

PROJECT STATUS REPORT

JULY 2014 - DECEMBER 2014

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

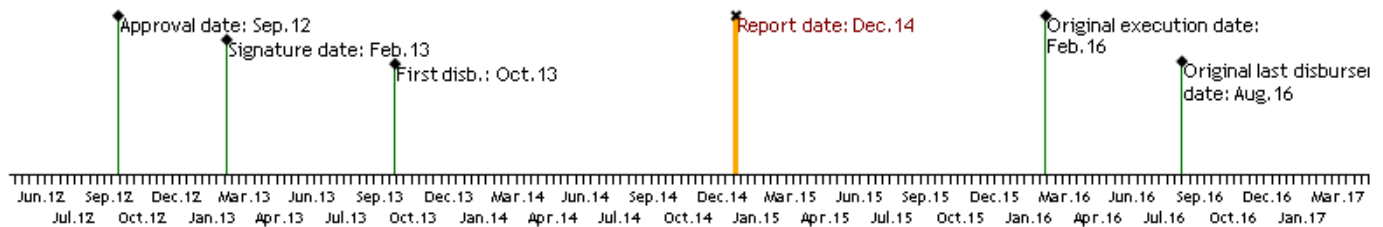
Country Administrator
JAMAICA

Beneficiary Country
JAMAICA

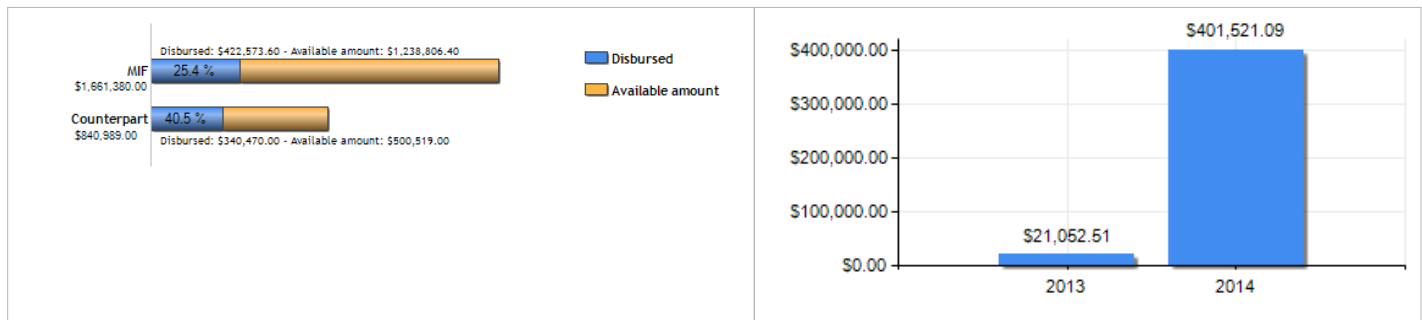
Executing agency: Jamaica Cocoa Farmer's Association

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

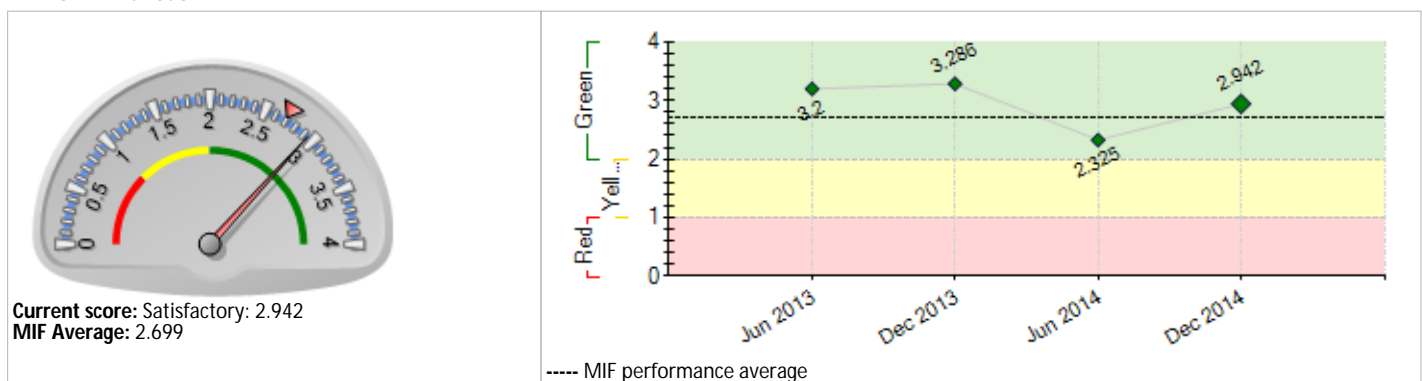
TIMELINE



FUNDS



PERFORMANCE SCORE

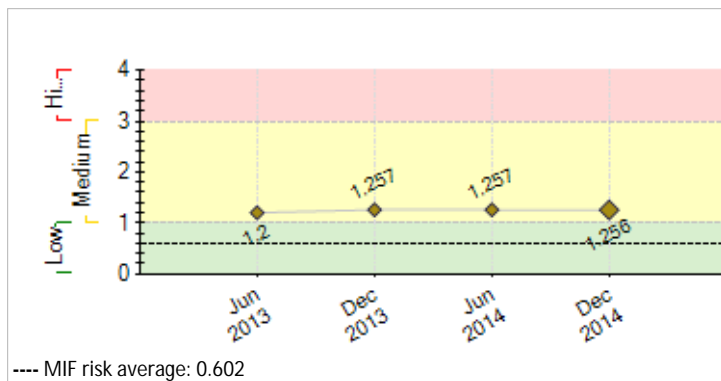


EXTERNAL RISKS

INSTITUTIONAL CAPACITY

Risk

Financial Management: Medium
Procurement: Medium
Technical Capacity: Medium



SECTION 2: PERFORMANCE

Summary of project performance since inception

Since the implementation of the project the following has been achieved:

- 370 acres equaling 170 beneficiaries participated in the rehabilitation exercise
- 139 farmers including youth and women received training in agribusiness and entrepreneurship
- The genetic mapping of local varieties began and indicates that 46 had a unique single nucleotide polymorphism (SNP) profile and may therefore be unique cocoa varieties
- 202 persons were trained in post-harvest handling and processing of cocoa
- The design of the computerized traceability system was started
- Procurement of the Fair Trade consultant was finalized and work started.
- Procurement for the HACCP, Lead Trainer and Organic Consultants was restarted
- JCFA has benefitted from participation in the learning exchange and trade show component of the project which has resulted in the adoption of new strategies and processes
- The mid-term evaluation was completed during the period and confirms the continued relevance of the project while highlighting organizational constraints
- The Project Steering Committee was reconvened with a meeting in December
- Proposal submitted to the Ministry of Industry, Investment and Commerce to partner with JCFA to establish a cocoa processing facility
- Additional tools were obtained to assist in the rehabilitation programme
- US\$372,525.09 in local counterpart contribution has been provided since inception
- Approximately US\$412,058.21 of IDB-MIF funds disbursed

Comments from the Supervision Team Leader

The EA has notable capacity challenges particularly with human resource management. High staff attrition has impacted the execution of the project and capacity building of the EA.

Summary of project performance in the last six months

During the period the following were achieved

- 170 acres of existing cocoa farms were rehabilitated
- 139 farmers including youth and women received training in agribusiness and entrepreneurship
- The genetic mapping of local varieties began and indicates that 46 of the 67 samples analyzed had a unique single nucleotide polymorphism (SNP) profile and may therefore be unique cocoa varieties
- Work on the computerized traceability system continued with the submission and acceptance of the recommendations for implementation
- Procurement of the Fair Trade consultant was finalized and work started.
- Procurement for the HACCP, Lead Trainer and Organic Consultants was restarted
- A JCFA Board Director participated in the Salon du Chocolate, in London, England.
- Extension service was provided by the 4 Officers during the period. A 5th Officer was contracted in December for the St. Catherine area.
- Administrative changes saw the resignation of the Project Manager, Project Accountant and Communications Consultant. All were replaced within the period. An Accounting Clerk was also contracted.
- Other consultancies in implementation during the period included: (a) Gender and Youth Outreach to increase the involvement of youth and women in cocoa farming, (b) Marketing to identify 2 value-added products that the JCFA can market, (c) Entomologist consultancy to identify pest associated with cocoa
- The Project Steering Committee was reconvened with a meeting in December

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

Additional strategic and governance interventions have been arranged for the Board and a new project manager has been hired. The EA has committed to bring the project back on schedule

SECTION 3: INDICATORS AND MILESTONES

Indicators		Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
Result: The specific objective is to sustainably position JCFA cocoa in global supply chains and high value markets	R.1 New market tapped by the JCFA	0				1 Feb 2016	0	
	R.2 JCFA annual cocoa exports have increased	0				150 Feb 2016	25 Jun 2013	
	R.3 Farmers (JCFA members) are successfully	0				500	0	

	applying improved cultivation and processing techniques learned from the farmer field school program.					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	397.5	On Course
						Aug 2014	Dec 2014	
C1.12	Number of producers have been trained in sustainable agricultural practices through the farmer field school training program.	0				250	10	Delayed
						Aug 2014	Jun 2014	
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	139	On Course
						Aug 2014	Dec 2014	
C1.14	Local cocoa varieties have been genetically mapped and propagated	0				2	6	On Course
						Aug 2014	Oct 2014	
C1.15	JCFA nurseries have been established and stocked with high yielding local varieties	0				2	2	On Course
						Aug 2014	Jun 2014	
C1.16	Number of acres of existing cocoa farms have been rehabilitated	0				400	397.5	On Course
						Feb 2016	Dec 2014	
C1.17	Number of farmers (JCFA members) have been trained in sustainable agricultural practices through the farmer field school training program.	0				500	0	On Course
						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	139	On Course
						Feb 2016	Dec 2014	

Component 2: Building capacity to manage agricultural and food production systems

Weight: 26%

Classification: Satisfactory

C2.11	JCFA members and/or community residents trained in post-harvest handling and processing of cocoa.	0				30	200	Finished
						Feb 2014	May 2014	
C2.12	Processing facilities implementing JCFA postharvest protocols on drying and fermentation	0				2	4	Finished
						Feb 2014	May 2014	
C2.13	The computerized traceable acquisition system has been developed and tested in 2 processing facilities.					Feb 2014		Delayed
C2.14	JCFA members and/or community residents trained in post-harvest handling and processing of cocoa	0				100	200	Finished
						Feb 2015	May 2014	
C2.15	Processing facilities implementing JCFA Postharvest protocols on drying and fermentation	0				8	4	On Course
						Feb 2015	Aug 2014	
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		
						Feb 2015		
C2.19	Number of chocolate profilers trained in cocoa flavor profiling.	0				3		
						Feb 2015		

Component 3: Building Capacity for Strategic Management and Marketing

Weight: 24%

Classification: Unsatisfactory

C3.11	Number of strategic plans under implementation for each of the 4 JCFA regional branches.	0				3		Delayed
						Feb 2014		
C3.12	A medium term business plan for the JCFA approved by the Board of Directors and under implementation	0				1	1	Finished
						Feb 2014	Aug 2014	
C3.13	A JCFA marketing strategy has been approved by the Board of Directors and is under implementation	0				1		Delayed
						Feb 2014		
C3.14	A digital farmer registry for JCFA developed and functioning in JCFA headquarters						Yes	Finished
						Feb 2014	Aug 2014	
C3.15	A real time information system for market prices developed and functioning	0				1		Delayed
						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		
C3.110	JCFA cocoa/chocolate products developed and marketed	0				2		
						Feb 2015		

Component 4: Capturing and Disseminating Knowledge

Weight: 6%

Classification: Satisfactory

C4.11	Learning exchanges between JCFA representatives and other cocoa producing countries	0				2	2	On Course
						Feb 2015	Sep 2014	
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	1	Aug 2013	4	Jun 2013	Achieved
M2 [*] Training manuals on organic cocoa production and post-harvest processing completed	1	Mar 2014	2	Mar 2014	Achieved
M1 [*] 1 consultant hired to develop a computerized traceable acquisition	1	Apr 2014	1	May 2014	Achieved late

	system					
M3	1 medium term business and strategic plan for the JCFA written and approved	1	Aug 2014	1	Aug 2014	Achieved
M5	JCFA farmer registry completed and functioning	1	Mar 2015			
M4	[*] JCFA farmers engaged in the process of group organic certification	250	Aug 2015			
M6	Annual JCFA cocoa production increases to 100 tons	1	Aug 2015	120	Dec 2013	Achieved
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:

The JCFA Project Director / President, JCFA Secretary and Treasurer along with the Project Manager met with the Minister of State for the Ministry of Agriculture & Fisheries to discuss the Ministry's role in the cocoa sector and partnership with JCFA to sustain the revitalization of the cocoa sector that has been started under the IDB-MIF project.

SECTION 6: PRACTICAL LESSONS

	Relative to Sustainability	Author
1. Governance and strategic planning should be included in the capacity building design for Associations/ NGOs with volunteer board members.		Beecher, Wayne [MIF]