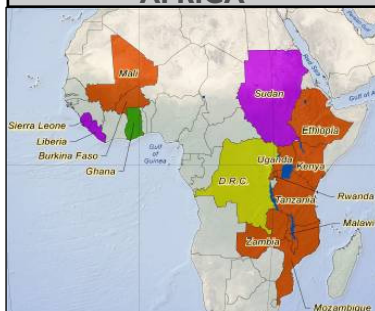


P4P Pilot Countries

AFRICA



CENTRAL AMERICA



ASIA



IMPLEMENTATION STATUS

21 P4P Pilots:

- 21 **Country Assessment Missions** completed.
- 20 **Approved Country Implementation Plans (CIP)**: Afghanistan, DRC, El Salvador, Ethiopia, Honduras, Ghana, Guatemala, Kenya, Nicaragua, Burkina Faso, Liberia, Mali, Malawi, Mozambique, Rwanda, Sierra Leone, Sudan, Tanzania, Uganda and Zambia.
- **Laos**: CIP under development (still unfunded).

HIGHLIGHTS OF THE MONTH

- This issue focuses on a **range of P4P capacity building activities**. Within WFP, there is a focus on improving staff members' skills and competencies on procurement processes and market analysis in support of local and regional (LRP) and P4P food procurement (page 5), and on various aspects of food safety and quality (see June issue). Articles from Burkina Faso (page 4), Ethiopia (pages 2), and Tanzania (page 3 - 4) reflect examples of the type of trainings being implemented under P4P and targeted at different actors along the value chain carried out by partners such as FAO, government counterparts and NGOs.
- **A call to partners working on pulses**: While cereals make up the bulk of WFP's basic food basket, pulses represent a key portion. WFP is procuring pigeon peas, cow peas, beans and other pulses through P4P as well as standard Local and Regional Procurement (LRP). Traditionally, smallholder farmers grow pulses, but largely for their own consumption. However, these have greater potential for raising incomes than cereals do. WFP welcomes the opportunity to work closely with stakeholders to increase cultivation, production and marketing of pigeon peas and other pulses in the various P4P pilot countries.
- The last of the 21 P4P Country Implementation Plans (CIP) - for **Laos** - was recommended for approval at WFP's Internal Project Review Committee in July. The document will now be submitted to WFP's Executive Director for final approval and funding to the tune of US\$7.1 million will be sought from donors for a 5 year period.
 - Based on the findings of the Country Assessment Mission, P4P in Laos aims to increase the incomes of 41,000 smallholders by US\$ 100 a year through profitable and sustainable access to markets.
 - The CIP will focus on three major activities in an attempt to address the constraints facing smallholders and to leverage the gains for improved production/marketing: a) it will work to catalyze production of rice and peanuts; b) it will help smallholders and millers gain profitable access to markets and; c) it will provide nutrition education to smallholders and millers, using an interactive, participatory methodology.
 - WFP Laos has increased its local purchases significantly from 71 MT in 2004 to over 11,496 MT in 2009. However, much of this volume was bought from large traders based in the capital, Vientiane.
 - P4P will allow the country office to focus on linking smallholders to markets, including WFP's own purchases, in order to increase their incomes. When combined with nutrition education, the increased incomes can be leveraged to help address some of the underlying hunger problems.
 - P4P activities will be initiated in rice and peanut surplus-producing areas.
 - The consortium of SNV, a Dutch NGO, and Helvetas will be a primary partner for the implementation of P4P, given their extensive experience in rice value chains. For peanuts, WFP will discuss a possible collaboration with SNV/Helvetas but also look to other partners with expertise in that value chain such as FAO, GIZ and Village Focus International.



ETHIOPIA: Experts discuss national quality standards

Addis Ababa: Eight pairs of highly trained eyes focus keenly on the suspect: broken or not broken is the dilemma taxing their expertise. In the next room debate has flared up: 250 grams would be the right sample size but its going to take too long to separate the good from the bad; some agents argue to split the sample again. In still another room the name “*sitophilus granarius*” is pronounced with weary recognition as the tiny pests are poked around a sieve by a hostile pen. Somehow reminiscent of a reality show, three teams of quality inspection experts are racing to analyze samples of grains and beans trying to be the closest to that magic “right answer”.



Teshome Gelano, one of the experts.

Effort to Improve quality of produce

P4P in Ethiopia has been going for just over a year and a half. In this time much effort was spent on building the capacity of the Cooperative Unions (CUs), the umbrella body for Ethiopia’s farmers’ cooperatives. There is a lot to do to improve production and productivity of Ethiopia’s smallholders and P4P has engaged here, but the biggest challenge identified so far is quality. Ethiopia’s nascent commodity exchange (ECX) provides great potential for CUs to market their produce but the quality of most CU produce is just not up to the standards required by the ECX. P4P has embarked on an energetic campaign to improve the quality of produce coming from CUs. Provision of machinery for cleaning and shelling, together with equipment for measuring quality has been combined with extensive training for all actors in the food chain. Last year P4P Ethiopia held its first annual review; whilst participants recognized the importance of improving quality, there were grumblings about rejected consignments and the mismatch of quality measurements done by themselves and those done by the buyers. A recommendation was tabled that a workshop be held to look into the relevant food quality standards, measurements and interpretations. In early 2011, P4P Ethiopia started planning the workshop which was finally scheduled for June. It was not a moment too soon, as the start of June saw 170mt of maize purchased by WFP under P4P rejected by the government’s food reserve silos. The consignment was repayment for a loan made to WFP earlier in the year and had been cleared by WFP’s inspectors prior to delivery to the food reserves.

On 8 — 9 June, food quality experts from food inspection companies, cooperating unions, ECX, the Food Reserve Agency (EFSRA), the government-led grain trading enterprise (EGTE), the national standards authorities (ECAE) and the government’s food security agency (DRMFSS) were called together to look at the standards, measurements and interpretations in effect in Ethiopia. But more than just discuss, they brought their moisture meters and their weighing scales and their dividers: they were going to do inspections right there and compare the results and the methods.

Mr. Joe van der Vet, an international food quality expert facilitating the workshop, described the international context before launching into a breathtaking overview of best practices, challenges and work-arounds drawn from many years working in the food quality sector in Africa.

“Tale of Horrors”



Following van der Vet’s *tour de force*, the participants shared their experiences in Ethiopia i.e., mis-measurement, mis-calibration, poor transportation, adulteration and pilfering. They painted a rather sorry picture of the Ethiopian food supply chain. There was finger-pointing and heated exchanges but, more importantly, frustrations were aired and people started talking. In wrapping up the day, van der Vet could not hold back his dismay at the litany of challenges uncovered as he referred to “this tale of horrors”. But practical suggestions began to emerge for more reasonable “fit for purpose” tolerances and comparative guidelines for the many food quality standards being used in Ethiopia.

The following day was dedicated to practical exercise. Samples of wheat, maize and beans were circulated in turn to three groups: inspectors, traders and consumers. Each group had to test the commodities for presence of live insects, assess the percentage of DSW (damaged, shriveled or ‘weeviled’) and the percentage of foreign matter, and establish the moisture content. This exercise saw much discussion about the methods and definitions but was dominated by silence as each team split their weighed sample, by hand, between the good, the bad and the chaff.

Comparisons from this exercise demonstrated consistent differences in measurements between the various teams — deriving from different calibrations and different interpretations. The sample sizes used were the most erratic. Fundamentally, it was clear there was no “right answer” but a range of possible answers. Given some of the rigid tolerances in place in Ethiopia today, the differences could mean rejection or acceptance of a food consignment.

As the discussions drew to an end, it was clear only a fraction of the issues had been touched-upon in these two short days. The participants felt the need for more guidance and more discussion and practical comparison together with targeted expert training. WFP committed to preparing comparative guidance looking at all the players in the local food supply chain and the general consensus was to continue the discussion with regular face to face meetings of this emerging community of food quality practitioners.

TANZANIA: The perspective of one of the principal trainers for RUDI

Interview with Kitonka Hamis, one of a four person team that conducted extensive “farmer facilitator” training in 2010 in SACCOs (Farmer Associations) targeted under P4P

What is your background?

I studied business administration and have 18 years experience in management of trading companies dealing with general hardware, general foods and textiles. I have also been providing business development services to rural and urban small and medium enterprises.

How did you get involved with P4P? What are the objectives and main modules of the SACCO training?

WFP had consulted with village and SACCO leaders in order to select those farmers that were to be the “farmer facilitators”. They asked us to design and roll out a comprehensive training package to strengthen farmers’ capacities to market their produce and reduce post harvest losses. The Alliance for the Green Revolution in Africa (AGRA) gave us the financial support and using the ToT (training of trainers) approach, in 2010 we put together a 8 day training course, but delivered it in two phases of 4 days each with an interval of 2 months to allow time for absorption. We managed to reach a total of 1,452 farmers with equal representation (men/women) from 29 SACCOs in the northern, central and western part of the country over a period of eleven months. We were a team of four trainers, but split into two groups (each with a post harvest handling expert and an entrepreneur/business skills expert).

The first phase included the following modules: i) establishment and strengthening of groups and good governance, ii) entrepreneurship and basic business management principles, iii) negotiation skills and procedure for doing business with WFP and post harvest management. The second phase included warehouse management, management of the Warehouse Receipt System, adult facilitation skills, management of the marketing process for agricultural produce and business record keeping.

What were some of the key challenges you faced in rolling out the training?

Some of the participants could not write nor comprehend adequately. In fact, in the groups of 50 participants, usually only a quarter was able to continue to act as facilitators/trainers due to their low education level. Another factor was the time allotted to some of the modules. Record keeping training in one day is tough. The time was too short for this module even for those who had sufficient education and facilitation skills.

With the beauty of hindsight, what would you do differently if you were to start these trainings again?

As farmers need to be reminded about what they have been taught, rather than engaging with WFP on a one-off activity, we would rather have a multi-year process agreed from the beginning. The farmer facilitators need continuous support and we felt that we should have provided more support post-training to help the farmer facilitators pass on the learning. We would also perhaps have reduced the size of the groups from 50 to 30.

Any differences in how women and men reacted to the training?

The women were particularly responsive to the module on post harvest management as they could perhaps more easily identify with it. But overall, they participated equally well.

How has farmer behaviour changed? And SACCO behaviour?

I was truly encouraged during the workshop to hear from members and leaders from 4 different SACCOs (Kiosa and Kituntu who have managed to sell beans to WFP through a NGO/private company called Kaderes; and Kware and Usomama who have sold maize to WFP) that the training was really appreciated and has had multiple effects, even in a short time.

For some individuals, they now use improved seeds and fertiliser, have a better knowledge of the prevailing market price. Overwhelmingly, all farmers now say that they understand the importance of selling per kilo rather than using non standard measurements. Household post-harvest losses have been reduced as farmers know how to combat rats and weevils, and how to dry, sort and clean. Farmers increased their production (based on expectation of the WFP market) and due to sale to WFP, there was an increase in revenue and thus some members were able to improve houses, send children to school and improve their means of transport (either from foot to bicycle, or from bicycle to motorcycle).

About RUDI

Rural Urban Development Initiatives (RUDI) is non-profit organization, founded in Jan 2007, to promote entrepreneurial men and women in low-income rural areas of Tanzania and to create and grow businesses. These businesses create jobs, incomes and generate economic growth for communities. RUDI does this through the provision of the following services to entrepreneurs: business development, association development, market linkages, financial linkages, business management systems and business evaluation. RUDI works in partnership with other development and private organizations.

Vision Statement

RUDI is an organization that provides state of the art professional capacity development services to rural and urban enterprises, including small scale producers, to become more competitive, and support development agencies to fulfil their missions.

Mission Statement

Rudi’s mission is to support the development of highly competitive value-adding enterprises in Tanzania, through capacity development services targeted at growth-oriented value chains.

Cont'd from pg 3

For the SACCOs, I heard that the training has enabled them to identify production and running costs and been able to determine a selling price. Kware SACCO told us that they when they did not manage to compete successfully for a WFP contract, they were able to negotiate with local traders, refusing the first price offered and finally selling to a second trader at a price acceptable to them. SACCOs also noted the improved link with banks and transporters. All SACCOs have reported that there has been increased membership as farmers see the benefit of collective marketing and hence increased contribution to SACCOS and increased access to loans.

Main message for WFP? Next steps?

I really liked the “writeshop” process and it clearly prioritised the key capacities the farmers felt important and what they felt they needed to access markets. It was the first time I had heard feedback directly from the farmers and SACCO leaders about how they are applying in practice what we trained them in. It would be good if WFP can ensure that the key messages are summarised into one page in Swahili and sent back to SACCO leaders and the District Officials as I noticed that many of them are eager to run with the next recommendations!

BURKINA FASO: FAO's Cooperative Principles and Administrative Management Training

In Burkina Faso, WFP and FAO work in partnership through P4P with the main focus being capacity development for Farmers' Organizations (FOs). The FAO Emergency and Recovery Unit has actively collaborated with WFP since February 2010. This joint venture is an interesting model of how to establish synergies and share resources to reach a common goal which is to support smallholder farmers and improve food security.



In early 2011, FAO organized training in cooperative principles and administrative management targeting 73 elected members of P4P supported FOs. The trainees had identified their capacity needs and they highly appreciated the topics, particularly in administrative management. At the end of the training sessions they expressed their commitment to improve their practices and to spread the training content to their fellow farmers. “From now on, we will ensure that all members of the cooperative play their part correctly”, one trainee was quoted saying.

A few months after the training, a FAO team conducted a monitoring survey with 31 farmers' organizations at all levels to find out how far they had effectively improved their practices. In May 2011, FAO presented the results and recommendations of the survey to the P4P team and FO representatives. The results and recommendations of the survey suggest that the FOs need to strengthen the capacity of their organisations in terms of using basic administrative management tools and by mobilizing their human and financial resources to develop their capacities.

This participatory process aims at giving the FOs the opportunity to improve their ability to compete for markets for their surplus produce of cereals and cowpeas. There is still however, room for more progress, particularly in using written materials to register members and to harness their own resources. All partners recognize that there is more work to be done in order to achieve expected results. “To strengthen capacities of farmer organisations in Burkina Faso in a sustainable manner and in a market-oriented perspective is a long process as it involves not only new knowledge but also adoption of new practices and behaviour change. The focus on the training methodology and quality of trainers (adult training and participation) is therefore important in order to achieve results”, said the FAO trainer, Mario Tedo.

Other Capacity Building/Training Initiatives for Farmer Organizations (FOs)

MALAWI: The Malawi Agricultural Commodity Exchange (ACE) conducted a three day training for three farmer organisations, during which the following topics were covered: planting methods and impact on yield potential; fertilizer application and yield potential; farming accountability; calculating cost of production and therefore profit or loss; how to increase revenue whilst reducing cost; storage & post harvest losses; grading and standards; cooperative warehouse management; structured trade & warehouse receipting; grain traders and processors association; maturity and moisture content determination; and accountability in farming. WFP Malawi will subcontract a consultant to prepare business plans for some of the P4P FOs and the Malawi Grain bulking centres. In early July, WFP and ACE will conduct workshops for small scale traders during which not only P4P and ACE will be further explained but also, as part of the graduation strategy, participants can join a live soft tendering and exclusive trading session for 200mt of pulses with the BVO template.

MOZAMBIQUE: WFP under the UN Joint programme has offered a grant of US\$100,000 to UniLurio Laboratory, a lab in Maputo, to improve their food testing capacity and provide training to FOs to conduct on-site and simple quality training.

ZAMBIA: P4P, the Cooperatives Development Unit, of the Ministry of Agriculture and Cooperatives, completed the development of a Business and Marketing Skills Development training manual. The manual adopts participatory methods and focuses on strengthening the business planning and management capacity of cooperatives. The provision of trainings will be done in two stages. First, the Department will hold a week long Training of Trainers (TOT) in Lusaka. The trainees are Cooperatives Development Officers (DCDO) based in districts. DCDOs will in turn provide the training to selected cooperatives in their districts.

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NICARAGUA: A financial and accounting diagnostic of farmer organizations was carried out by WFP with assistance from the Central American University (UCA). Thereafter, a Strategic Alliance with the University of Central America (UCA) on Capacity Strengthening was formalised and an agreement for the implementation of a Training and Accompaniment Plan in the fields of accountancy and finances for farmer organizations was signed. This plan will target 34 members of farmer organizations and WFP field staff charged with monitoring the project. The training plan is made up of four modules: Basic Accountancy, Financial Statements, Credit Management and Management Accountancy. The process will conclude with the graduation of participants from a 92-hour course and 18 days of accompaniment in the practical application of the knowledge acquired to the routine work of the organisations. Upon graduation, participants will be able to apply their newly acquired skills and knowledge in the fields of accountancy and finance.

Producers and Exporters Association (APEN) conducted a training session about Business Plans for 8 commercialization Department Managers and 2 P4P staff members. The following cooperatives participated: Santiago, ACADIS, COMFOC, UGAQ, Nuevo Horizonte, Prococer, La Unión and Cooperativa Carlos Fonseca.

SIERRA LEONE: A Memorandum of Understanding (MoU) was signed between WFP and the International Institute of Tropical Agriculture (IITA). Within the four-month project period, IITA will provide improved seeds, boost processing capacity, introduce good hygiene practice (process control) and promote marketing of cassava produce. Under IITA's supervision, five FOs are expected to do a trial sale of up to 10mt of gari each. The MoU constitutes part of the Irish Aid Project.

UNDP CIPS (Chartered Institute of Purchasing Supply) Procurement Training and Certification Program



WFP staff at the CIPS training

Four WFP Procurement staff from Johannesburg, Dubai, and Rome offices attended the UNDP CIPS Level 2 Procurement Training and Certification Course held May 9-12 at FAO in Rome. The purpose of their participation was to review and assess the appropriateness of the UNDP CIPS program as a potential foundation for future procurement training at WFP.

WFP's procurement capacity needs are changing rapidly. New procurement modalities stemming from pilot projects such as P4P and Cash for Change (C4C) pose new challenges for procurement capacity. In order to meet these challenges quickly and effectively, WFP's procurement is revisiting its capacity building strategy.

ODP is assessing potential modes of study for intensifying capacity building in procurement. The options under review vary according to training content, design (internal or external), delivery and timing. (self-study, workshop, distance learning, online), professional certification offered (motivation), sustainability, and the time required for implementation.

Linking procurement capacity building in WFP to UNDP CIPS program would offer a number of advantages, including: standardisation of WFP procurement training with 22 other UN agencies; immediate relevant content and training materials for 80% of WFP's procurement training needs; specialised technical assistance in WFP-proprietary content design from UNDP on cost-recovery only basis; immediate, bi-monthly training opportunities for individual WFP participants; WFP group training, as desired, per WFP timing and venue, on a cost-recovery only basis from UNDP; UN system-wide certification; as well as, internationally recognised professional certification in public procurement. In addition, this training will strengthen WFP's capacity to work with governments on public food procurement issues as foreseen in the WFP strategic objective 5.

Market Fundamentals and Procurement Processes Training

The Procurement Division, P4P and VAM recently held two joint trainings to improve staff members' skills and competencies on procurement processes and market analysis in support of local and regional (LRP) and P4P food procurement.

60 staff members from Procurement, P4P and VAM from HQ, three regional bureaux, and eleven Country Offices across Africa met in May and June in Mombasa, Kenya to hone skills and competencies in market and price analysis to better understand food procurement in local and regional agricultural markets. They also reviewed procurement policies and processes associated with LRP and P4P procurement.



A group photo of the trainees, Mombasa, June 2011

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John Baptist Wamara, a Ugandan national, holds a Bachelor of Science in Agriculture and a Master's in Business Administration. John joined WFP in April 1998 as a Quality Control Assistant and is currently a Logistics Officer in Uganda. Before joining WFP, he worked at the former Produce Marketing Board of Uganda.

His current job involves managing the full cycle of the contract process for transport and other logistics support services. Additionally, he has facilitated training for farmers and farmer organizations in commodity management/quality control. It is along these lines that he recently took up a TDY in Rome, at the P4P coordination unit, to assist with a stock-taking exercise of the main Post-Harvest Handling trainings, approaches and tools/materials used by the various COs when delivering trainings to FOs, traders and Partners. The results of this review will provide a basis for the design of a post harvest handling training curriculum for all P4P targeted FOs.



"The goals and objectives of P4P provide key innovative solutions for the small holder farmers in under developed/ developing countries to break out of the cycle of poverty. By training and equipping farmers to increase production and effectively compete in food commodity markets, P4P will be at the same time contributing to reduction of food insecurity", Says John.

CALENDAR

- **5 August:** National "Writeshop", Mali
- **22 – 26 August:** Regional "Writeshop" – East and Southern Africa, Nairobi
- **29 – 30 August:** AERC Inaugural Meeting, Nairobi
- **5 - 8 September:** Third Technical Review Panel, San Salvador, El Salvador
- **9 - 14 September:** Regional "Writeshop" - Latin and Central America, San Salvador, El Salvador