

PROJECT STATUS REPORT

JULY 2013 - DECEMBER 2013

SECTION 1: PROJECT SUMMARY

PROJECT NAME: Renewal of the Jamaican cocoa sector

Project Number: JA-M1024 - Operation Number: ATN/ME-13437-JA

Result: The specific objective is to sustainably position JCFA cocoa in global supply chains and high value markets

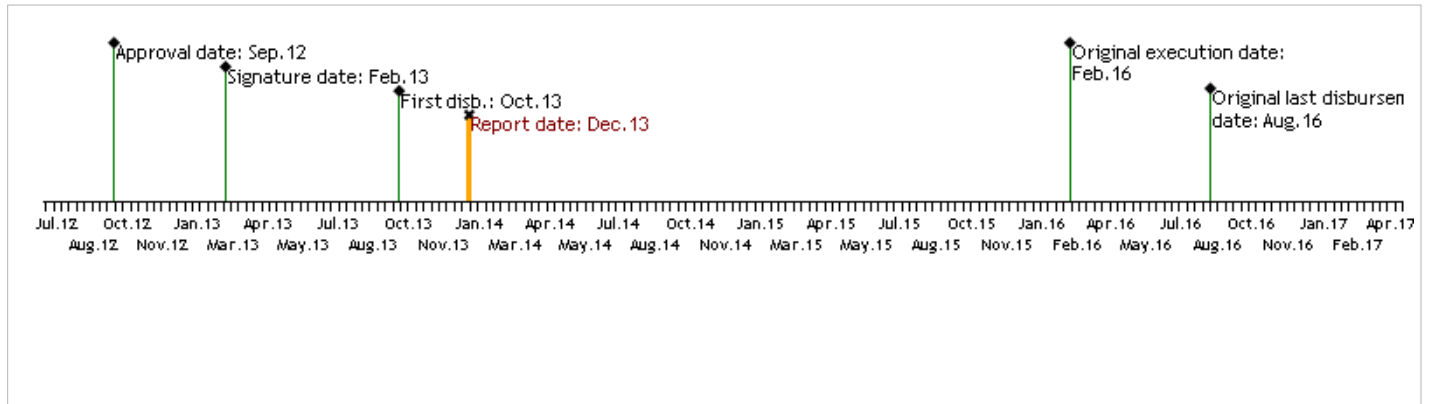
Country Administrator
JAMAICA

Beneficiary Country
JAMAICA

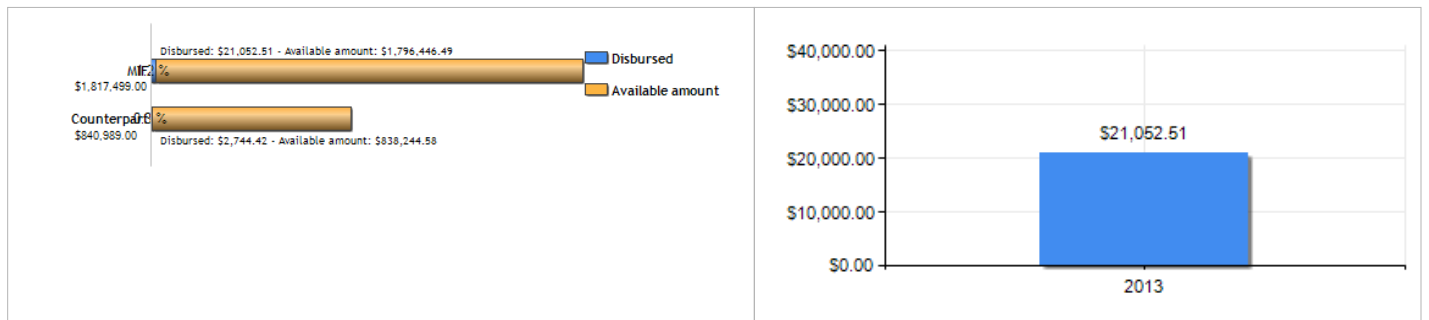
Executing Agency: Jamaica Cocoa Farmer's Association

Design Team Leader: Escobar A., Alejandro
Supervision Team Leader: Beecher, Wayne

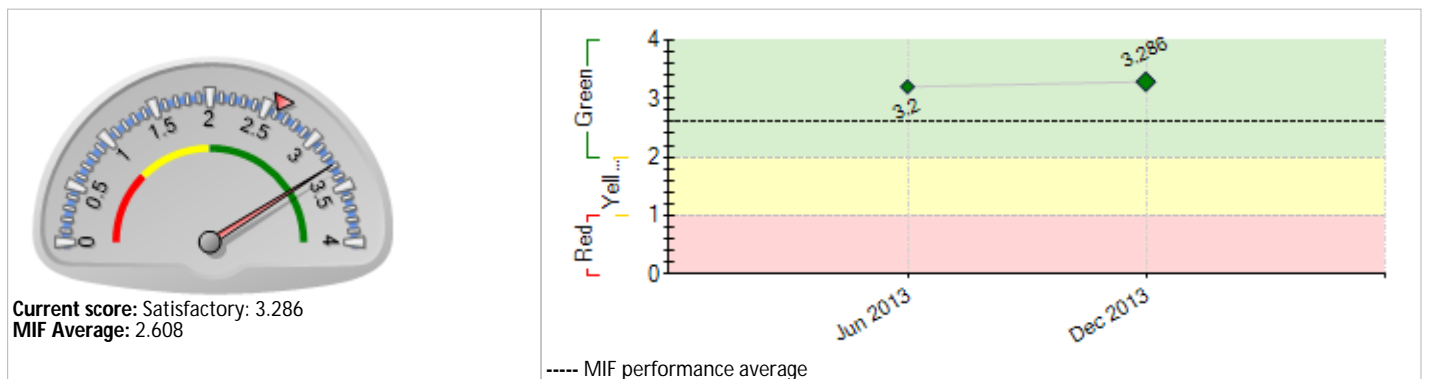
TIMELINE



FUNDS



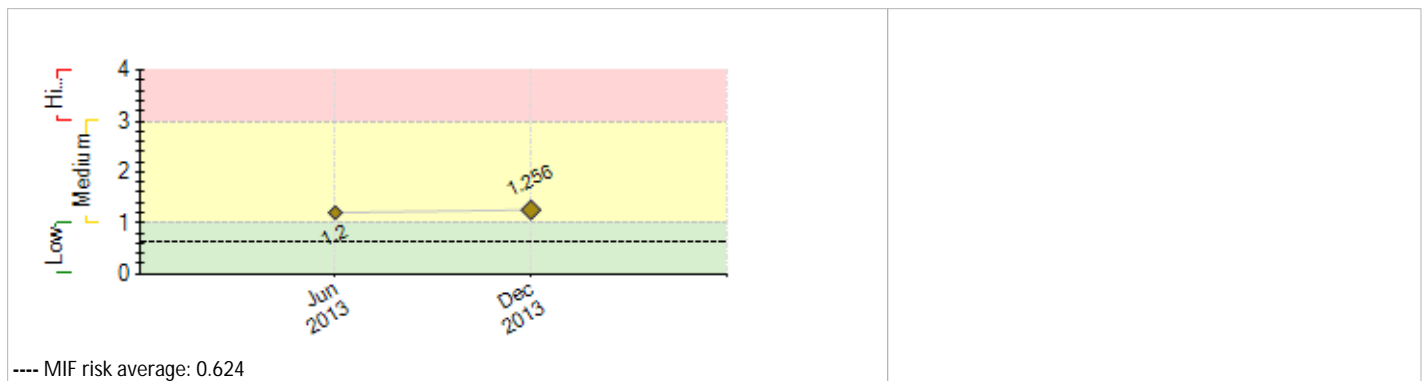
PERFORMANCE SCORE



EXTERNAL RISKS

INSTITUTIONAL CAPACITY

Risk
Financial Management: Low
Procurement: Low
Technical Capacity: Low



SECTION 2: PERFORMANCE

Summary of project performance since inception

Overall, the main results achieved under the project are:

- i) The agency is steadily increasing its annual cocoa export
- ii) Continued rehabilitation of cocoa farms
- iii) An increase in the volume of cocoa purchased from its members
- iv) On-going negotiation with various public sector bodies to provide support to the JCFA's effort to create value-added products
- v) Increase in the number of processing centers

The project has faced significant delays which were related to:

- (i) The contracts of the JCFA's initial project team, were not renewed due to inadequate performance. Subsequently, the agency has had subsequent delays in attracting a suitable project manager.
- (ii) The disbursement modality of the project was changed to Ex-Ante.
- (iii) The absence of the Project Manager and Deputy Project Manager and the change of disbursement modality resulted in severe delays to the implementation of project activities. All procurement of consultancies, goods and services were suspended.
- (iv) The project procurement delays resulted in the agency inability to achieve its first Milestone. An extension to the Milestone date was requested.
- v) Logistical constraints in the exporting of cocoa beans.

Despite the delays, the project has a moderate chance of achieving its objectives. The project activities can be accelerated.

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

The EA was challenged in achieving eligibility within the required timeframe and need much support to do so. These challenges highlighted performance deficiencies with the project team, capacity issues with the EA organizational structure. The attrition of experience staff members that were present during the design and due diligence impaired the EA's overall capacity. Deficiencies in the Internal Control and procurement management, compounded by the absence of a project team, resulted in an adjustment of the review modality to "Ex-Ante". Targeted capacity building support has been provided to bring the project on schedule

Summary of project performance in the last six months

The main results achieved thus far are:

- (i) Production (purchased and processed) of approximately 115 tons of cocoa beans by the Jamaica Cocoa Farmers Association (JCFA).
- (ii) The number of cocoa processing centres increased to eleven (11) centres.
- (iii) Since August 2013, JCFA has facilitated the rehabilitation of approximately 126 acres of cocoa farm.
- (iv) The JCFA's team Treasurer attended the World Cocoa Foundation 24th Partnership Meeting in October, in Santo Domingo. The Learning Exchange was beneficial in sharing expertise and practices on a wide range of cocoa sustainability issues.
- v.) Estimated 75 tons of cocoa exported in 2013.

The delay in the implementation of key project activities has resulted in significant setback for the timely execution of consultancies including: the Traceability System, the Rehabilitation specialist and the hiring of Field & Technical Officers. The agency has since restarted the preparation of project documents related to the acquisition of a Traceability System. This is a crucial activity for the agency. The acquisition of consultants and employees has commenced.

For the first quarter of 2014; the project will focus on the hiring of a robust Project Manager, the review of the project plan, the implementation of key consultancies and the subsequent achievement of its first two (2) milestones.

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

SECTION 3: INDICATORS AND MILESTONES

Indicators		Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
Result: The specific objective is to sustainably	R.1 New market tapped by the JCFA	0				1 Feb 2016	0	

position JCFA cocoa in global supply chains and high value markets	R.2	JCFA annual cocoa exports have increased	0				150	25	
							Feb 2016	Jun 2013	
	R.3	Farmers (JCFA members) are successfully applying improved cultivation and processing techniques learned from the farmer field school program.	0				500	0	
							Feb 2016	Jun 2013	
	R.4	Average per-hectare yields have increased compared to when the project began due to rehabilitation and improved cultural practices	0				50	0	
							Feb 2015		
	R.5	Percentage of JCFA cocoa producing communities are in the process of obtaining organic certification	0				20	0	
							Feb 2015		
	R.6	n/a	0				0	0	
							Feb 2014		
Component 1: Research and technical skills development to enhance productivity of cocoa farms Weight: 44% Classification: Satisfactory	C1.11	Number of acres of existing cocoa farms have been rehabilitated	0				200	126	
							Aug 2014	Dec 2013	
	C1.12	Number of producers have been trained in sustainable agricultural practices through the farmer field school training program.	0				250	0	
							Aug 2014	Dec 2012	
	C1.13	Number of farmers (JCFA members) and young people from the communities trained in entrepreneurship skills and farming as a micro enterprise.	0				125		
							Aug 2014		
	C1.14	Local cocoa varieties have been genetically mapped and propagated	0				2		
							Aug 2014		
	C1.15	JCFA nurseries have been established and stocked with high yielding local varieties	0				2	1	
							Aug 2014	Nov 2012	
Component 2: Building capacity to manage agricultural and food production systems Weight: 26% Classification: Satisfactory	C1.16	Number of acres of existing cocoa farms have been rehabilitated	0				400		
							Feb 2016		
	C1.17	Number of farmers (JCFA members) have been trained in sustainable agricultural practices through the farmer field school training program.	0				500	0	
							Feb 2016	Jan 2013	
	C1.18	Number of farmers (JCFA members) and young people from the communities have been trained in entrepreneurship skills and farming as a micro enterprise.	0				250		
							Feb 2016		
	C2.11	JCFA members and/or community residents trained in post-harvest handling and processing of cocoa.	0				30		
							Feb 2014		
	C2.12	Processing facilities implementing JCFA postharvest protocols on drying and fermentation	0				2	1	
							Feb 2014	Jun 2013	
Component 3: Building Capacity for Strategic Management and Marketing Weight: 24% Classification: Satisfactory	C2.13	The computerized traceable acquisition system has been developed and tested in 2 processing facilities.					Feb 2014		
	C2.14	JCFA members and/or community residents trained in post-harvest handling and processing of cocoa	0				100		
							Feb 2015		
	C2.15	Processing facilities implementing JCFA Postharvest protocols on drying and fermentation	0				8		
							Feb 2015		
	C2.16	Processing facilities fully implementing the traceable acquisition system.	0				8		
							Feb 2015		
	C2.17	The JCFA has achieved a number of quality and/or environmental certifications (Rainforest, Fair trade, HAACP etc.)	0				2		
							Feb 2015		
	C2.18	Quality assurance laboratory established to carry out testing and flavor profiling of beans.	0				1		
Component 4: Capturing and Disseminating Knowledge Weight: 6% Classification: Satisfactory							Feb 2015		
	C2.19	Number of chocolate profilers trained in cocoa flavor profiling.	0				3		
							Feb 2015		
	C3.11	Number of strategic plans under implementation for each of the 4 JCFA regional branches.	0				3		
							Feb 2014		
	C3.12	A medium term business plan for the JCFA approved by the Board of Directors and under implementation	0				1		
							Feb 2014		
	C3.13	A JCFA marketing strategy has been approved by the Board of Directors and is under implementation	0				1		
							Feb 2014		
	C3.14	A digital farmer registry for JCFA developed and functioning in JCFA headquarters					Feb 2014		
	C3.15	A real time information system for market prices developed and functioning	0				1		
							Feb 2014		
	C3.16	The web based marketing platform has been developed and is available	0				1		
							Feb 2015		
	C3.17	Number of specialists have been professionally trained in advanced chocolate making	0				2		
							Feb 2015		
	C3.18	Number of JCFA members and/or community residents (of which 25 are youth ages 18-35) have received training on chocolate formulation	0				50		
							Feb 2015		
	C3.19	New business relationship established by JCFA representatives with a potential buyer or trader	0				1		
							Feb 2016		
	C3.11	JCFA cocoa/chocolate products developed and marketed	0				2		
							Feb 2015		
	C4.11	Learning exchanges between JCFA representatives and other cocoa producing countries	0				2		
							Feb 2015		
	C4.12	A cocoa resource center has been jointly established with the University of West Indies as a repository for cocoa research in Jamaica	0				1		
							Feb 2015		
	C4.13	An assessment of best practices in other fine flavor cocoa producing countries disseminated among JCFA's members and relevant stakeholders	0				1		
							Feb 2015		
	C4.14	Presentation to an international audience to share the JCFA experience of process and product upgrading to reach high value markets	0				1		
							Feb 2016		
	C4.15	Case study on community based cocoa processing in Jamaica produced and disseminated to relevant audiences	0				1		
							Feb 2016		

Milestones	Planned	Due Date	Achieved	Date achieved	Status
M0 Conditions Prior	8	Aug 2013	8	Aug 2013	Achieved

M2	[*] Training manuals on organic cocoa production and post-harvest processing completed	1	Mar 2014			
M1	[*] 1 consultant hired to develop a computerized traceable acquisition system	1	Apr 2014			
M3	1 medium term business and strategic plan for the JCFA written and approved	1	Aug 2014			
M4	JCFA farmers engaged in the process of group organic certification	250	Feb 2015			
M5	JCFA farmer registry completed and functioning	1	Mar 2015			
M6	Annual JCFA cocoa production increases to 100 tons	1	Aug 2015			
M7	Final inspection audit carried out to achieve certification	1	Dec 2015			
M8	1 expression of interest/contract signed with a new buyer	1	Jan 2016			

[*] Indicate that the milestone has been reformulated

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

- [X] Executing agency institutional capacity
- [X] Supplier/contractor performance
- [X] Inappropriate Consultants performance

SECTION 4: RISKS**MOST IMPORTANT RISKS AFFECTING FUTURE PERFORMANCE**

	Level	Mitigation action	Responsible
1. 1. The inadequate performance or resignation of the project team	Medium	The Project Director will actively participate in the implementation of project activities and developing competencies in IDB's policies and procedures.	Project Coordinator
2. Unfavourable weather patterns	Medium	Rehabilitation of cocoa fields is expected to reduce the negative impacts associated with natural disaster damages.	Project Coordinator
3. Suitable partners are not available and willing to host learning exchanges	Medium	Use International Cocoa Organization (ICCO) in region. Use Gene bank for ICCO in region, such as Trinidad	Project Coordinator
4. Necessary culinary tools and equipment are not available to provide training on chocolate making	Medium	...	Project Coordinator
5. Farmers are not willing to provide information to populate registry	Medium	Use of field officers and known industry specialist to gain acceptance and promote the benefit of the registry	Project Coordinator

PROJECT RISK LEVEL: Medium **TOTAL NUMBER OF RISKS:** 17 **IN EFFECT RISKS:** 17 **NOT IN EFFECT RISKS:** 0 **MITIGATED RISKS:** 0

SECTION 5: SUSTAINABILITY

Likelihood of project sustainability after project completion: P - Probable

CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

[None reported in this period]

Actions related to sustainability which will be or have been implemented:

1. The continued involvement of farmers and the community in the rehabilitation of cocoa farms.
2. The increase numbers of processing centers.

SECTION 6: PRACTICAL LESSONS

	Relative to Implementation	Author
1. 1. More thought needs to be given to the procuring of consultancies especially as it relates to the selection methods and the geographic reach of the project.; where it may be necessary to procure more than one (1) consultant based on the geographic location of the beneficiaries. 2. The Executing Agency needs to ensure that the Project Manager performance is constantly been evaluated and monitored against project targets/indicators.		Smith, Patrice