

HIGHLIGHTS OF THE MONTH

This issue of the newsletter reviews key findings from three key learning and sharing events of significance for P4P that occurred in November and December:

- The **Third Global P4P Annual Review**, held at IFAD headquarters 28 November to 1 December (page 4-7)
- The **joint OECD/IFAD/WFP side event** called “Agriculture, Food Security and Nutrition: Getting the Results” at the Fourth High-Level Forum on Aid Effectiveness in Busan, Korea on 1 December 2011 (page 1-2)
- **Consultation with Natural Resources Institute (NRI)** on the preliminary findings of the review of postharvest handling and storage (PHHS) training conducted within various P4P countries. The meeting was largely internal to WFP (P4P Country Coordinators and relevant headquarters technical units) but ACDI-VOCA, BMGF and FAO also participated (page 2-3)

Following a year of taking stock in 2011 at the mid-point of the P4P pilot initiative, the thrust for 2012 implementation will be on deepening engagement with farmers’ organisations and partners in existing pilot countries and re-adjusting activities based on the feedback from the various learning events in 2011.

P4P in Rwanda features at the Fourth High Level Forum on Aid Effectiveness

OECD on behalf of the L’ Aquila Food Security Initiative (AFSI), IFAD and WFP organized a joint side event on Agriculture and Food Security that was held in Busan, Republic of Korea, on the occasion of the 4th High Level Forum on Aid Effectiveness. The aim of the side event was to provide political support for a number of country-level, government-led initiatives that further strengthen stakeholder ownership in the effective development of rural agriculture and food system value chains - from input markets to consumption.



WFP Executive Director (2nd left) together with members of the Panel

The event was moderated by Josette Sheeran, WFP Executive Director and attended by a high level panel of Civil Society representatives, Ministers from Bangladesh, Canada, Ireland and the USAID Administrator.

The first keynote address was “Purchase for Progress - Enabling Small Holder Farmers Access Formal Markets - The Case of Rwanda” presented by Rwanda’s Permanent Secretary for Agriculture, Mr. Earnest Ruzindaza (centre of photo). The Government of Rwanda, working closely with WFP Rwanda within the framework of P4P initiated “Common P4P”, which aims to purchase 40% of the Rwanda Food Reserve requirement from participating Farmers’ Cooperatives. Mr. Ruzindaza emphasized that “a raise in productivity and quality needs to be combined with improved market access”. Utilizing the example of Rwanda’s successful implementation of the Purchase for Progress (P4P) programme, he

outlined how a parallel focus on productivity, quality, market information and access could encourage a comprehensive development process for the agricultural sector.

The Rwanda experience was selected as a good example of early Government ownership of the P4P approach, geographic expansion to cover all provinces in the country, and extensive partnership along the value chain through which the majority of the population can be reached. Such mechanisms ideally ensure sustainability. Mr. Gregory Adams of Oxfam introduced what he called “the necessity to improve not only agricultural but also ‘political value chains’ Smallholders need to have access to policy makers and high level decision-makers in order to protect their land rights, and to have a say on where there is need for infrastructure development e.g. roads, irrigation systems”, he said. The IFAD Vice President, Ms Yukiko Omura, called for more donor coordination and less fragmentation of aid, and more use of country systems.

“Global and regional processes, such as CAADP, are important for agriculture and food security because of their ability to catalyse change and put a new focus on agriculture. Investing in initiatives such as P4P and CAADP is critical as they allow for learning as the project continues”, said the Canadian Minister for International Development, Ms Beverly Oda.

21 P4P pilot countries

- Asia: Afghanistan, Laos
- Africa: DRC, Ethiopia, Ghana, Kenya, Burkina Faso, Liberia, Mali, Malawi, Mozambique, Rwanda, Sierra Leone, South Sudan, Tanzania, Uganda, Zambia
- Central America: El Salvador, Honduras, Guatemala, Nicaragua

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The Irish Minister for Trade and Development, Ms Jan O'Sullivan, reiterated that partnerships across the value chain are necessary for the P4P model to be taken to scale. "Linkages with regular WFP programmes such as school feeding are of equal importance to achieve comprehensive outcomes".

The importance of having shared results framework with integrated targets was emphasized throughout the event. The moderator of the debate stressed "we cannot expect better results if we do not change the way we do things". A limited number of measurable indicators and flexibility to change approach is required for successful programmes. There was a call for renewed focus on structured monitoring to track project outputs/outcomes; and for policy-relevant research that can be used for influencing purposes and effecting policy change. There was an explicit call for gender-disaggregated data to demonstrate impact on women. Impact evaluations are also highly critical.

For more information visit: www.oecd.org and <http://www.aideffectiveness.org/busanhlf4/>

NRI helping WFP to take stock of P4P training in post-harvest handling and storage

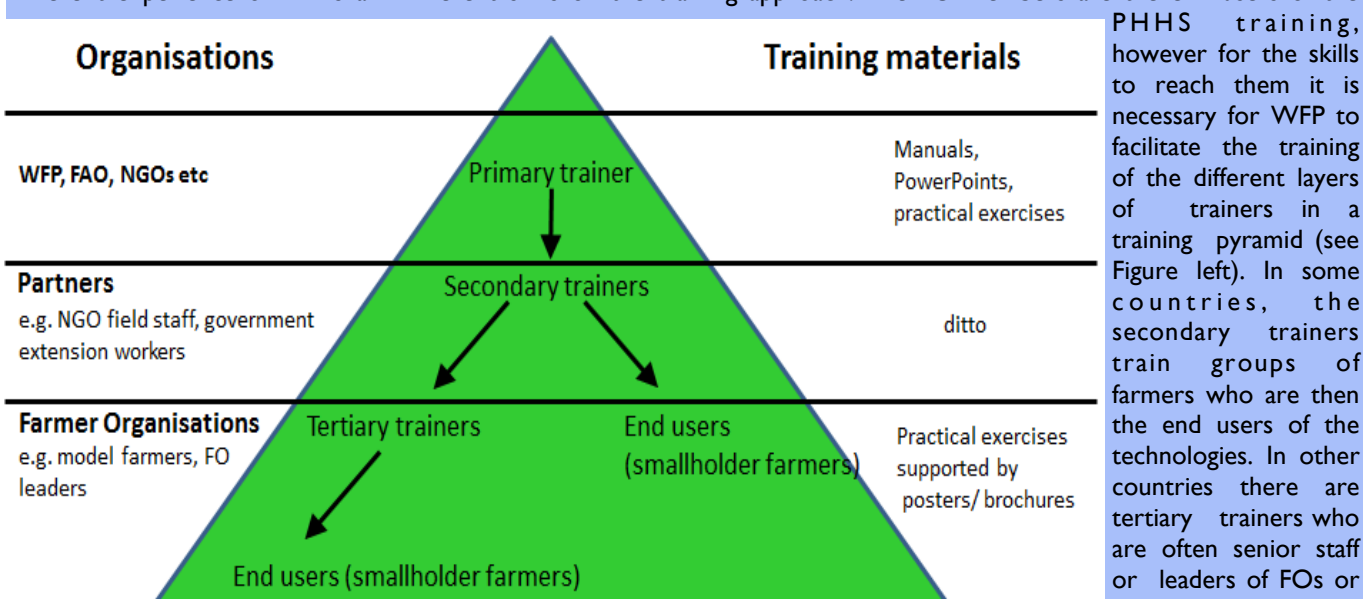
Why a Post-harvest Handling and Storage Review?

Learning how to supply better quality grain is a cornerstone of the training provided by WFP and partners for Farmer Organisations (FOs). To date, post-harvest handling and storage (PHHS) training has not been standardised across countries, and limited opportunity has been taken to capitalise on best practice for both the method of delivery or for the training material content. For this reason WFP has a vision of a coordinated training package that can be applied across P4P countries but that still retains sufficient flexibility to cater for local variations, local languages and the specific needs of different FOs.

In September 2011, P4P commissioned the Natural Resources Institute (NRI), the authors of existing training materials on food storage, warehouse management and fumigation, to review the PHHS training provision in pilot countries. A questionnaire survey was used to gather information and views about the existing PHHS training from P4P staff and the Farmer Organizations (FOs) with whom they work. For the FOs the target was to obtain feedback from across the range of development - nascent, medium and high capacity. In addition, NRI staff Rick Hodges and Tanya Stathers, who between them have nearly 50 years of experience in dealing with post-harvest handling and storage are both qualified teachers, visited Ethiopia, Uganda and Mozambique to discuss and learn from the different perspectives and experiences regarding PHHS training from several FOs, PHHS trainers (e.g. FAO, Sasakawa Africa Association, World Vision, Ministry of Agriculture, and the Office of Relief & Development Support, Methodist Church Uganda) and P4P staff. In the field they were joined by Rome-based WFP food safety staff members Charlotte Bienfait and Eleni Pantiora, and Country Office staff Naser Jemal, Charles Sembatya and Ivan Byamugisha. Completed questionnaires were received from 10 of the 21 P4P Country Offices and 47 FOs in eight countries.

What is emerging?

From the wealth of data gathered, an image of P4P training emerges that is diverse in nature and generally appreciated by both trainees and trainers. The diversity is a result of the contracting of different partners in various countries with different experience of PHHS and different skills on the training approach. The FO members are the end users of the



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model farmers; they then train other farmers. The use of farmer to farmer training is controversial and would seem unlikely to be very effective unless it is incentivised and monitored. This is no different for primary and secondary trainers. In some countries, only a very small proportion of the PHHS trainees at all levels (including the end users), are women. If the P4P programme goal of transformation of unequal gender relations and women's empowerment is to be promoted, then better access for women to P4P's PHHS training should be addressed.



Training on Agricultural Productivity in Mozambique

When delivering training, it is clear that FOs' current or medium term needs should be established at the outset, and that these will then dictate the training topics. For example, if the FO does not have access to a small warehouse, would not use drying cribs or has no access to motorised maize shellers, then detailed training on these should only be provided when specifically requested. During the survey, farmers frequently complained they had been taught to do things for which they do not have the equipment. The trainers must be skilled in selecting those topics that are appropriate and in leaving others for future occasions. During the survey, primary and secondary trainers emerged as universally literate people with at least some background in agriculture. It was suggested that for primary and secondary trainers, the training package should include a thread of direct instructions on how to deliver PHHS training that is illustrated by cartoons and light text, with text boxes that explain

technical issues to those who have the capacity to benefit from this. Simplified visual material (mostly cartoons with very limited text) could be used with the tertiary trainers and end users, following more of a poster format. This is substantially the current approach in Uganda and Mozambique, but not Ethiopia.

Training Delivery Methods

End users typically learn by doing, unsurprisingly the practical elements of courses were the most appreciated. It is essential that any end user training is practical in nature and supported by whatever equipment the end users are likely to be able to access be it tarpaulins, sieves, shellers, sacks, grain protectants, pallets, etc. Well illustrated posters that can be labelled in the local language can then serve as aide-memoires and can be used as a stepwise guide during this practical training. Courses for tertiary trainers and end users must take account of the local language, time of day and duration of training in order to encourage maximum participation; especially of women. The season should be chosen carefully to match the crop under consideration.

To date there seems to have been minimal formal monitoring or evaluation (M&E) of training performance. To facilitate M&E, the learning outcomes for each FO should be established at the start of any course, based on a training needs negotiation. These training outcomes should be expressed as the changes in practices or adoption of new approaches. The success of training may then be evaluated by observations on the extent to which trainees have succeeded in the adoption of new practices or changes in behaviour that result in the delivery of better quality grain and pulses.

Proposed Training Package

From a consideration of the training needs, it is proposed that a training package should be developed based on a loose leaf ring binder format that will make it easy to customise to local requirements. In this folder, there will be simple A3 foldouts with cartoons and minimal text (equivalent to posters), A4 pages of cartoons with rather more text and also separate blocks of text for explaining the theory behind important PHHS issues. This approach should cater for the needs of each type of learner and each type of trainer. Clear graphic materials will be provided that can then have words (in whichever local language) added into them by the trainer. To complement the manual, PowerPoint presentations will be developed that will be suitable for the instruction of secondary trainers. In consultation with WFP staff and key stakeholders including FAO, ACDI-VOCA, and others, NRI will develop this training package, focusing first on the needs of Sub-Saharan Africa, with an expected delivery time of April/May 2012.

Proposed content

The package will be comprised of the following sections:

- ⇒ **Section 1:** How to deliver training;
- ⇒ **Section 2:** How to produce good quality grain on the farm;
- ⇒ **Section 3:** How to maintain good quality grain at first aggregation;
- ⇒ **Section 4:** General principles of grain quality;
- ⇒ **Section 5:** How to maintain grain quality in a warehouse.

The above article was contributed by Rick Hodges and Tanya Stathers, Postharvest Systems Researchers, Food and Markets Department, **Natural Resources Institute**, University of Greenwich, UK. <http://www.nri.org/>

For more information on the P4P Post Harvest Handling and Storage Review you may contact <r.j.hodges@greenwich.ac.uk> , <tstathers@gmail.com> , <david.wakiaga@wfp.org> or <sarah.longford@wfp.org>

Taking Stock: WFP and stakeholders review P4P at mid-point



Official Opening. from left: R. Lopes da Silva, A. Tutwiler, K. Cleaver

Seventy WFP staff and seventy partners gathered at the headquarters of the International Fund for Agricultural Development (IFAD) in Rome, Italy for the third global Purchase for Progress (P4P) Annual Review to collectively review progress and discuss key lessons during P4P implementation in 2011. There was overwhelming consensus that P4P is continuing to act as a catalyst and a platform to bring together partners.

[P4P Global Annual Review on www.wfp.org](http://www.wfp.org)

The Annual Review was officially opened by Ann Tutwiler, Deputy General Director for Knowledge, Food & Agricultural Organization (FAO), Kevin Cleaver, Associate Vice-President, Programmes IFAD and Ramiro Lopes da Silva, Deputy Executive Director, Operations WFP.

Following a summary of the P4P approaches being tested, notable areas of progress and key questions arising to date, a variety of panel sessions gave voice to farmer representatives, local NGOs involved in capacity building, a sample of stakeholders partnering in P4P at the local, regional and global level and government counterparts. A “World café” allowed smaller group work and participants to share experiences across P4P countries regarding opportunities, challenges and expectations related to linkage with financial service providers, linking smallholders to public procurement and engagement with the private sector.

The main themes and focus of the different sessions during the course of the four days built on the findings from several key learning reports and events in 2011, including:

- a) the [Mid-Term Evaluation \(MTE\)](#) conducted by the Overseas Development Institute (ODI);
- b) the [recommendations from P4P’s external Technical Review Panel \(TRP\)](#);
- c) the new [gender strategy](#), developed by the Institute for Development Studies (IDS); and
- d) the [“write-shop” process](#), conducted with the support of the Royal Tropical Institute of the Netherlands (KIT), which explored the critical factors that have enabled or limited the “progression” and capacity development of a selection of Farmers’ Organisations (FOs) that have contracted with WFP in six countries.

PROGRESS TO DATE

Since the launch of the pilot initiative in September 2008, an enormous array of supply-side actors and others active along the value chain are working hand in hand with WFP and smallholder farmers to support P4P at various levels in close coordination with respective government ministries. P4P is best understood as a public private partnership programme, rather than as a WFP programme.

Over 116,000 farmers, warehouse operators and small and medium traders have now received training from WFP and partners in improved agricultural production, post-harvest handling, quality assurance, group marketing, agricultural finance and contracting with WFP. In some cases, WFP has provided equipment (such as moisture meters, sieves, weighing scales and tarpaulins), warehousing and onsite technical assistance. The coupling of capacity building activities with WFP’s purchasing contracts was noted during the Review to be a key ingredient in giving farmers an incentive to improve quality, aggregate and negotiate for a better price, and a unique feature of P4P. WFP’s demand is leveraging partners’ capacity building efforts.

Over 191,000 metric tons (mt) of commodities with a value of \$ 69.3 million have been contracted by WFP in 20 pilot countries to supply WFP’s regular operations (including school-feeding, nutritional and refugee programmes). These purchases were made either directly from farmers’ organisations, small/medium traders and processors or through innovative platforms including Commodity Exchanges and Warehouse Receipt Systems. Out of this total, over 117,700mt or 61 per cent have so far been delivered to WFP (and hence paid for); 29,565mt or 16 per cent are pending delivery and 44,280mt or 23 per cent has been confirmed defaulted.

The need to analyse in depth the various reasons for defaults was highlighted as a default is with which it can pay farmers’ organisations for their quality produce as compared to the middlemen and traders who offer cash in hand at farm-gate for produce at a lower quality. Other contributing factors that have limited the success and scale of P4P purchases are price volatility, government intervention on markets especially in Eastern and Southern Africa, and rising fuel and food prices.

While maize and maize meal make up 77 per cent of P4P purchases, it was noted that there is increasing diversification of commodities (pulses, sorghum, millet, rice and blended food) as compared to previous years and WFP was encouraged to continue to look for opportunities to diversify.



P4P Donor Bill & Melinda Gates representative Arlene Mitchell pictured during a plenary discussion.

PRIORITY THEMES

Discussions at the Annual Review focused on key areas that need to be addressed in the remaining two years of the pilot to ensure sustainability of FO market access and of emerging marketing platforms beyond WFP's involvement. During a participatory session on identifying priority learning themes, the top three themes identified to guide the P4P research agenda in 2012-2013 were:

- **An enabling environment:** how to engage Governments and influence policy decisions (for example on quality standards, import/export bans) and how public sector procurement could reinforce the P4P concept where applicable was confirmed as an integral part of the P4P toolkit. WFP was encouraged to work with partners, especially the Rome-based agencies FAO and IFAD and regional bodies, to support institutional strengthening and systems building and to promote the various government programmes and mechanisms that could be put in place in the different contexts to support the development of policies conducive for smallholder participation in the market.
- **Access to finance:** Through discussions with financial service providers across the pilot countries and partners working in the sector, a picture is emerging of the opportunities, challenges and lessons to date in assisting smallholder access to finance. Recommendations for follow up included the need for WFP to issue more forward contracts, encourage the use of warehouse receipts and build more partnerships. It was clearly recognised that the market must act for itself, supported by Government policy and that WFP's main role is as a buyer, WFP's role in the value chain is as a convener and while WFP can identify value chain entry points for credit, it was clarified that it is not WFP's role to arrange to fill them.
- **Engagement with the private sector:** As in previous years, the need to define and delineate the different levels of private sector that can play a role in support of P4P objectives emerged. WFP was encouraged to facilitate collective negotiation of FOs with inputs suppliers and with transporters; to help build the social capital of FOs and facilitate information sharing; promote FOs to the private sector and gain private sector trust. More research is needed on the extent of the potential markets for quality beyond WFP and how to link P4P FOs to other buyers to ensure sustainability of the pilot initiative.

CROSS-CUTTING THEMES for more attention in 2012

- **Partnerships:** While recognition was given to the broad range of partners currently involved in P4P – whether through formal or informal arrangements: there was a call for deepened engagement with the Rome-based agencies (FAO and IFAD); a focus on quality partnerships; an analysis of the successes and failures of different partnership arrangements to date and a diagnostic of who needs to be involved in the exit strategy, and how this might be developed.
- **Gender and more sensitivity to the role of women:** The new P4P Gender Strategy, developed with the help of IDS, gives concrete options on how to benefit women through P4P, given their limited role in grain marketing and the fact that it is necessary to categorise women in order to better relate to their circumstances. For example, the strategy distinguishes between i) women producers/marketers of crops/food products currently being procured through P4P ii) women unpaid family workers iii) women producers/petty traders of crops/food products not currently procured through P4P and iv) women casual agricultural labourers. Field partners will be required to help implement this new approach.
- **Balancing the learning with the doing:** While P4P's global targets (500,000 smallholders to increase their income by an annual average of \$50 dollars and 50 per cent of these smallholders to be women) were noted as ambitious, it was recognised that the targets exist to guide implementation and learning during the pilot phase. They are not an end in themselves. Being able to learn why these may or may not be achievable is most important. A critical outcome of P4P is learning: to identify models that Governments (or others) may adopt and take to scale. WFP acknowledged that it needs to be more open to learn not only from successes, but from failures – and understand why something may not work out as planned.

There was overwhelming consensus that P4P is continuing to act as a catalyst and a platform to bring together partners whose goal it is to fight hunger and address the needs of smallholder farmers around the table.

WFP participants included Regional Directors, the Addis Ababa Liaison Office, Country Directors or Deputy Country Directors, P4P Country Coordinators, regional bureau and headquarters colleagues (representing Procurement, Legal, Programme, Finance, Logistics, Policy and Hunger Solutions units and divisions, and the P4P Coordination Unit).

A wide representation of stakeholders also attended for two out of the four days including **government counterparts** from Burkina Faso, El Salvador, Ethiopia, Kenya, Honduras, Lao PDR, Liberia, Malawi, Mali, Mozambique, Rwanda, South Sudan, and Uganda; **farmer representatives** from El Salvador, Guatemala and Kenya; **private sector representatives**; **UN agencies:** FAO, IFAD, IFC, World Bank; **NGOs:** ACDI-VOCA, CARE, CRS, DCA, IFDC, MDG Centre, NEI, Oxfam, PCD, RUDI, SNV, SSIDO, WVI; **Financial institutions:** Ecobank, Equity Bank Kenya; **representatives from academia** (AERC, KIT, NRI), Foundation and **development partners**, including Belgium, BMGF, Brazil, Canada, EC, France, HGBF, Irish Aid, USAID; and other key partners including COMESA's ACTESA.



A diverse range of participants pictured during a plenary session

VIEWS FROM A SELECTION OF STAKEHOLDERS

Ann Tutwiler, Deputy Director-General for Knowledge, FAO

The following is based on excerpts from her opening statement

“There are many different entry points for dialogue on P4P at FAO – in headquarters and in the field. Since the launch of P4P, FAO has focused on supporting P4P in the field through our emergency coordination units, FAO Representations and headquarters-based technical experts. Our position has been one of enhanced cooperation and collaboration, particularly in those areas where there is clearly need for specialized technical expertise. This includes intensifying and improving agricultural output, rural institutions and agri-business development, post-harvest handling and storage loss, food safety quality and handling, establishing Farmer Field Schools, legislative framework for cooperatives, and associated capacity development.



FAO food safety and quality experts in the Nutrition and Consumer Protection Division were instrumental in providing expertise and guidance to WFP in the development of its food safety and quality management policy, and have provided expertise related to sampling for aflatoxin, guide the development of sampling plans or standard operating procedures.

We recognize that the P4P provides an important opportunity to assess and promote several modalities for developing sustainable linkages between smallholders and viable agricultural markets. However, some questions remain - many of which were addressed by the mid-term evaluation of the P4P.

Unfortunately, relatively little progress was made this past year to shift the focus from implementation to learning, as per the finding of the mid-term evaluation of the P4P. FAO, however, remains interested in further collaboration to reinforce the strategic learning opportunities on sustainable procurement modalities.

FAO also agrees with the view of the Technical Review Panel, and the mid-term evaluation, that the focus of the P4P should be on the lessons coming out of the implementation of the pilot - and how this learning can inform policy formulation and advocacy for Governments and partners who would like to implement pro-smallholder public procurement. P4P could play a stronger role in closing this gap, while helping traders develop the capacity to more fully engage in markets, and access markets sustainably.

Significant potential remains for enhanced and deepened cooperation on many levels. For example, FAO could be called upon to help appraise and support the development of alternative business models for achieving supply chain efficiencies, reducing procurement risk and building smallholder supply chain capacity to meet the differentiated product requirements of WFP. This is where FAO in its role as a specialized technical agency could further be called upon as a partner.

And this brings me to the fundamental challenge – that of the role of P4P in terms of sustainable development. This has been a key question often discussed by FAO colleagues, and taken up by the mid-term evaluation. We welcomed the evaluation and its focus on exit strategy and sustainability. For the remaining life of the P4P, there is a need for deeper partnership and a continued need for joint fundraising, joint advocacy and programming.”



Kevin Cleaver, Associate Vice-President, IFAD

The following is based on excerpts from his opening statement

“IFAD has been supportive of P4P. Our willingness to host the meeting is symbolic of that support. The reason we like P4P is that P4P supports smallholder farmers in Least Developed Countries, while at the same time procuring food to distribute according to WFP’s mandate. The role of smallholder farmers in reducing rural poverty goes to the heart of IFAD’s mandate: we focus on rural and agricultural development, working to improve the agricultural policy environment, to build and support value chains and to strengthen local organisations, including farmers’ associations. Helping farmers increase agricultural production and get better access to markets are priorities of many IFAD-supported projects. We believe P4P has opened up a huge and relatively stable demand for smallholders’ production. P4P is helping to provide a market, and even to construct markets (in post-conflict countries).

Why is an initiative like P4P justified? We could allow the pre-existing markets in each of these countries to procure the foodstuffs, leave the status quo. But we’ve seen that in order to work properly, these markets need a series of collateral services (such as rural finance, input supply, assembly and distribution, grading, processing and retailing, rural infrastructure, etc.). The private sector is often reluctant to invest in the goods and service needed to link rural producers with urban markets. The practical difficulties of overcoming the obstacles to market access remain considerable and therefore the potential benefit of P4P is clear. P4P can help fill these gaps, and stimulate the development of markets for staples. While WFP brings significant buying power and expertise in logistics to the table, other partners like IFAD and FAO have expertise in agricultural production and marketing that can help accelerate this market development.

IFAD’s collaboration with P4P has continued to grow. This includes: MoU between AGRA and FAO, IFAD and WFP signed in June 2008; Partnering in Mozambique, Rwanda, El Salvador and Burkina Faso; IFAD is member of P4P’s Technical Review Panel.

IFAD is also a member of the P4P Working Group on Access to Finance – we think financial services are key part of marketing. There are opportunities to explore innovative approaches to rural financing for smallholders. Building capacities of FOs and enhancing smallholder farmers’ capacity to enhance their production and meet higher quality standards requires long-term commitment. The mid-term evaluation raised the need to strengthen capacities of FOs, and categorization of FOs; IFAD can help on this. The five year life span of the P4P pilot may not allow us to achieve all the desired results, but it could be instrumental in contributing a platform for joint cooperation between the three Rome-based agencies of the UN.”

Cont'd from page 6



Raul Contreras, Chairman and legal representative of the Agricultural Association of Laguna del Hoyo (APALH) , Guatemala

APALH has a membership of 220, of whom 40 per cent are women. After one year of participation in P4P, Raul, from the valley of Monjas, Jalapa department, Guatemala, travelled to Rome to share the achievements of his Farmer Organization in a panel discussion.

Access to **credit**, organizational strengthening and sharing experiences with other organizations were highlighted by Raul Contreras as the main accomplishments so far for his organization: "We were able to obtain easily and quickly credit from BANRURAL for the purchase / sale of grains (corn and beans)" he explained.

This enabled farmers to maintain their liquidity during the period between delivering their grain to sell and receiving the actual payment. This provided an incentive to sell in the formal market.

He says that as a result of **organizational strengthening**, the engagement of women encouraged by P4P has been very important. A year ago, there were no women on the board of the FO, now there are 4 women out of 12 directors. "When P4P started, women were only involved as listeners. Today, we are getting better results thanks to contribution of women, their experience and ideas".

Shaun Ferris, Senior Technical Advisor - Agriculture and Environment Catholic Relief Services (CRS) excerpts from his remarks during the closing



"P4P as a process has matured very much in the last three years. There is a lot of useful information and experience coming out of the process. But this is a very large and complex project. The main message from me after listening for the past two days is that the pilot has to really focus in the next two years on drawing out clear results. The question for me is what will come out of this process at the end of five years? What are key outcomes?"

- * **Principles and best practices:** Based on this, I feel that the wider audience is expecting that P4P will provide a clear set of principles related to structured demand and a set of best practices for specific types of clients, in specific contexts, with tools that other agencies can use when investing in this area. This would be a great legacy for other stakeholders. However, putting this into practise is no simple task. A good quality product on best practices and tools must be based on sound analysis and a set of strong case studies. I think you have the experiences to do this, but you may need some expert support to bring those tools and best practices documentation to a quality level needed to be shared and used more broadly.
- * **Need for agricultural finance:** One issue that is now consistently being raised is the need to improve agricultural financing along the value chain. If we recall that for 20 years the focus in agriculture was mainly on production, in the last 10 years many agricultural practitioners have focused on value chains; I think the next decade will place much more emphasis on financing and commercialization financing. We need to work harder to bring in new actors and financial instruments to support this area, taking advantage of new approaches such as mobile cash, micro-crop insurance and individual credit history development, to support financial mechanisms that work for poor agricultural communities.
- * **Farmer segmentation:** Another issue where there is still not a lot of clarity is the type of client that projects such as P4P are targeting. We are making progress in the area of farmer profiles, but really who is the poor farmer P4P wants to reach? Can we define that client more clearly, or segment farmer clients, so that P4P teams can use different mechanisms of engagement with different types of farmer? This will enable P4P type projects to link specific type of farmer based on their assets and skills, with a particular type of market. The point is that we need to find better ways of matching the right people with the right market. This should be part of the toolkit coming from P4P.
- * **Data and common indicators:** As with any major intervention, data and data quality is key to good analysis and comparison of different approaches and contexts. Sharing the P4P M&E process and defining common metrics for the procurement analysis, would go a long way in helping to assessing the outcomes of P4P type interventions.
- * **Wholesale markets:** Over the past couple of days, there has been a lot of discussion about commodity exchanges and Warehouse Receipts. Whilst these are effective trading models in mature markets, they are beyond the reach of millions of smallholder farmers. Most farmers do and will continue to sell their small surplus production into local wholesale markets. We haven't heard much about how P4P engages with these markets and how strategic use of structured procurement can be used not only to establish new types of markets, but how it can also be used to support and upgrade the existing wholesale market system. These markets are in great need of upgrading and support. For example, introducing moisture meters, and quality standards, into local wholesale markets, would go a long way in helping to improve the structure and performance of the grain markets."

KEY P4P CONTACTS IN ROME**P4P COORDINATION UNIT**

- **Ken Davies**, P4P Coordinator: Ken.Davies@wfp.org
- **Sarah Longford**, Snr Programme Adviser, Partnerships: Sarah.Longford@wfp.org
- **Mary-Ellen McGroarty**, Snr Programme Adviser for Ethiopia, Kenya, Laos, Malawi, Mozambique, Rwanda, Tanzania, Uganda & Zambia: Mary-Ellen.McGroarty@wfp.org
- **Jorge Fanlo**, Snr Programme Adviser for Afghanistan, Burkina Faso, DRC, Ghana, Liberia, Mali, Sierra Leone & South Sudan: Jorge.Fanlo@wfp.org
- **Clare Mbizule**: Snr Programme Adviser, M&E: Clare.Mbizule@wfp.org
- **Alessia De Caterina**, M&E Officer: Alessia.Decaterina@wfp.org
- **Tobias Bauer**, Communications Officer: Tobias.Bauer@wfp.org
- **Mark Lwanga Agoya**, Reports Officer: Mark.Agoya@wfp.org
- **Bhai Thapa**, Finance Officer: Bhai.Thapa@wfp.org
- **Ester Rapuano**, Snr Finance Assistant: Ester.Rapuano@wfp.org
- **Amanda Crossland**, Snr Staff Assistant to P4P Coordinator: Amanda.Crossland@wfp.org
- **Kathryn Bell-Greco**, Admin. Assistant: Kathryn.BellGreco@wfp.org

PROCUREMENT DIVISION

- **Bertrand Salvignol**, Food Technologist: Bertrand.Salvignol@wfp.org
- **Van Hoan Nguyen**, Food Technologist: VanHoan.Nguyen@wfp.org
- **Jeffrey Marzilli**, P4P liaison: Jeffrey.Marzilli@wfp.org
- **Laila Ahadi**, Procurement Officer: Laila.Ahadi@wfp.org
- **Brigitte Labbe**, Procurement Officer: Brigitte.Labbe@wfp.org

P4P Country Coordinators/Focal PointsAsia

Afghanistan: Henri Chouvel <Henri.Chouvel@wfp.org>
Laos: Sengpaseuth <Sengpaseuth.Simmanivong@wfp.org>
Regional Bureau Focal Point: Francois Buratto <Francois.Buratto@wfp.org>

Eastern, Southern & Central Africa

Democratic Republic of Congo: Francis Bere <Francis.Bere@wfp.org>
Ethiopia: Enrico Pausilli <Enrico.Pausilli@wfp.org>
Kenya: Martin Kabaluapa <Martin.Kabaluapa@wfp.org>
Malawi: Mitsugu Hamai <Mitsugu.Hamai@wfp.org>
Mozambique: Billy Mwiinga <Billy.Mwiinga@wfp.org>
Rwanda: Emmanuela Mashayo <Emmanuela.Mashayo@wfp.org>
South Sudan: Marc Sauveur <Marc.Sauveur@wfp.org>
Tanzania: Dominique Leclercq <Dominique.Leclercq@wfp.org>
Uganda: Vincent Kiwanuka <Vincent.Kiwanuka@wfp.org>
Zambia: Felix Edwards <Felix.Edwards@wfp.org>
Regional Bureau Focal Point: Simon Denhere <Simon.Denhere@wfp.org>
WFP's secondee to ACTESA: Simon Dradri <Simon.Dradri@wfp.org>

West Africa

Burkina Faso: Veronique Sainte-Luce <Veronique.Sainte-Luce@wfp.org>
Ghana: Hassan Abdelrazig <Hassan.Abdelrazig@wfp.org>
Liberia: James Legg <James.Legg@wfp.org>
Mali: Isabelle Mballa <Isabelle.Mballa@wfp.org>
Sierra Leone: Miyuki Yamashita <Miyuki.Yamashita@wfp.org>
Regional Bureau Focal Point: Jean-Martin Bauer <Jean-Martin.Bauer@wfp.org>

Latin American & Caribbean

El Salvador: Hebert Lopez <Hebert.Lopez@wfp.org>
Guatemala: Sheryl Schneider <Sheryl.Schneider@wfp.org>
Honduras: Nacer Benalleg <Nacer.Benalleg@wfp.org> and Ana Touza <Ana.Touza@wfp.org>
Nicaragua: Francisco Alvarado <Francisco.Alvarado@wfp.org>
Regional Bureau Focal Point: Laura Melo <Laura.Melo@wfp.org>

MEET FRANCIS BERE, NEW P4P COUNTRY COORDINATOR FOR DRC

Francis Bere is a National of Burkina Faso and earned a Graduate degree in Sociology and Economics from the University of Ougadougou, Burkina Faso. His UN career began as a programme assistant for the World Health Organization (WHO) in Burkina Faso where he worked for five years.

Francis joined WFP in 1998. He was a programme assistant before being promoted to national programme officer and Head of Sub-Office, Dori and Fada Ngourma. Subsequently, he became an international programme officer in Niger, then proceeded to Pakistan. He later was appointed Head of Sub-Office in Bahai and Farchana in Chad. Francis joined the DRC operation in 2009 in the Lubumbashi Area Office which oversees the P4P activities in Kabalo. He was appointed the P4P Country Coordinator for DRC in September 2011.

“The exposure to P4P while working at the Lubumbashi Area office gave me the motivation to apply for this job. I saw it as an opportunity to engage in a new yet effective way of fighting hunger. DRC has a lot of potential in the agricultural sector but the conflict situation has hindered the development of critical infrastructure that would allow the farmers to send and sell their produce in markets. By linking small farmers to markets, P4P can contribute to revitalize agriculture in the country”.

**CALENDAR**

- 17-19 January: International Scientific Symposium on Food & Nutrition Security Information: From valid measurement to effective decision-making, FAO headquarters, Rome, Italy
- 29 January-10 February: Joint P4P/USAID DCA missions to Kenya and Tanzania
- 26-27 January: My.COOP launch meeting, ITC/ILO, Turin, Italy
- 30 January-3 February: WFP validation of M&E data with AERC in Nairobi