



EVALUATION QUALITY ASSURANCE SYSTEM

Office of Evaluation
Measuring Results, Sharing Lessons

WFP 2008-2013 'PURCHASE FOR PROGRESS' PILOT INITIATIVE A STRATEGIC FINAL EVALUATION

**TERMS OF REFERENCE
(12TH NOVEMBER, 2013)**

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1. Background

1.1. Introduction

1. 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.

2. This evaluation is considered strategic because of the Purchase for Progress (P4P) pilot initiative's pivotal and transformational profile in the World Food Programme's (WFP) shift from Food Aid to Food Assistance including enhanced development impact, capacity and market developments as envisaged in the 2008-2013 Strategic Plan (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 smallholder farmers 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.

3. The Terms of Reference (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.

4. The purpose of these TOR is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations that the evaluation team should fulfil. The TOR are structured as follows: Chapter 1 provides information on the context; Chapter 2 includes the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents an overview of the P4P initiative and defines the scope of the evaluation; Chapter 4 deals with the evaluation questions, approach, and methodology; and Chapter 5 indicates how the evaluation will be organized.

5. The nine annexes include the list of people met, the bibliography, the logical framework, key P4P facts and figures, preliminary list of country selection criteria, the reference groups' membership and other key information.

1.2. Context

6. Improving linkages between smallholder farmers 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 Food and Agriculture Organisation (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 area¹. 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 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 International Fund for Agricultural Development (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 (ODI) 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 smallholder farmers to increase their revenues. Since then, though food commodity prices have been decreasing they remain on average higher than before the peak of 2008³.

2. Reasons for the Evaluation

2.1. Rationale

10. The P4P'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 smallholder farmers to markets in the 2014-2017 SP, call for a strategic final summative evaluation 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 Bill and Melinda Gates Foundation (BMGF) and an integral element of the P4P M&E system.

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

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

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

2.2. 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 evaluation questions 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.

2.3. Stakeholders and Users of the Evaluation

16. There are two main groups of stakeholders who play a key role in P4P 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 Coordination Unit (CU) (reporting to the Director of the Policy, Programme and Innovation Division) at Headquarters (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 have 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 P4P.

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

- Steering Committee⁴: '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 Country Directors.

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.

- Stakeholder group⁵: ‘operational focus and information sharing’ at working level, is providing a forum for discussion on programme and implementation concerns.

19. The steering committee 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, Vulnerability Assessment and Mapping (VAM) resilience and the Brazil Center 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 Executive Board 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 smallholder farmers to the markets which will have to be translated in new policies, strategies and guidances.

22. **External stakeholders.** Smallholder farmers, 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 Non-Governmental Organisations (NGOs) are critical actors of P4P 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. 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 countries⁶. Agricultural market development remains a priority for all these development partners and donors and now that the pilot initiative is ending, they

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 Country Offices.

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

have legitimate expectations in finding out what worked, what did not and what WFP will be mainstreaming in the next SP implementation. The Rome-Based Agencies (RBA) 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 Technical Review Panel (TRP)⁷ composed of reputed members of the academia, research institutes, UN agencies, NGOs, etc. It provides an external forum for expert discussion and engagement on implementation of P4P, supporting the P4P learning and sharing pillar. It provides a mechanism for external review of the results of P4P monitoring activities.

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

- WFP management (supported by the P4P 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 Executive Board 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 Executive Board.

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.

3. Subject of the Evaluation

3.1. Overview of the Purchase for Progress Pilot Initiative ⁸

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 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 theory of change underlying the initiative has been summarized within a comprehensive logical framework⁹ at the inception stage. According to the logical

⁷ For further details on membership see Annex 8.

⁸ WFP, 2012, 'P4P a Primer' serves largely as the main reference to this section.

⁹ Available in Annex 5.

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 smallholder farmers, the majority of whom are women.

31. The ultimate pilot initiative **beneficiaries** are low-income smallholder farmers and the initiative aims to achieve a level of direct procurement from smallholder farmers that impact 500,000 smallholder farmers overall and aims for a US\$50 annual smallholder farmer income gain. Women feature prominently amongst these in an attempt to redress gender inequalities affecting women's role as agricultural producers¹⁰.

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 smallholder farmers 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 smallholder farmers generally fare better when acting together to deliver a large quantity of improved quality to market”*¹¹.

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 smallholder farmers in their planning decisions; 4. Developing pro-smallholder processing options.
- Partnership pillar (supply): 5. Partnership and training.
- Learning and sharing pillar: 6. Monitoring and evaluation (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.

¹⁰ 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 smallholder farmers.

¹¹ WFP, 2012, 'P4P a Primer'.

37. At the start of the project, 10 countries were funded by the Bill and Melinda Gates Foundation (BMGF) and 7 by the Howard G. Buffett Foundation (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 159 million US\$¹² with 42% provided by the BMGF, 18% from HGBF and another 18% from Canada. The funds are meant for the technical assistance of the P4P units in HQ and at CO levels including capacity building, monitoring and evaluation (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 300,000 USD 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 - P4P facts and figures¹³

P4P Pilot Countries	20
Donors¹⁴	
No. of donors	15
Total Confirmed Contributions (US\$)	159,557,582
Partnerships¹⁵	
Total numbers of signed agreements	302
On-going agreements	190
Concluded agreements	112
Procurement (2008-2012) (in MT)¹⁶	
Total planned	579,392
Total contracted	293,369
% contracted versus planned	51%
Total contracted (includes only contracts closed as at March 2013) ¹⁷	279,261
Total defaulted (from all closed contracts as at March 2013) ¹⁸	62,112
% 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

¹² P4P Data covering the period 2008 - October 2013.

¹³ Further facts and figures are available in Annex 6.

¹⁴ P4P Unit.

¹⁵ WFP, April 2013, P4P consolidated partnerships report (Sep 2008 – Dec 2012).

¹⁶ CIP and WFP P4P Consolidated procurement report (Sept 2008 - Dec 2012).

¹⁷ WFP P4P Consolidated procurement report (Sept 2008-March 2013).

¹⁸ Ibidem.

smallholder farmers 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 Country Implementation Plan. According to P4P CU data about 293,369 MT have been contracted from Farmers' Organizations (FO) since the start of the initiative until December 2012. About 46% were contracted through competitive processes: 31% through direct contracts, 16% using forward delivery contract; and 6% of the contracts were processed commodities.

41. As indicated in the table above, overall the contracted amounts represent about 51% of aggregated corresponding plans of all pilot countries. On average the default rate amounts to 22% of total amounts contracted. According to the P4P summary procurement report¹⁹, 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. P4P 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 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 smallholder farmers and FOs and for creating an enabling environment conducive to the sustainable 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 smallholder farmers 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. P4P 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 smallholder farmers using various marketing channels. Also all approaches include some capacity building partnership and all

¹⁹ WFP, Consolidated procurement report, (Dec 2008 – March 2013).

countries have tested the first approach and might have combined it with one or several of the other three approaches.

The mid-term evaluation (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 P4P 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:

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

46. WFP in its management response²⁰ confirmed its overall agreement to the recommendations. The Executive Board when discussing the evaluation results highlighted the following²¹:

- Importance of improved dissemination of lessons learned;
- 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 P4P 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 (C&V) projects before expansion.

Latest developments

47. The MTE had identified four linked/overlapping facets in P4P, reflecting the complexity of the pilot initiative: 1) P4P as a food assistance procurement modality; 2) P4P as a Development initiative; 3) P4P as a Market development initiative; and 4) P4P as a Research & Development (Pilot) initiative. In May 2013 the P4P 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 P4P. Following that workshop the P4PCU

²⁰ 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.

²¹ WFP, 2011, "Summary of the Work of the Second Regular Session of the Executive Board, 2011", WFP/EB.2/2011/16.

has developed an impact pathway²² articulating how WFP should engage in the area of market development based on lessons learned through P4P so far.

3.2. 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 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.

4. Evaluation Approach, Questions and Methodology

4.1 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 evaluation team will have to review this preliminary assessment and critically

²² Oxu Solutions, 2013, ‘P4P Workshop Report. Impact Pathways’.

assess data availability and quality to inform its choice of evaluation methods to address each of the evaluation questions developed in section 4.2.

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 document²³. 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 evaluation team 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 P4P 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 form the principal vehicle through which best practices for scaling up and replication are finalised for distribution”*²⁴.

56. According to information provided by the P4P CU²⁵, 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 impact assessments 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 impact assessments for El Salvador and Ethiopia will be available in June 2014. P4P has contracted the African Economic Research Consortium (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 Evaluation Team will be critical for them to proceed to their own analysis of the data collected. The absence or limited availability of data will not

²³ WFP, MSI, 2010, 'P4P indicator reference'.

²⁴ WFP, 2008, 'Grant Proposal'.

²⁵ Further details available in Annex 9

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 global learning agenda divided in 17 themes. Documents and reports are being produced for each of these themes.

59. In order to ensure that the evaluation team have all the documents required no later than the desk review it has been decided jointly with the P4P CU to have the data and document review 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 impact assessments to be released in June 2014. The evaluation team 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.

4.2 Evaluation Questions

60. Considering the summative aspect of the evaluation, the evaluation questions are framed around the internationally agreed evaluation criteria²⁶ as specified for each evaluation question.

61. The P4P pilot initiative development hypothesis according to which ‘*increased income for the smallholder farmers 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 evaluation questions. 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 theory of change (impact pathways) developed later on in light of the emerging learning.

²⁶ For further details see:

<http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

63. Considering that the relevance of the initiative has extensively been analysed and discussed in the MTE, it is not expected that the evaluation team 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 smallholder farmers 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, COs²⁷, and the various stakeholder groups.
- The cost-benefit analysis of the various approaches tested within the initiative.

²⁷ The evaluation should consider the extent to which the way P4P has been embedded into the CO organizational structure affected efficiency of implementation.

- 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 smallholder farmers. Within the 4 approaches various procurement modalities have been explored. Their respective efficiency should be assessed by the evaluation team to the extent possible.
Learning and sharing: cost-efficiency of smallholder farmers 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).
- The timeliness of the overall initiative implementation including support of WFP various services.

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.

68. 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 smallholder farmers, and production levels on the results achieved.
- The impact of the P4P pilot initiative on participating smallholder farmers' sales and on corresponding markets.
- The spill over effects of the pilot initiative on non-participating farmer organisations 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?

69. 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 smallholder farmers 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 smallholder farmers, 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 smallholder farmers in the markets.

70. 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.

4.3 Methodology

71. **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.

72. **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 evaluation team 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.

73. **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 settings²⁸.

74. **Methodology.** The evaluation team at the inception stage will develop the most rigorous and transparent methodology to address the evaluation questions in a way that serves the dual objectives of accountability and learning. The methodology should:

- Be geared towards addressing the evaluation questions presented in section 4.2.

²⁸ For further details on programme theory see, Bamberger, Rugh and Mabry, 2006, 'Real World Evaluation'.

- Address gender issues and include to the extent possible disaggregated data and information.
- Take into account the limitations to evaluability pointed out in 4.1 as well as budget and timing constraints.

75. 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.

76. **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 (see section 4.1 and Annex 9), 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 evaluation questions, triangulation purposes as well as by budget and time limitations.

77. **Country visits.** The evaluation process will include a certain number of country visits. The possibility of a pilot visit should be envisaged to ensure that all the country visits 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 impact assessments, 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.

4.4 Quality Assurance

78. WFP's evaluation quality assurance system (EQAS) is based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP 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 evaluation team. 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 evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

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

80. To enhance the quality and credibility of this evaluation, an external advisory group has been created. It is composed of members of the technical review panel who provided advice during the course of the initiative implementation and additional experts, mainly from UN 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.

5. Organization of the Evaluation

5.1. Phases and Deliverables

Preparation

81. 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 (for further details see section 5.3).

⇒ **Final TOR**

Inception phase

82. 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 (TL) and Evaluation Manager EM. 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 impact assessment 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 evaluation team to assess their reliability and utility for the evaluation. During the inception phase the evaluation team will assess the logical framework and its underlying theory of change. The inception report will close this phase. Its draft will be quality assured by OEV and shared with the Internal Reference Group (IRG), internal stakeholders and with the External Advisory Group (EAG) for their feedback. The inception report has to be approved by OEV prior to starting the next phase of the evaluation.

⇒ **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 evaluation matrix. The evaluation team 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 selection²⁹. Data collection tools and approaches to be used for the desk review and field visits will be clearly identified and related to the evaluation matrix.

Data and Documents Review

83. Considering the amount of documentation already available as well as the quantity of data generated through the M&E system, the evaluation team will dedicate a substantial amount of time in order to analyse these documents, to provide preliminary inputs, to start responding to the evaluation questions. As mentioned in the evaluability section, two impact assessments will only be available

²⁹ A primary list of selection criteria is available in Annex 7.

in June 2014. The evaluation team 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.

84. A data and documents review 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 (ER).

⇒ **Data and documents review report (DDRR):** in order to facilitate the work of the evaluation team 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 field work, refined lines of questioning to be addressed during the field missions.

Field work

85. The evaluation team 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 (EM) 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 smallholder farmers (especially women). While recognizing the limited participatory dimension of the evaluation at this stage, the evaluation team will be requested to pay particular attention when engaging with beneficiaries and provide them with feedback on their observations.

⇒ **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.

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

87. The field work phase will conclude with an overall debriefing at Headquarters.

Reporting and communicating

88. 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 field work. The results of this analysis will be presented in the evaluation report.

89. Pending availability of funding, this phase will include one or two workshops in WFP HQ³⁰:

- 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

³⁰ The evaluation team should budget the cost of their participation to the workshop (to be held in Rome) in their proposal.

presented by the evaluation team. It will take place once these stakeholders will have seen a first draft of the evaluation report.

- Workshop with P4P key donors and P4P steering committee. 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 summary evaluation report has been circulated to the Executive Management Group (EMG).

90. 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 summary evaluation report will be cleared by OEV/D before being shared with the Executive Management Group (EMG). The OEV/D does the final approval of both the ER and the SER following final revisions of both documents by the evaluation team

⇒ **Evaluation report** will build on the data and document review 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.

⇒ **Summary evaluation report** will be based on the executive summary of the evaluation report and will follow the relevant EQAS template.

91. *To be noted: Submission of revised versions of any of the deliverables by the evaluation team 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

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

Table2: Timeline summary of the key evaluation milestones³¹

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 • Evaluation Team 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

³¹ Detailed timeline available in Annex 1.

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
6. EB follow up For EB.1 /2015	Oct 14 – Jan 15	<ul style="list-style-type: none"> • Summary Evaluation Report Editing/Evaluation Report Formatting • Management Response and EB Preparation

5.2. Evaluation Team

93. 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.

94. 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.

95. 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 evaluation team in meetings with stakeholders and delivering the reports aligned to EQAS.

96. 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 (SPSS).

97. 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 country visits 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.

98. 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 UNEG norms and Standards and the 2007 UNEG ethical guidelines.

5.3. Roles and Responsibilities

99. 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 evaluation team; 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 evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.

100. Three key stakeholders groups are constituted for the purpose of this evaluation³².

- Internal Reference Group (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 (AEG) composed of members of the technical review panel and additional experts from the Rome based agencies they will be consulted on the TOR³³, 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).

101. WFP stakeholders at CO, RB and HQ levels are expected to provide information necessary to the evaluation; be available to the evaluation team to discuss the programme, its performance and results; facilitate the evaluation team's contacts with stakeholders for country visits; 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 evaluation team in the Inception Report.

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

103. The COs selected for country visits 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 evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

5.4. Communication

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

105. **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.

106. **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 country visit.

³² See Annex 8 for membership of each groups.

³³ Participation of the Evaluation Manager to the TRP meeting in Washington when TRP members will have received draft TOR for comments.

107. **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.

108. **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).

5.5. Budget

109. 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 USD.

Annexes

Annex 1: Detailed Timeline

P4P Pilot initiative evaluation Timeline

Phases	Responsibility	Deadline	Nr of weeks
Phase 1 - Preparation			
Draft 0 TOR shared with OEVD	EM	31/07/2013	3
Feedback OEVD	OEVD	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 steering committee	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	
Comments from external stakeholders	Stakeholders	25/10/2013	2
Draft 4 TOR sent to OEVD for clearance	EM	05/11/2013	1
Final TOR cleared by OEVD	OEVD	12/11/2013	1
Final TOR Shared	EM	15/11/2013	0
Contracting evaluation team/firm	EM	15/11/2013	in //
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
	EM +OEVD?+		
Inception Mission - Kenya	TL	20 to 24 Jan	1
P4P Global consultation	EM	28 to 31 Jan	1
Submit draft 0 Inception Report (IR) to OEVD	TL	07/02/2014	2
Comments on draft 0	EM	14/02/2014	1
Submit draft 1 Inception Report (IR) to OEVD	TL	21/02/2014	1
Comments on draft 1 from IRG and EAG + consultation with OEVD	Stakeholders+ OEVD	07/03/2014	2
Submit draft 2 Inception Report (IR) to OEVD	TL	14/03/2014	1
Review of draft 2 + consultation with OEVD	EM+OEVD	28/03/2014	2
Final IR shared with IRG and AEG	EM	04/04/2014	1
Phase 2 - Data and Document Review			
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 OEVD	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

Phase 4 - Reporting and Communication

Submit draft 0 Evaluation Report (ER) to OEV	TL	22/08/2014	4
Comments on draft 0	EM	28/08/2014	1
Submit draft 0.1 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 0 Summary Evaluation Report (SER) to OEV	TL	24/10/2014	1
Review draft 1.2 ER and draft 0 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 steering committee	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	

Phase 5 - Executive Board (EB) and follow-up

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 Summary Evaluation Report to the EB	D/OEV	EB1/2015
Presentation of management response to the EB	D/RMP	EB1/2015

Annex 2: List of people met

Batamaka Some	Gender Consultant (OSZF)
Bhai Thapa	Finance Officer (OSZF)
Brigitte Labbe	Procurement Officer (OSPFF)
Catherine Feeney	Sr. Programme Adviser (OSZF)
Clare Mbizule	Sr. Programme Adviser (OSZF)
Corinne Fleischer	Director, Food Procurement Service (OSP)
Damien Fontaine	M&E Officer (OSZF)
Edouard Nizeyimana	Sr. Programme Adviser (OSZF)
Ken Davies	Global Coordinator (OSZF)
Mahadevan Ramachandran	Procurement Officer (OSPF)
Ramiro Lopez Da Silva	Assistant Executive Director
Romain Sirois	Sr. Programme Adviser (OSZF)
Sara Lovisa Lyons	M&E Consultant (OSZF)
Stanlake Samkange	Director, Policy, Programme and Innovation (OSZ)

In addition attendance to the meetings below provided opportunities to engage with a number of P4P stakeholders:

- P4P Annual Consultation, internal segment (Jan 2013) – attended by many P4P country coordinators, CD's, DCD's, AED OS, and HQ tech divisions (e.g. Procurement, Cash for Change).
- P4P Meeting in Washington (Oct 2013) with Technical Review Panel and Members of the Steering Committee.

Annex 3: Bibliography

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WFP & MSI, 2010, 'P4P indicator reference'

Annex 4: Key food procurement trends

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”³⁴.

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 Metric Tons (MT) 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% of all food procured in 2012.

Key figures on WFP's outputs, contributions and procurement 2008-2012

	2008	2009	2010	2011	2012	Average
WFP Country Offices (COs) ³⁵	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) ³⁶	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
% of tonnage purchased from developing countries ^{Error! Bookmark not defined.}	75.5%	82%	83%	72%	86%	80%
% of tonnage purchased from LDCs and LICs ^{Error! Bookmark not defined.,37}	25.6%	31%	51%	29%	35%	34%

Following research on Local and Regional Purchase (LRP), WFP issued in 2006 a Policy on food procurement in developing countries³⁸, 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.

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.

³⁴ WFP Annual Procurement Report (2008-2012).

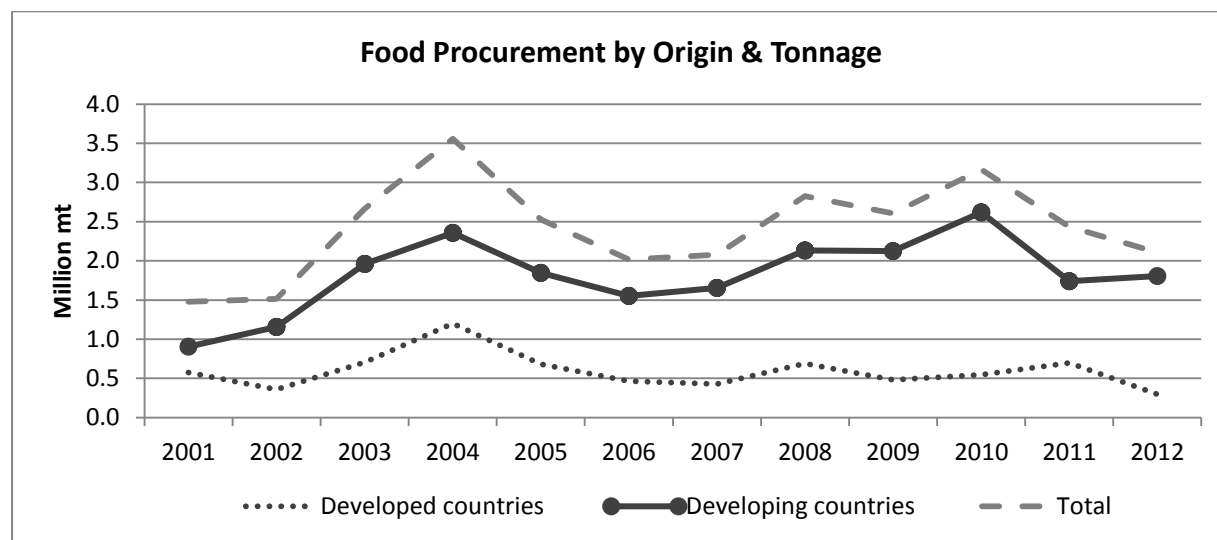
³⁵ WFP Annual Performance Reports (2008-2012).

³⁶ WFP Annual Procurement Report (2008-2012).

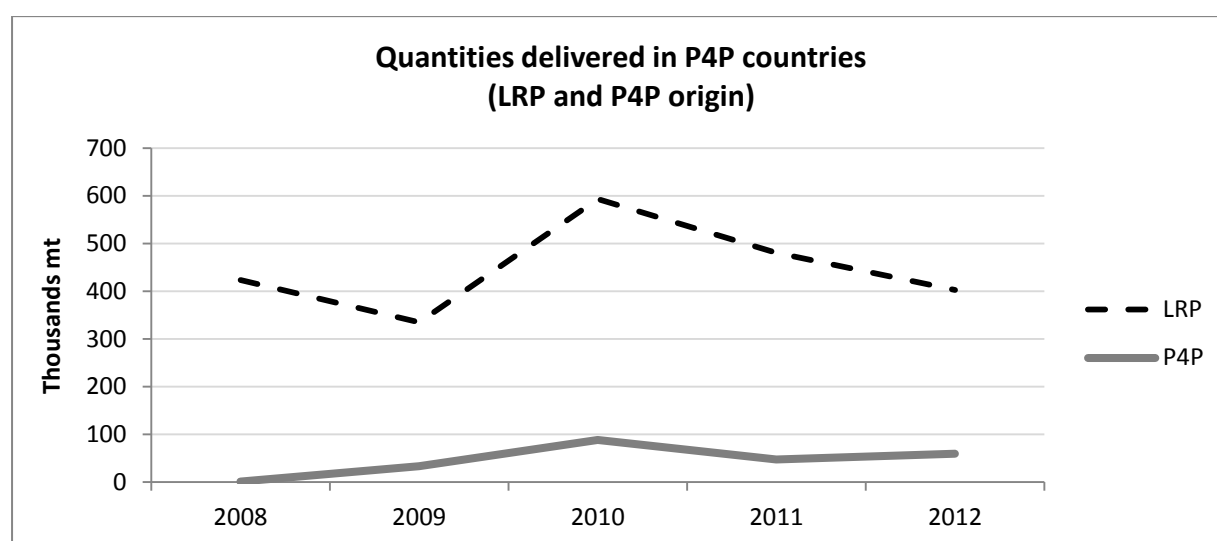
³⁷ Least Developed Countries (LDCs) AND Low Income Countries (LICs) based on OECD Development Assistance Committee (DAC) list.

³⁸ WFP, 2006, 'Food Procurement in Developing Countries', WFP/EB.1/2006/5-C.

More recently, WFP established the Forward Purchase Facility (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 emergencies³⁹.



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



Source: WFP Procurement Unit

³⁹ WFP, 2012, 'Forward Purchase and Positioning Approach'. Information and interim guidance note.

Annex 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)	Smallholder farmer 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	Document review	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	Document review	WFP, and particularly the country offices, 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 Unit records	
Output 1.1.2: Monitoring and evaluation 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 Unit records	P4P Unit reviews and assimilates country office 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, technical review panels, 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 country offices, position papers, policy recommendations, etc.)	Review of documents and other communications (Country office quarterly reports, weekly not-for-the-record (NFR) 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.

	Number of meetings of agricultural development stakeholders at which either policy or programming proposals are tabled by P4P implementers	Records of WFP, P4P Unit, country offices, and implementing partners documenting formal presentation of P4P programming or policy recommendations at meetings/conferences with other stakeholders.	
Activity: Design, document, and implement a monitoring and evaluation 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 country offices to manage the M&E process at the country level.
Activity: Develop and implement procedures to manage M&E data at both the country office and headquarters 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			Country offices have the capacity and motivation to collect and analyze data and produce required reports

Activity: Articulate country-specific criteria for selecting participating farmers organizations			Criteria identify farmers' organizations 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: Country offices and headquarters produce monthly and quarterly reports on P4P activities, issues, and lessons learned			P4P Unit and country offices have the capacity and motivation to collect and analyze data and produce required reports
Activity: Country offices and headquarters produce biannual M&E reports			Reports are a high enough priority given limited resources
Activity: Country offices and P4P Unit produce annual reports drawing out implications for programming and policy			Reports are a high enough priority given limited resources
Activity: P4P Unit 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 Evaluation Unit 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 expertise necessary to conduct the analyses.

Activity: P4P Unit 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 Unit compiles materials to support review by Technical Review Panel			None.
Activity: P4P Unit convenes annual Technical Review Panel of experts in Rome to review M&E procedures and findings			Technical Review Panel members have the necessary expertise, interest, and sustained engagement in the learning process.
Activity: Country offices 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			
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 farmer organizations (relative to baseline and comparison group, disaggregated by commodity and gender of farmer)	Smallholder farmer 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, disaggregated by gender of household head)	Smallholder/low income farmer household surveys	
	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 farmer organizations for which WFP has signed agreements with partners to improve agricultural productivity/production	Country office activity records	Training is effective, inputs are available, and farmers have sustainable markets at prices sufficient to encourage investment in agricultural production.

	Number of smallholder farmer members of participating farmer organizations 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 farmer organizations for which WFP has signed agreements with partners to improve post-harvest handling facilities and practices	Country office activity records	Training is effective, farmers have the resources and incentives to put the training into practice, and implementation is adequate to reduce post-harvest losses.
	Number of smallholder farmer members of participating farmer organizations 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 farmer organizations 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 farmer organizations (relative to baseline and comparison group, disaggregated by commodity and gender of registered farmer organization member)	Smallholder/low income farmer household surveys Farmer organization records and surveys	Smallholder farmers have increased their production of staple commodities and are choosing to sell more of their surpluses through the farmer organization.
	Average (per registered member) quantity of staple commodities sold through participating farmer organizations (relative to baseline and comparison group, disaggregated by gender of registered farmer organization member)	Farmer organization survey and records	
	Average (over participating smallholder farmer organizations) price received for commodities as a percentage of the highest price in that locality during the marketing season	Farmer organization records Secondary market data (source varies by country)	

Output 2.2.1: Participating smallholder/low income farmer organization management staff trained in organizational management (e.g., governance, administration, financial)	Percentage of smallholder/low income farmer organization management staff who have completed training in governance, administration, or financial management of farmer organizations (disaggregated by gender)	Supply-side partner activity records	Training is effective, trainees implement lessons in running their organizations, smallholder farmers increase production and choose to sell their staple commodities through the farmer organization.
Output 2.2.2: Participating smallholder/low income farmer organizations trained in contracting	Number of farmer organizations with at least one member of the management staff trained in organization management (i.e., governance, administration, or financial management of farmer organizations)	Farmer organization survey and records	Training is effective, trainees implement lessons in running their organizations, contract opportunities exist, smallholder farmers increase production and choose to sell their staple commodities through the farmer organization.
	Average (over farmer organizations) percentage of contracts successfully delivered. (relative to baseline and comparison group, disaggregated by country and primary reason for default)	Farmer organization surveys and records	
	Number of participating smallholder/low income farmer organizations qualified to participate in WFP competitive tenders (relative to baseline)	WFP procurement data and records	
Output 2.2.3: Stability and representativeness (gender and smallholders) of participating smallholder/low income farmer organizations improved	Percentage of participating smallholder/low income farmer organization members who are women (disaggregated by country)	Farmer organization 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 farmer organizations' elected leadership positions held by women (disaggregated by country)	Farmer organization surveys and records	
	Number of participating smallholder/low income farmer organization members who are smallholder farmers (disaggregated by country)	Farmer organization surveys and records	
	Average attrition (drop-out) rate of participating smallholder/low income farmer organization members (i.e., percentage of members at beginning of year who were not members at the end of the year) (disaggregated by gender of farmer organization member)	Farmer organization surveys and records	
Output 2.2.4: Mechanisms established to address participating smallholder/low income farmers' cash flow constraints	Number of participating smallholder/low income farmer organizations 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)	Farmer organization survey and records	Addressing cash flow constraints is sufficient to provide smallholder farmers greater flexibility in how they sell commodities and they then choose to sell those commodities through the farmer organization.
	Number of participating farmer organizations depositing commodities in a warehouse with a receipt system	Farmer organization survey and records	
Outcome 2.3: By the end of the project, participating smallholder/low income farmer organizations have increased access to markets for staple commodities	Average quantity of staple commodities sold by participating farmer organizations (relative to baseline and comparison group, disaggregated by commodity)	Farmer organization surveys and records	Smallholder farmer members increase production of staple commodities and choose to sell their surpluses through the farmer organization.

	Average size of sale of staple commodities by participating smallholder/low income farmer organization (relative to baseline and comparison group, disaggregated by commodity)	Farmer organization surveys and records	
	Average number of different geographic markets sold into by participating smallholder/low income farmer organizations (relative to baseline and comparison group)	Farmer organization surveys and records	
Output 2.3.1: Partnerships for addressing identified constraints facing smallholder/low income farmer organizations' access to markets established and monitored	Percentage of participating smallholder/low income farmer organizations for which WFP has signed agreements with partners to provide market access support	WFP country office records	Partners are effective in working with farmer organizations 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 farmer organizations increased	Number of participating smallholder/low income farmer organizations offering post-harvest handling services to their members (relative to baseline and comparison group, disaggregated by service)	Farmer organization survey and records Smallholder farmer surveys	Markets exist for higher quality commodities, farmer organizations 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 farmer organizations with access to warehouse storage capable of maintaining long-term quality of stored commodities.	Farmer organization surveys and records Partner activity records Country office 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
	Average food consumption score of participating smallholder/low income farmer households (relative to baseline and comparison groups, disaggregated by gender of farmer organization 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 farmer organization member)	Smallholder/low income farmer household surveys	
	Average annual household expenditure (food and non-food) by smallholder farmer 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.			
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 farmer organizations.			
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 smallholder farmers			
Activity: Facilitate access to cleaning, drying, and storage facilities (e.g., partners rehabilitate or build warehouses, provide cleaning and drying equipment, or link farmer organizations 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% annually throughout the five-year P4P pilot phase	Quantity of food purchased annually by WFP from smallholder/low income farmer organizations (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.
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% 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: Country offices' 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 country office records/documents	None.
	Number of P4P pilot countries producing timely market intelligence/impact reports	P4P country office records/documents	
Output 3.1.3: Country office staff trained in P4P procurement	Percentage of country offices with at least one staff member trained in some aspect of local procurement specific to P4P.	WFP country offices, P4P Unit 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 farmers' organizations) 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 farmers' organizations can provide adequate quality of commodities.
Activity: Country offices design and regularly review P4P procurement strategy			
Activity: Country offices integrate purchases through P4P into food pipeline			
Activity: Develop standard format for direct and forward delivery contracts			
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 farmers organizations			
Activity: Develop guidance on price setting and contract negotiation for use by country offices.			

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 farmer organizations			
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 farmer organizations to participate in P4P			
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 (country directors and procurement, logistics, finance, programming staff). Job descriptions need to include managing/ implementing P4P.	

	Program guidance manual revised to reflect a strategic approach to Local Procurement.	Document review	
	Number of P4P pilot countries in which risk management strategies explicitly acknowledge risks associated with pro-smallholder procurement	Document review	
	Percentage of PRROs, EMOPs, and country programmes that incorporate pro-smallholder local procurement as a programme component (disaggregated by country)	Review of documents	Projects have sufficient untied funding to buy under P4P
Output 4.1.1: WFP policies reflecting pro-smallholder procurement best practices endorsed by Executive Board	Percentage of pro local procurement policy proposals presented to WFP's Executive Board that are adopted.	P4P Unit 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 Steering Committee and Stakeholder group meetings convened.	P4P Unit records	Local procurement accepted by all relevant units.
Output 4.1.3: Country offices 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, farmer organization, 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 Unit convenes monthly meetings with Steering Committee and Stakeholder group			
Activity: Adapt existing WFP risk tool to manage risks to local markets and apply to assessing risk associated with P4P procurement.			
Activity: Train country office staff to manage pro-smallholder local procurement activities			
Activity: Country offices form steering committees to provide input on local procurement implementation			

Annex 6: P4P Trust Funds Facts and figures

Annex 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						
			BMGF	3,226,098.00						
	Ethiopia	05-Dec-09	Brazil	249,221.18	3,648,297.90	14,554	16,190	27,800		58,544
			Comitato Italiano WFP	52,978.72						
			USAID	120,000.00						
			BMGF	4,988,035.00						
	Kenya	05-Dec-09	Netherlands	23,317.00	5,111,352.00	14,405	3,549	4,335	393	22,682
			USAID	100,000.00						
			BMGF	2,767,464.00						
	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
			France	90,000.00						
	Tanzania	16-Feb-09	BMGF	4,737,830.00	4,837,490.00	12,015	5,019	600		17,635
			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			4,905
	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
Southern	Panama City RB		HGBF	1,755,645.65	1,755,645.65					
			HGBF	4,245,175.00						
	Malawi	20-Mar-09	BMGF	4,245,175.00	4,608,175.00					46,654

Africa			Brazil	263,000.00		37,450	3,129		6,076	
			USAID	100,000.00						
	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						
West Africa	Zambia	05-Dec-09	BMGF	4,320,824.00	4,420,824.00	12,587	848		11,159	24,594
			USAID	100,000.00						
	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						
	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 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					
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

Donors

Summary of donor support

	US\$	% 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)

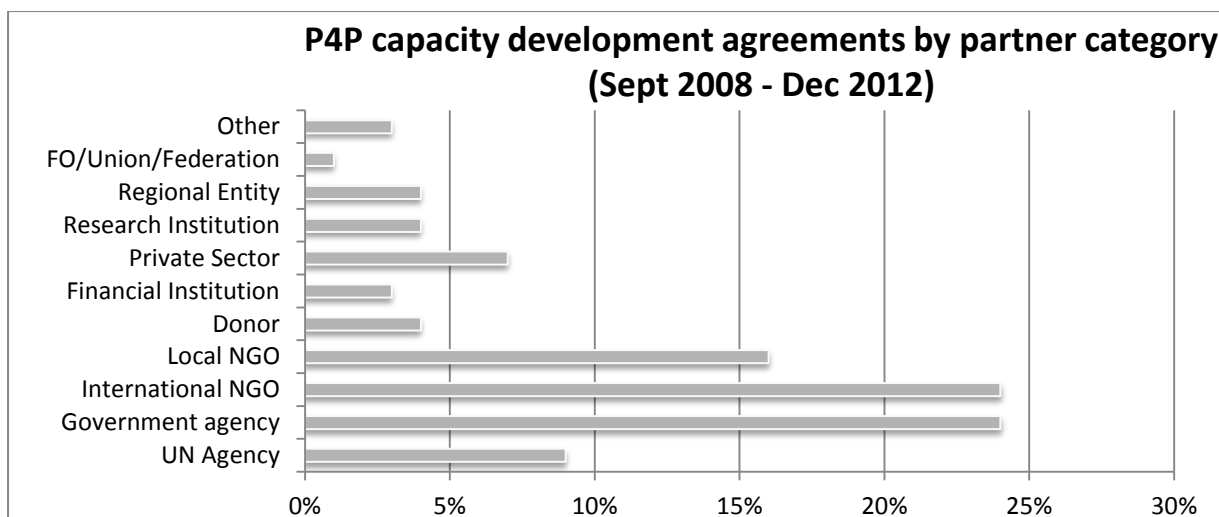
Partnerships

Partnership agreements

	No. 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

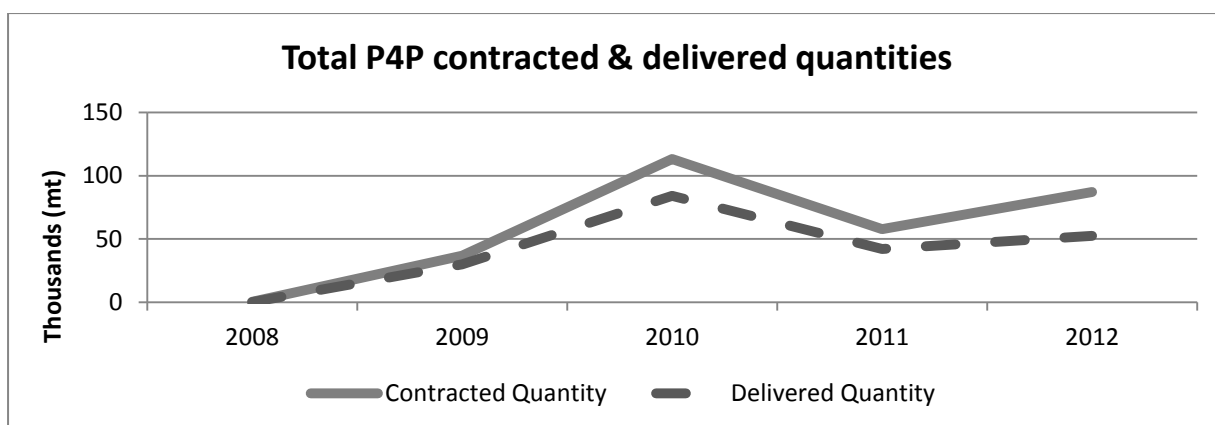
Source *: Summary P4P Data Analysis report – Sept 2008 – 31 March 2010 – Section 2 Partnerships and Trainings, WFP May 2010 (quoted in the TOR of P4P Mid-Term Evaluation)

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.

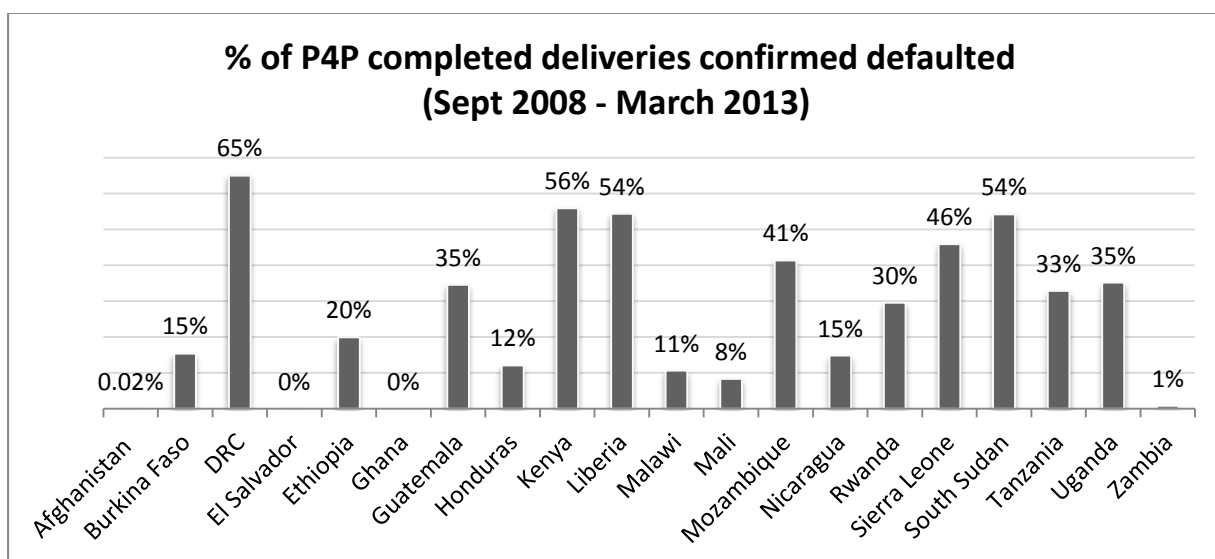


Source: WFP, April 2013 - P4P Consolidated Partnerships Report (Sept 2008- Dec 2012)

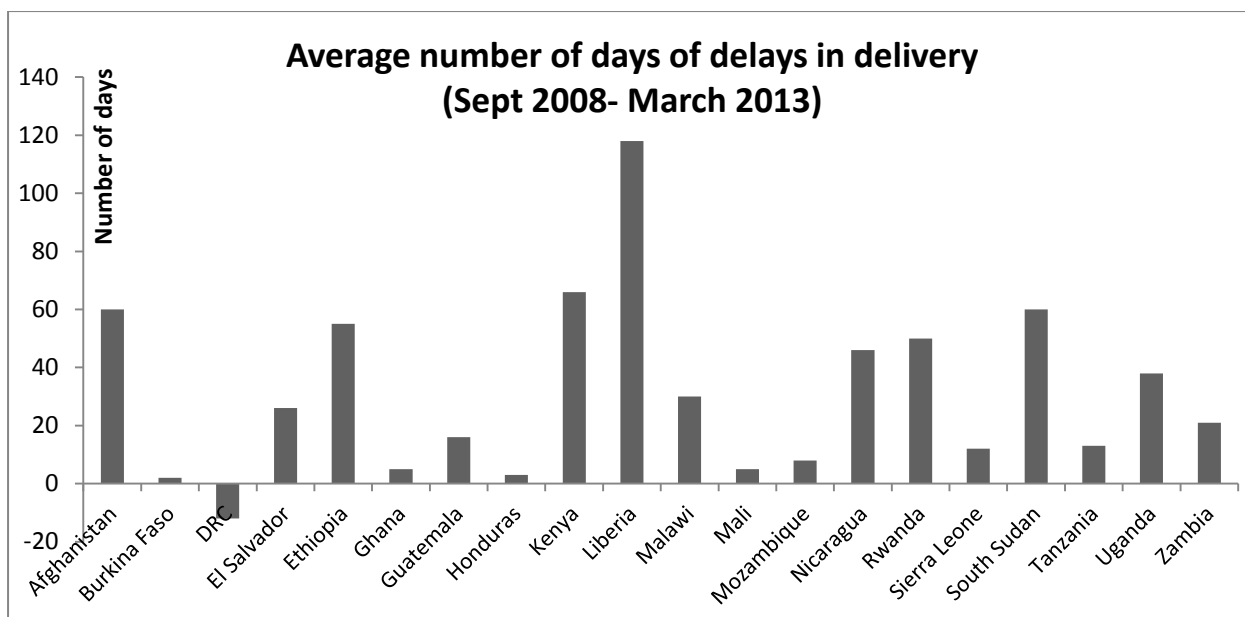
Procurement



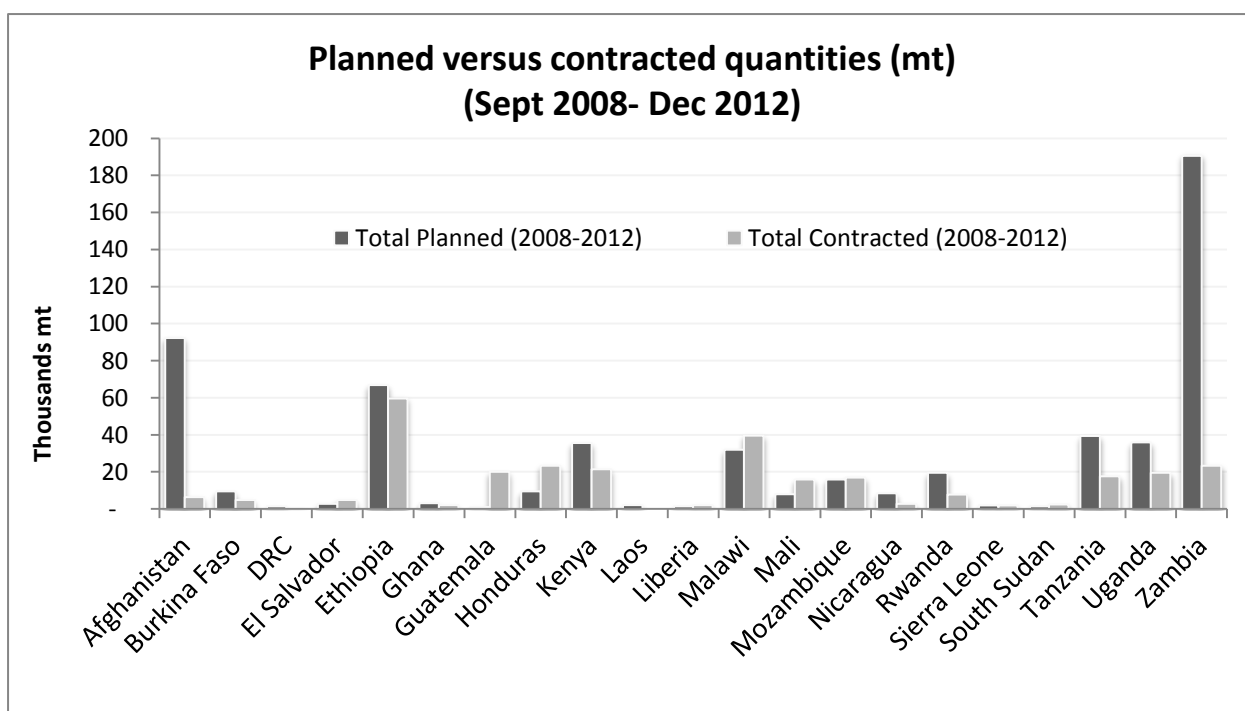
Source: P4P CU (June 2013). 2012 data are subject to change



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



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



Source: Country Implementation Plans and P4P consolidated procurement report (Sep 2008-Dec 2012)

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)

Annex 7: Preliminary list of country selection criteria

Region	P4P Country	WFP CO size ⁴⁰		Country Typology ⁴¹			Country visited (MTE)	The 6 most important development partners						Approach				Activity				
		2013	2010\2011	Low-income	Lower-middle income	Post Conflict ⁴²		BMGF	HGBF	Canada	USAID	EU	Belgium	1	2	3	4	1	2	3	4	Total contracted quantity (mt)
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
	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. Approaches and activities are detailed in section 3.2

⁴⁰ 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

⁴¹ 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.

⁴² <http://usa.wfp.org/photo-gallery/wfp-post-conflict-countries> (visited on 25\07\2013)

Annex 8: Key stakeholder groups

Internal Reference Group	
Burbano, Carmen	Policy Officer, School Feeding
Denhere, Simon	Regional Procurement Officer - OMN
Dieng, Abdou	Country Director - Ethiopia
Gardner, Calum	Chief, Organizational Budgeting Service
Hart, William	Deputy Director, Government Partnership Division
Husain, Arif	Chief Economist, Strategic Planning Office
Kennedy, Frances	Public Information Officer, Communications Division
Longford, Sarah	Sr. Regional Programme Adviser - OMJ
Lopez, Hebert	Regional P4P Advisor - OMP
Martin-Daihirou, Alice	Country Director – Uganda
Mashayo, Emmanuela	P4P Country Coordinator - South Sudan
Mballa, Isabelle	Regional Programme Officer – OMD
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

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

External Advisory Group		
	Specialization	Institution
Ahmed Shukri*	Senior Economist	Food and Agriculture Organization (FAO)
Audinet Jean-Philippe	Sr. Technical Advisor, Policy and Technical Advisory Division	International Fund for Agricultural Development (IFAD)
Ferris Shaun*	Senior Technical Advisor for Agriculture and Environment	Catholic Relief Services
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	Alliance for a Green Revolution in Africa (AGRA)
Rispoli Francesco*	Technical Advisor, Rural Finance	International Fund for Agricultural Development (IFAD)
Serova Eugenia	Director of Rural Infrastructure and Agro-Industries Division	Food and Agriculture Organisation (FAO)
Steven Were Omamo	Director of Policy	Alliance for a Green Revolution in Africa (AGRA)
Torero Maximo*	Division Director of the Markets, Trade, and Institutions Division	International Food Policy Research Institute (IFPRI)
Tschirley Dave*	Market Specialist	Michigan State University

* members of the TRP

Donors		
Representatives	Specialization	
Emily Martin	Programme Officer	Howard G Buffett Foundation
Alesha Black	Programme Officer	Bill and Melinda Gates
Anne Kelly	Chief of Staff	Howard G Buffett Foundation
Arlene Mitchell	Deputy Director of Access &	Bill and Melinda Gates
Michael Gort	Deputy Permanent Representative	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	USAID

Annex 9: 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	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
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

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)

Acronyms

AGRA	Alliance for a Green Revolution in Africa
BMGF	Bill and Melinda Gates Foundation
C&V	Cash and Voucher
CIP	Country Implementation Plan
CO	Country Office
CU	Coordination Unit
DDRR	Data and Document Review Report
EAG	External Advisory Group
EB	Executive Board
EM	Evaluation Manager
EMG	Executive Management Group
ER	Evaluation Report
FAO	Food and Agriculture Organisation
FO	Farmer Organization
FPF	Forward Purchase Facility
HGBF	Howard G. Buffet Foundation
HQ	Head Quarter
IFAD	International Fund for Agricultural Development
IR	Inception Report
IRG	Internal Reference Group
LDC	Least Developed Countries
LIC	Other Low Income Countries
LRP	Local and Regional Purchases
M&E	Monitoring and Evaluation
MT	Metric Ton
MTE	Mid-Term Evaluation
NGO	Non-Governmental Organisation
ODI	Overseas Development Institute
OEV	Office of Evaluation
P4P	Purchase for Progress
RB	Regional Bureau
RBA	Roman Based Agencies
RMP	Performance Management and Monitoring Division
SP	Strategic Plan
TL	Team Leader
TOR	Terms Of Reference
TRP	Technical Review Panel
US	United States
USAID	United States Agency for International Development
VAM	Vulnerability Assessment and Mapping
WFP	World Food Programme