for mis-reporting. The procurement data on the other hand, since it is directly related to WFP operations and is managed within a centralised system, is thought to be accurate and up to date.

Challenges and Limitations of M&E system

17. As noted earlier, the 2014 Synthesis Study of Risks Associated with P4P Programming highlighted M&E as one of the key risks. It states that the key identified risks linked to monitoring, learning and evaluation included that:

- P4P would cover too many countries and contexts to allow for in-depth tackling of fundamental questions and puzzles;

- P4P's chosen MLE framework would be overly complex/ambitious for COs to implement;
- The speed of design and implementation of P4P would undermine/limit scope for learning; and
- The speed of design and implementation of P4P would undermine/limit scope for identification and utilization of lessons within WFP.

18. Some of the challenges highlighted in the report are listed below. These are based on the synthesis report on risks as well as discussions that the ET conducted with the P4P CU, the six COs visited and AERC.

19. The pilot was too big to provide sufficient oversight from the P4P CU based in Rome and conduct sufficiently accurate M&E. This was exacerbated by the minimal resources allocated to M&E in the initial stages of the programme, both at HQ and CO level.

20. The M&E framework was too ambitious and the CU too understaffed at the beginning. AERC only came on board in 2011 and should have been there from the beginning to ensure quality of baselines. AERC also took some time to set up a functioning project unit, and to be able to analyse the large amounts of data that had already been collected.

21. The P4P web-portal that is to be hosted by AERC did not go live as anticipated in mid-2013 due to technical challenges. These are being resolved. The web portal will host P4P data sets as well as various reports on learning realized through the P4P experience. As the technical support agreement with WFP enters its final year, AERC is seeking to institutionalize the Data Knowledge and Management Hub established to support the analysis and reporting on P4P data. Towards this end, a presentation on P4P will be made at the first AERC bi-annual meeting of 2014 which is being held in Accra in early June. The bi-annual meeting brings together researchers from the AERC network and policy makers from across the African continent to discuss on-going and planned research as well as deliver results of completed studies for policy consideration.¹⁴⁸

22. COs needed support from the very beginning with data collection and processing. This came very late. Most COs did not have the required M&E capacities in place. The COs had not budgeted for having M&E officers at the country level. The assumption was that there was enough money to allow COs to hire the required services to undertake the complex M&E system, particularly the large scale surveys. Despite the fact that funding was made available to COs for this, some COs could not adapt to the mind-set of recognising the importance of this aspect of P4P. Unless the CD/DCD was very passionate about P4P, it was just never accorded the necessary priority. The focus on M&E, and learning required strong messages from the HQ to get compliance which took up to the first two to three years of the programme's implementation.

23. The lack of trained personnel for the M&E roles at the CO level meant that the oversight required to ensure quality control was often lacking for the outsourced activities.

24. The pressure of meeting procurement targets meant COs were under pressure to expand P4P to more FOs, focus on the implementation, and gave little time and priority to the learning and documentation, which in general was not perceived as important.

¹⁴⁸ P4P (2014) BMGF 2013 Annual report

25. It has been very difficult to find partners with capacity (human) and skill to support the M&E work. Moreover many M&E partners tend to treat this as a business opportunity and have little interest in the long term follow up of results beyond generating their income from each survey they are hired to do.

26. With staff changes within the core team that led P4P at HQ, the opportunity to draw from institutional memory in considering lessons and implications has become more limited. This is found at the country level as well where many of the P4P co-ordinators have moved on and there are limited staff members who have the institutional memory required to compile and prepare key lessons from P4P implementation.

27. While the design of the M&E framework and instruments got substantial inputs and were ambitious in its scope, the systems for collecting, validating and analysing data were under resourced and given less oversight than was required. This resulted in potentially redundant efforts and poor data quality in some cases:

- Unusable data in some cases due to poor sampling;
- Unusable data in some cases due to poor oversight and management;
- Slow turnaround on data analysis due to lack of capacity to clean/tabulate;
- Data collection was left largely to the CO, leading to a degree of "ad hoc-ness" and has meant that data quality varies greatly by country:
- Some countries collecting data with counterfactual, some not;
- Some countries using professional survey companies, some not; and
- Oversight and resource provided by CO varies significantly.

28. Enumerator training is a critically important element in ensuring data quality. Misinterpretation on the part of the enumerators and COs was noticed in some specific cases. Problem areas are primarily in the FO survey including storage, services offered, credit, and sales. The data quality is in general higher on the household side, though here as well certain indicators have been difficult to collect;

29. Strong systems were put in place in the end to clean data. These are systematic, consistent, well documented and competently implemented. There is an additional quality assurance system in place with double checking of tables between SPSS and STATA. However a lot of the problems arise in the data collection process. AERC responsible for quality but can't control the administering of surveys which makes ensuring quality a challenge;

30. Since the data collection process has already been completed in most countries, the ET was not able to assess the actual implementation of data collection. Discussions with AERC, P4P CU and the COs indicate that data collection experiences are mixed with some countries having carried out more credible and rigorous exercises, with greater oversight and quality control. In addition specific indicators in country surveys were found to have been measured inaccurately or interpreted incorrectly. The data analysis team in AERC has been keeping a close track of such details, and where relevant has been ensuring data that is of poor quality, is not used in the analysis so as to not bias the findings.

31. Some of the key data limitations arising out of the M&E system include the inability to generate data that could be used to accurately provide estimates from a cost-benefit perspective, the lack of consistent quality across indicators and countries, and the inability for the M&E findings to influence and inform implementation decisions given the long lag time between data collection and the availability of results.

32. The FAO investment analysis for El-Salvador highlights how the M&E system of P4P was not designed for a cost-benefit analysis of a value-chains development investment. The most comprehensive existing related data is on sales volumes and values, although this is not produced systematically and consistently, as different sources produce different figures. In order to allow for more complete investment analyses, data on direct investment in FOs should also be improved as, currently, it is difficult to trace the specific investments made in the supported FOs.

33. In addition, the El-Salvador study makes the important point that the existing impact assessment methodology is mostly designed for an initiative which aims at producing results at farm level, but there is no instrument to explore the results at the level where P4P has invested the most – processing facilities and business development – or the impacts of such results on the participant families’ livelihoods. However, this has also proven to be difficult to measure through experimental or quasi-experimental designs in other value-chain development initiatives due to the unique characteristics of each supported business. In fact, being an initiative that supports different levels of investment and approaches in each FO, it is difficult to ascertain counterfactuals and to perform a Cost-Benefit Analysis, even with an improved M&E system.

34. The 2014 synthesis report on risks mentions the following key mitigating actions undertaken by P4P:

- After the MTE in 2011, more emphasis was given to the learning and sharing objective of P4P;
- The GLA has been developed and COs sensitized on the importance of MLE;
- The number of full impact assessments was reduced, making the process more manageable;
- AERC was hired to support data collection and analysis;
- The highest levels of management within WFP sent strong signals that M&E was non-negotiable; and
- Some countries have outsourced their “learning” by having others come in on assignment to write their experiences and draw conclusions on their behalf.

Annex 32: Actions for Scale-Up Identified by WFP, Respondents and Surveys

Table 89: Actions for Scale-Up Identified by WFP, Respondents and Surveys

Area for Action	Background and Recommendations	
Promoting Public Procurement from SHFs	Building the capacity of buying institutions for food procurement, handling, assessment, storage and distribution in a safe and hygienic way ¹⁴⁹ .	
Scale up of WFP Pro-Smallholder procurement through intermediary aggregators (SMT) – collaborative effort between OSPF and P4P.	The medium term goal (2015) is for 10 percent of all WFP procurement (\$100 million per year) to be sourced through intermediaries from SHFs with pro-smallholder scale up to commence in 2014 in five COs ¹⁵⁰ . This needs to be linked to the ability of WFP to link its procurement demand to supply at harvest time. Side selling currently accounts for 26 percent of defaulted amounts ¹⁵¹ . One of the models tested by P4P is engaging SHFs through the existing trader-dominated marketing chain. Of the twenty P4P pilot countries, seven purchased from SMTs as part of their overall implementation strategies with the contracted quantity representing 6 percent of the total (mt) ¹⁵² . The 2014 GLA Paper on Buying from SMTs ¹⁵³ recommended that if continued procurement takes place from SMTs WFP should be more strategic about how it selects SMTs or develop feasible ¹⁵⁴ requirements to place on SMTs supplying WFP to ensure that smallholders benefit from capacity building and increased incomes.	
Pro-Smallholder Market Development unit mainstreamed within OZP as of 2015	The P4P CU is entirely extra-budgetary. As of 2015, it was recommended that two PSA posts be allocated for Market Development Senior Advisers in OZP. RBs should then take primary responsibility for support to COs in implementation of Pro-Smallholder Market Development Programmes. HQ to play more of a guidance/policy/global partnership role. This will happen in 2014/2015 ¹⁵⁵ .	
Internal reorganisation to mainstream Pro-Smallholder Market Development Programming under Fit for	Extra-budgetary funds now support 200 WFP staff, of which 35 are international professionals, 138 are FT national staff, and 27 are consultants /UNVs. This includes 6 international procurement staff (in HQ and COs). These procurement posts will need to transition to PSA or DSC by 2015. This will happen in 2014/2015 ¹⁵⁶ . Migrating a project implementation unit into mainstream organisational divisions carries risks of	

¹⁴⁹ WFP (2014). Supporting Public Procurement from SHFs. WFP GLA Series. Prepared for World Food Programme by Management Systems International. Author Sharon Amani. Pp 5, Pp 18

¹⁵⁰ WFP (2013). Looking Forward - P4P Post-pilot

¹⁵¹ See table 78 in Annex 24.

¹⁵² See table 75 Contracted quantity by vendor type and country in Annex 24.

¹⁵³ WFP (2014). Experience Buying from Small and Medium Traders. WFP GLA Series. Prepared for WFP by MSI. Authors: Eric Knepper and Douglas Krieger.

¹⁵⁴ Models based on aggregation and storage capacity, organisational maturity and demonstrated commitment to supporting SHFs were listed.

¹⁵⁵ WFP (2013). Looking Forward - P4P Post-pilot

¹⁵⁶ WFP (2013). Looking Forward - P4P Post-pilot

Area for Action	Background and Recommendations	
Purpose – and 2014-2017 SP	<p>disruption and loss of skills and institutional memory. These risks for P4P can be largely mitigated by incorporating the migration into the wider implementation activities of the “Fit for Purpose Plan” for organisational strengthening. This was developed in response to the Rapid Organisational Assessment and introduces changes of importance to P4P, namely:</p> <ul style="list-style-type: none"> • Reinforcing decentralisation by further empowering COs and RBs. • Building a corporate culture of commitment, communication and accountability, to include updated policies and guidelines for clarity of roles in the field and staff will be accountable for performance and results through the Strategic Results framework. <p>The Plan will be implemented with significant training investment focused on WFP core activities e.g. VAM, procurement, logistics and ICT, finance and HR.</p>	
Alignment of the WFP Trust Fund structure and the WFP financial accounting system (WINGS or alternative)	<p>These need to be aligned to ensure streamlined reporting structures. Donor reporting should also be standardised¹⁵⁷.</p>	
Deepened Partnerships with the RBAs and others	<p>The RBA Strategy Working Group identified three medium term priorities in 2013 one of which was deepening collaboration on the development and roll-out of P4P in the post-pilot phase, including good practices and lessons learned¹⁵⁸. Involving the RBAs and other partners such as IICA in Latin America, from the design phase was also mentioned during KII with WFP senior management¹⁵⁹.</p>	
Strong Local Partners ¹⁶⁰	<p>The P4P pilot is highly dependent on partners. However, partnerships have not always been properly assessed. The quality and reliability of partners varies from country to country, which has a strong impact on the project’s credibility, objectives and impact. Partners must be assessed using clearly established criteria.</p>	
Additional staffing needs. Identification by WFP staff (particularly in	<p>Lack of staffing or delayed recruitment of staff and difficulties in finding staff with required skills was a challenge to implementation in 2010¹⁶¹. Appropriate staffing¹⁶², motivation and the need to integrate P4P at the CO level</p>	

¹⁵⁷ WFP (2014). BMGF. 2013 Annual Report Pp 88

¹⁵⁸ WFP (2013). Update on Collaboration among the Rome-Based Agencies. WFP/EB.2/2013/4-D .Pp 15

¹⁵⁹ Interview WFP senior management January 2014.

¹⁶⁰ WFP (2014). P4P. Fourth Annual Consultation. 28-31 January 2013. FAO HQs. Pp 19.

¹⁶¹ WFP (2010). Summary P4p Data Analysis Report - 2010 Implementation Challenges & Solutions (as of 30 Sept 2010)

¹⁶² Also mentioned in the WFP (2013). Board Update on Procurement (WFP/EB.A/2013/11-C). Pp 8. “The transition from food aid to food assistance must be driven by dynamic procurement staff with the appropriate expertise and training. This transition impacts procurement in many ways, particularly because of its focus on procurement from SHFs”.

Area for Action	Background and Recommendations	
COs) of organisational and other support requirements and implications for scaling up.	<p>was also mentioned in 2014¹⁶³ as a significant challenge, the solution for which requires clear guidance across WFP¹⁶⁴.</p> <p>The new WFP “People Strategy” does not reflect the acknowledged need for staffing systems to be more supported by a knowledge management function to enable generalist “programme officers” to more rapidly acquire the special skills required for P4P type activity¹⁶⁵</p> <p>Recommendations by WFP¹⁶⁶ were that post pilot, P4P must be embedded into the country office structure, ensuring that staff is provided with the necessary support, that CO management should be encouraged to experiment, and that P4P must seek out opportunities for synergies with other WFP activities – for example, climate change, Home Grown School Feeding, nutrition, cash and vouchers, and weather insurance.</p>	
Increased attention to regular and systematic review of risks	Develop a comprehensive Risk management policy for SHF-oriented LRP initiatives together with a required process for implementation.	

¹⁶³ WFP (2014). Synthesis Study of Risks Associated with P4P Programming. WFP GLA Series. Prepared by New Growth International. Pp 3

¹⁶⁴ WFP (2014). P4P. Fourth Annual Consultation. 28-31 January 2013. FAO HQs. Pp 18

¹⁶⁵ Interview communication WFP management.

¹⁶⁶ WFP (2014). BMGF. 2013 Annual Report.

Annex 33: List of persons met

Table 90: List of persons met

Organisation	Persons Met With
WFP OEV	Anne-Claire Luzot, Senior Evaluation Officer Ramona Desole, Research Assistant Helen Wedgwood, OEV Director
WFP P4P Unit	Ken Davies, P4P Global Coordinator Clare Mbizule, Senior Programme Advisor Catherine Feeney, Senior Programme Advisor Alessia De Caterina, M&E Officer Batamaka Some, Gender Expert Romain Sirois, Senior Programme Advisor Edouard Nizeyimana, Senior Programme Advisor Ester Rapuano, P4P Finance Assistant Damien Fontaine, M&E Officer Ahanna Gudmunds, Communication and Advocacy Officer Bhai Thapa, P4P Finance Manager Sara Lyons, M&E Consultant Chelsea Graham, Communications and Advocacy Intern
P4P SC	Ramiro Lopes da Silva, Assistant Executive Director, Chair of the P4P SC Stanlake Samkange, Director Policy, Programme and Innovation Wolfgang Herbinger, Director Logistics Division Corinne Fleischer, Director, Procurement Division Finbarr Curran, Director, Budget & Programming Division
WFP HQ: Other departments	Adrian Van Der Knaap, Chief, Transport and Logistics Service Issa Sanogo, Senior Market Adviser, Head of Economic and Market Analysis Unit Peter Rodrigues, Chief School Feeding Shane Prigge, Chief Food Safety and Quality Assurance Mary Ellen Mc Groarty, Deputy Director, Procurement Calum Gardner, Chief, Office of Budget Mahadevan Ramachandran, Head of Strategy and Business Development Shanoo Saran, Coordinator, Business Development and Innovations, Procurement Division Mary-Ellen Mcgroarty, Deputy Director Procurement Division Sinan Ali Head, Commodity Accounting Nenad Loncarevic Head, Transport Budgeting -Project Funds analysis and commodity accounting Jelena Milosevic Chief Basic Social Security (BSS) and Logistics Execution Support System (LESS) Josefa Zueco Head BSS and LESS

Organisation	Persons Met With
	<p>Annalisa Conte, Chief Programme Innovation Service Jamie Morrison, Sr Economist Trade and Markets Division Charlotte Ravoet, HR Officer Learning and Performance Branch Makhtar Ndiaye, Deputy HR Director Maged Yahia, Deputy HR Director Flavia Scarnecchia, HR Officer Learning and Performance Branch Clara Wang, Chief Recruitment and Reassignment Branch Devica Nystedt, Chief HR Field Support Branch William Hart, Deputy Director, Government Partnerships Division Filomena Zukauskaite, HR Officer Field Support Branch</p>
RBAs	<p>Eugenia Serova, Director, Rural Infrastructure and Agro-business Division, FAO Siobhan Kelly, Siobhan Kelly, Agribusiness Economist, Agribusiness and Rural Infrastructure Division, FAO Shukri Ahmed, Sr Economist Global Information and Early Warning System, FAO Jean-Philippe Audinet, Sr Technical Advisor Policy & Technical Advisory Division, FAO Francesco Rispoli, Technical Advisor, Rural Finance, FAO Lisa Paglietti, Economist, FAO Investment Center Roble Sabrie, FAO Investment Center</p>
Donors	<p>Alesha Black, Programme Officer, Agriculture Development, BMGF Brian Bacon, Chief of Staff, USAID Michael Gort, Deputy Permanent Representative, Canada Sylvie Pedneault, Development Officer, Foreign Affairs, Trade and Development Canada Ann Kelly, President, HGBF Chad Shipmaker, Deputy Director, HBGF Emily Martin, Programme Officer, HGBF Susan Bradley, USAID</p>
TRP	<p>Maximo Torero, Divisional Director, Markets, Trade and Institutions Miguel Garcia-Winder, ICCA Representative in US Shaun Ferris, CRS</p>
Inception visit in Kenya	<p>WFP-Kenya CO: Lara Fossi, WFP Head, Country Programme Zippy Mbatia, WFP P4P Co-ordinator Valerie N Guarnieri, WFP Regional Director Ronald S. Sibanda, WFP Country Head, Kenya Lorna Likhang, WFP P4P Gender specialist Ruth Musili, WFP Programme Assistant Rosemary Babu, WFP Eldoret Office, P4P Focal Point North Rift</p>

Organisation	Persons Met With
	<p>External stakeholders: Paulo Dias, AERC Data Analysis and Knowledge Management Hub (DAKMAH), Manager Innocent Matshe, AERC Director, Training Lemma Senbert, AERC Executive Director Dennis Kinambuga AERC M&E Officer Dennis Ochieng, AERC Data Analyst Doug Krieger, Consultant Data Specialist Steven Were Omamo, AGRA Director, Policy Programme James Mutonyi, Agricultural Market Development Trust, Managing Director George O. Mabuka, Project Officer, Cereal Growers Organisation Cleophas Chesoli, Associate Programme Manager, Safety Net AMPATH Adrian Gardner, Indiana University Field Director AMPATH Lindah Madegwa, Food Security Officer AMPATH Job Boit, Social Work Manager AMPATH Evelyne Andiema, MoA, Wareng Sub county agricultural officer Joyce Serem, MoA, Eldoret West Sub county agricultural officer Alice Omundi, MoA, Eldoret East Sub county agricultural officer Isaac Too, Chairman, Schemers Community Based Organisation Timothy Wasakale, Chairman, Owefwe Obwambani Self Help Group Jack Kosgei, Accountant AMPATH</p>
<p>CV Burkina Faso</p>	<p>WFP-Burkina Faso CO: Yves Aklamovo, P4P Country Coordinator Nuru Jumaine, Logistics Officer Bernadette Tapsoba, Head of Programme Mariam Topan, Senior Pipeline Assistant Salamata Gansonre, Senior Procurement Assistant Bakari Barro, National Finance Officer Alladari Traoré, National M&E officer Marie Bambara, Logistics Assistant : Gender & training focal Noelie Sankara, Staff Assistant Ismaël Nignan, National Programme Officer - Special operation : Post-harvest food losses reduction</p> <p>External stakeholders: MAÏGA Moussa, Ministère de l'Agriculture et de la Sécurité Alimentaire ZOUNDI Simone, Fédération des Industries Agro-alimentaires du Burkina (FIAB) Cyprien VELEGDA, Groupe VELEGDA SARL Fabrice BAKI, Fédération des Caisses Populaires du Burkina Omer KABORÉ, OXFAM</p>

Organisation	Persons Met With
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Organisation	Persons Met With
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Organisation	Persons Met With
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CV Guatemala	<p>WFP-Guatemala CO: Mario Touchette, CD Sheryl Schneider, P4P Coordinator Felipe Lehnhoff , P4P Coordinator America Cárcamo, Pipeline Officer Eva Barillas, Finance Senior Assistant Ursula Castro, Procurement Officer</p>

Organisation	Persons Met With
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Organisation	Persons Met With
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Organisation	Persons Met With
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Organisation	Persons Met With
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Organisation	Persons Met With
	<p>Anna Ngoo, Director of Planning & Operations, National Food Reserve Agency (NFRA)</p> <p>Mikalú Gister Mapunda, Director of Business Support Services, NFRA</p> <p>Nicodemus Massao, Senior Economist Planning & Operations, NFRA</p> <p>Bright Mollel, Zonal Manager Arusha, NFRA</p> <p>Ruwaichi Paulo Mambali, Zonal Manager Dodoma, NFRA</p> <p>Diana Templeman, FAO Representative in Tanzania</p> <p>Mwatima Juma, Country Programme office, IFAD</p> <p>Victor Kayombo, Technoserve</p> <p>Silas Ng'habi and Henry Wjja, NAFAKAH</p> <p>Theckla Mveyange, Market Access and Entrepreneurship Officer, MVIWATA</p> <p>Paul Lukumay, Hanang District Agricultural officer</p> <p>Andrew Mtui, Focal Point for WFP in District Agricultural Department, Hanang</p> <p>Penniel Lyimo, Deputy CEO ic Agriculture, Presidential Delivery Bureau</p> <p>Henry Kinyua, Director of Marketing Efficiency, Presidential Delivery Bureau</p> <p>Nicholaus Kase, Tanzania Warehouse Licensing Board</p> <p>Abel Lyimo, CEO RUDI</p> <p>Maria Ijumba, Board Member and Vice Chair, Faída Mali</p> <p>Amon Ntakaje, Programme manager, Faída Mali</p> <p>Msasa Mkwasa, WFP Focal Point, Faída Mali</p> <p>Suresh Ramaiya, Manager, Crop Procurement & Textile Marketing, MeTL Group</p> <p>Viriji Mohammed, MeTL Group</p> <p>Sylvester Ngenzi, Ag manager, Stanbic Bank</p> <p>FOs visited:</p> <p>Mkombozi Mrijo SACCOS</p> <p>Mkombozi Soko Kuu SACCOS</p> <p>Kwamtoro SACCOS</p> <p>Uso mama SACCOS & Homar AMCOS (Masakata Village)</p> <p>Didihama SACCOS</p> <p>Mahhahha SACCOS & AMCOS (Getamock Village)</p>
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