

PROJECT STATUS REPORT

JULY 2015 - DECEMBER 2015

SECTION 1: PROJECT SUMMARY

PROJECT NAME: Renewal of the Jamaican cocoa sector

Project Number: JA-M1024 - Project Num.: ATN/ME-13437-JA

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

Country Admin

JAMAICA

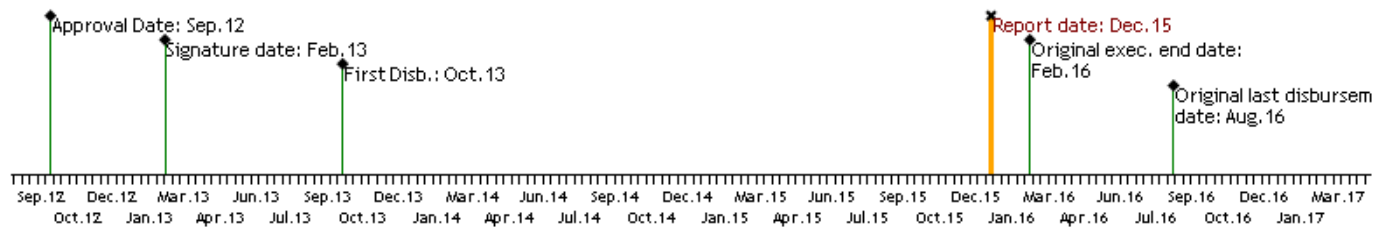
Country Beneficiary

JAMAICA

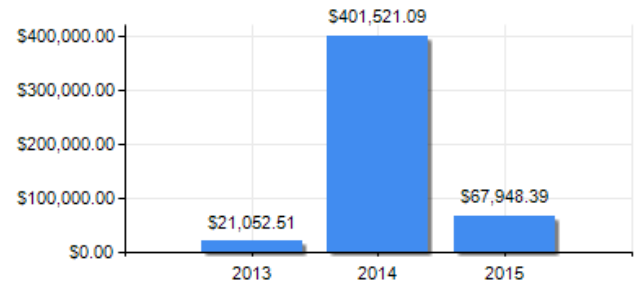
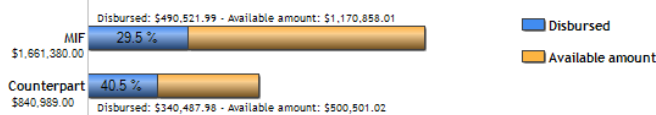
Executing Agency: Jamaica Cocoa Farmer's Association

Design Team Leader: ALEJANDRO ESCOBAR A.
Supervision Team Leader: WAYNE BEECHER

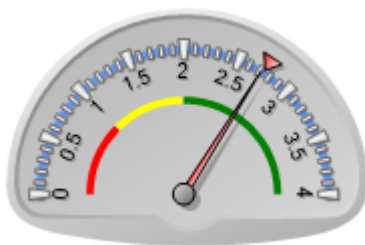
PROJECT CYCLE



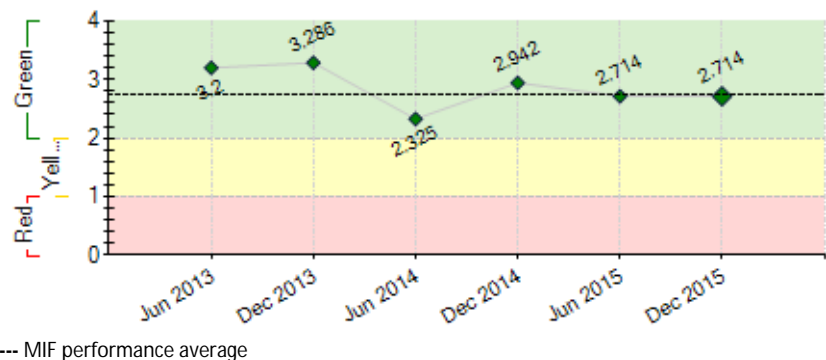
FUNDS



PERFORMANCE SCORE



Current score: Satisfactory: 2.714
MIF Average: 2.742



EXTERNAL RISKS

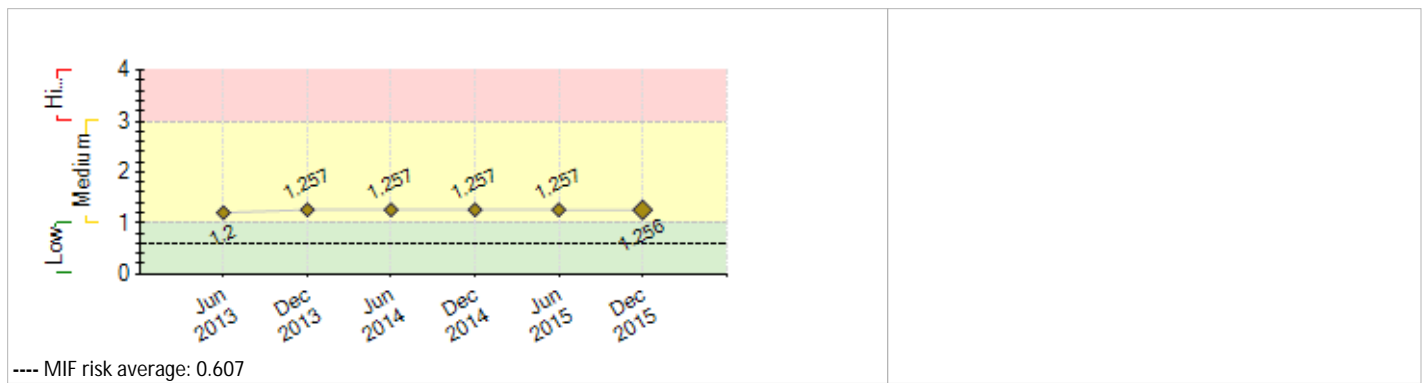
INSTITUTIONAL CAPACITY

Risk

Financial Management: Medium

Procurement: Medium

Technical Capacity: Medium



SECTION 2: PERFORMANCE

Summary of project performance since inception

No milestones and indicators have been achieved since the last PSR update as project activities have been suspended by the IDB MIF

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

The expost review modality was suspended following a breach in the use of funds. The suspension resulted in a curtailing of project activities

Summary of project performance in the last six months

No activities were completed during this semester as project activities have been suspended by the IDB MIF

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

The expost review modality was suspended following a breach in the use of funds. The suspension resulted in a curtailing of project activities

SECTION 3: INDICATORS AND MILESTONES

Indicators		Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
Purpose: 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	1 Mar 2015	
	R.2 JCFA annual cocoa exports have increased	0				150 Feb 2016	25 Jun 2013	
	R.3 Farmers (JCFA members) are successfully applying improved cultivation and processing techniques learned from the farmer field school program.	0				500 Feb 2016	0 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 Feb 2015	0	
	R.5 Percentage of JCFA cocoa producing communities are in the process of obtaining organic certification	0				20 Feb 2015	0	
	R.6 n/a	0				0 Feb 2014	0	
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 Aug 2014	397.5 Dec 2014	On Course
	C1.12 Number of producers have been trained in sustainable agricultural practices through the farmer field school training program.	0				250 Aug 2014	10 Jun 2014	Delayed
	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	305 Apr 2015	Finished
	C1.14 Local cocoa varieties have been genetically mapped and propagated	0				2 Aug 2014	6 Oct 2014	On Course
	C1.15 JCFA nurseries have been established and stocked with high yielding local varieties	0				2 Aug 2014	2 Jun 2014	On Course
	C1.16 Number of acres of existing cocoa farms have been rehabilitated	0				400 Feb 2016	400 Feb 2015	Finished
	C1.17 Number of farmers (JCFA members) have been trained in sustainable agricultural practices through the farmer field school training program.	0				500 Feb 2016	0 Jan 2013	On Course
	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	305 Apr 2015	Finished
Component 2: Building capacity to manage agricultural and food	C2.11 JCFA members and/or community residents trained in post-harvest handling and processing of cocoa.	0				30 Feb 2014	200 May 2014	Finished

productionsystems Weight: 26% Classification: Unsatisfactory	C2.12	Processing facilities implementing JCFA postharvest protocols on drying and fermentation	0				2	4	Finished
	C2.13	The computerized traceable acquisition system has been developed and tested in 2 processing facilities.					Feb 2014	May 2014	Delayed
	C2.14	JCFA members and/or community residents trained in post-harvest handling and processing of cocoa	0				Feb 2014		Finished
	C2.15	Processing facilities implementing JCFA Postharvest protocols on drying and fermentation					100	200	Finished
	C2.16	Processing facilities fully implementing the traceable acquisition system.	0				Feb 2015	May 2014	On Course
	C2.17	The JCFA has achieved a number of quality and/or environmental certifications (Rainforest, Fair trade, HAACP etc.)					8	4	Delayed
	C2.18	Quality assurance laboratory established to carry out testing and flavor profiling of beans.	0				Feb 2015	Aug 2014	Delayed
	C2.19	Number of chocolate profilers trained in cocoa flavor profiling.	0				2		Delayed
							Feb 2015		Delayed

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
	C3.12	A medium term business plan for the JCFA approved by the Board of Directors and under implementation	0				Feb 2014		Finished
	C3.13	A JCFA marketing strategy has been approved by the Board of Directors and is under implementation	0				1	1	Delayed
	C3.14	A digital farmer registry for JCFA developed and functioning in JCFA headquarters					Feb 2014	Aug 2014	Finished
	C3.15	A real time information system for market prices developed and functioning	0				1		Delayed
	C3.16	The web based marketing platform has been developed and is available	0				Feb 2014		Delayed
	C3.17	Number of specialists have been professionally trained in advanced chocolate making	0				1		Delayed
	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				Feb 2015		Delayed
	C3.19	New business relationship established by JCFA representatives with a potential buyer or trader	0				2		Delayed
	C3.11	JCFA cocoa/chocolate products developed and marketed	0				1	1	Finished
	0						Feb 2016	Mar 2015	Delayed
							Feb 2015		Delayed

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
	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				Feb 2015	Sep 2014	Delayed
	C4.13	An assessment of best practices in other fine flavor cocoa producing countries disseminated among JCFA's members and relevant stakeholders	0				1		Delayed
	C4.14	Presentation to an international audience to share the JCFA experience of process and product upgrading to reach high value markets	0				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 of achievement	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	2	Mar 2014	Achieved
M1 [*] 1 consultant hired to develop a computerized traceable acquisition system	1	Apr 2014	1	May 2014	Achieved late
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	1	Mar 2015	Achieved
M6 Annual JCFA cocoa production increases to 100 tons	1	Aug 2015	120	Dec 2013	Achieved
M8 1 expression of interest/contract signed with a new buyer	1	Jan 2016	1	Mar 2015	Achieved
M4 [*] JCFA farmers engaged in the process of group organic certification	250	Aug 2016			
M7 [*] Final inspection audit carried out to achieve certification	1	Aug 2016			

[*] Indicate that the milestone has been reformulated

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

- [X] Executing agency institutional capacity
- [X] Supplier/contractor performance
- [X] Borrower/executing agency commitments
- [X] Inappropriate Consultants performance
- [X] Delays in fulfilling the contract terms
- [X] Environmental restrictions

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. A new Project Manager who has successfully implemented a previous	Project Coordinator

		IDB MIF project has now been hired to take the project to completion	
2. Unfavourable weather patterns	Medium	Rehabilitation of cocoa fields is expected to reduce the negative impacts associated with natural disaster damages. However, Jamaica experienced a long and severe drought in 2015 which has reduced production levels significantly. The JCFA will need to establish climate change adaptation measures in order to secure the viability of the cocoa sector	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: LP - Low Probability

CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

Issue	Comments
[X] Lack of cost recovery mechanisms or external financing sources (government, donors and/or private sector) to continue the activities of the project once MIF resources are expended	The relationship with the sole buyer was suspended. The current status of the relationship is uncertain
[X] Lack of organizational, managerial and financial management capacity to continue and sustain the program once the execution phase is finalized.	The JCFA is currently insolvent.
[X] Lack of a sustainability plan or its inadequate implementation	A sustainability is yet to be defined

Actions related to sustainability which have been taken in the reporting period:

The cocoa sector suffered significant reductions in production volumes as a result of the extended and severe drought which Jamaica experienced during 2015. Therefore, the project was rescoped to include climate change adaptation activities in order to enhance the resilience of the sector. Climate change adaptation activities will centre on improving the levels of water availability during periods of low rainfall.

SECTION 6: PRACTICAL LESSONS

	Relative to	Author
1. Based on the impacts of global climate change on Jamaica's rainfall patterns, all agricultural projects should include a climate change adaptation component as water availability is critical for the viability of the sector. Jamaica has experienced increasing drought conditions for the past three years and this trend is expected to continue; therefore, the sector's resilience to these conditions must be strengthened.	Design	Robinson, Holly-Rose