

# PROJECT STATUS REPORT

JULY 2014 - DECEMBER 2014

## SECTION 1: PROJECT SUMMARY

**PROJECT NAME:** Agricultural value chains

Project number: BA-M1009 - Operation Number: ATN/ME-13952-BA

**Result:** To scale-up an existing sustainable value chain model which centers on partnering farmers, with a supermarket and the cruise tourism industry. Currently, a group of about 20 small farmers are already providing high-value, high-quality products to Super Centre supermarket, but there is a need to increase volumes, the range of the products and establish a consistent supply throughout the season.

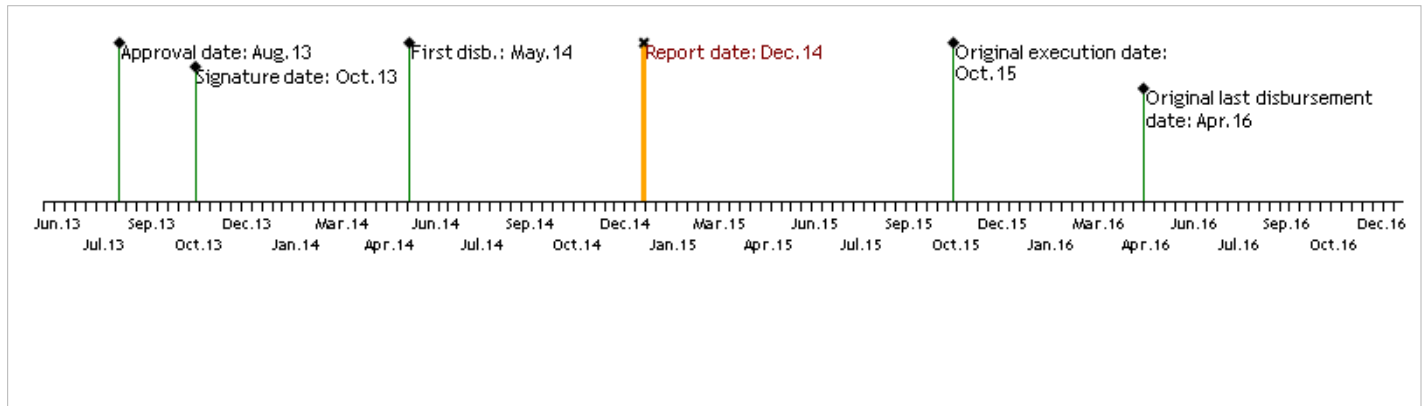
**Country Administrator**  
BARBADOS

**Beneficiary Country**  
BARBADOS

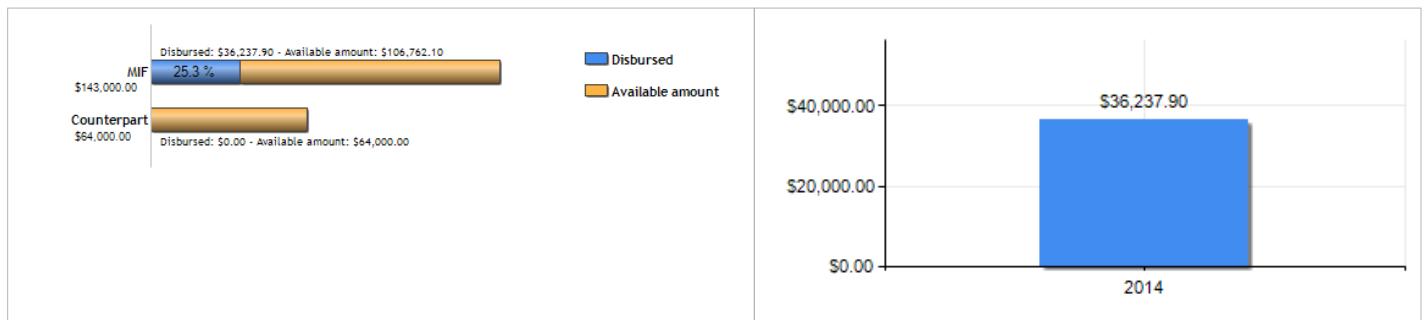
**Executing agency:** Barbados National Union Farmers

**Design Team Leader:** Escobar A., Alejandro  
**Supervision Team Leader:** Dookiesingh, Vashit

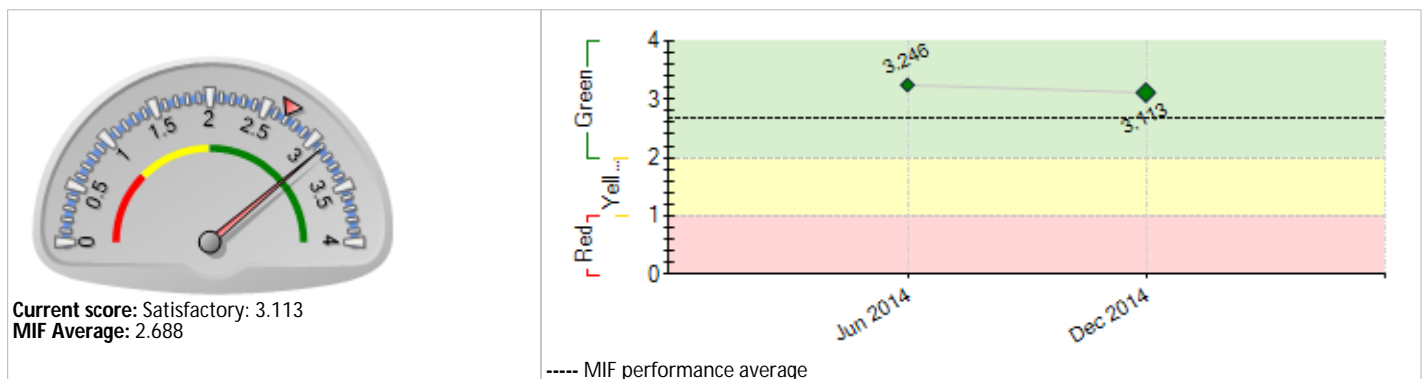
### TIMELINE



### FUNDS



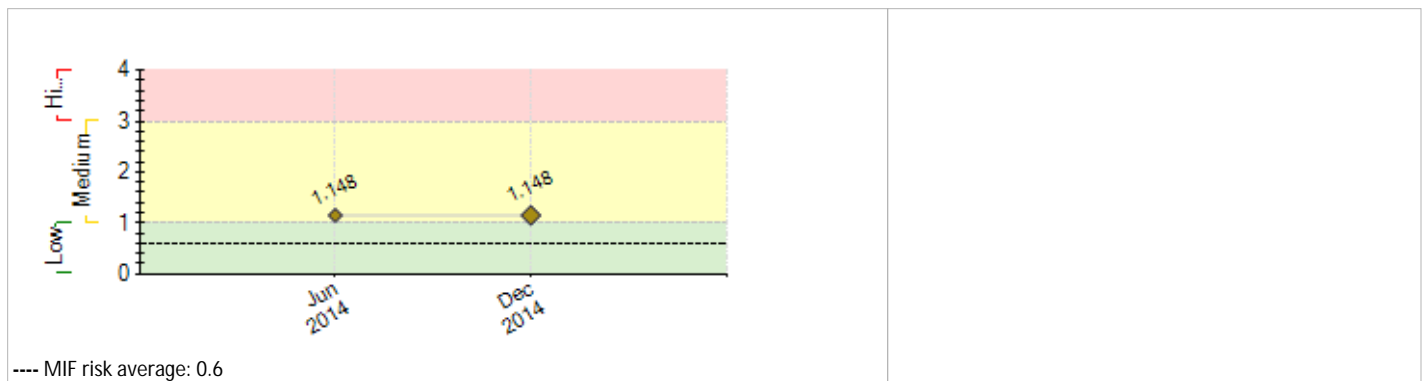
### PERFORMANCE SCORE



### EXTERNAL RISKS

#### INSTITUTIONAL CAPACITY

**Risk**  
**Financial Management:** High  
**Procurement:** High  
**Technical Capacity:** Medium



## SECTION 2: PERFORMANCE

### Summary of project performance since inception

- 1 Milestone and Result achieved: completion of baseline survey report and interactive database.
- 1 The project was delayed by 10 weeks due to the hiatus of the first Project Coordinator on August 14th 2014. A new project coordinator was contracted on September 25th 2014 and orientation was completed on October 25th 2014.
- 1 Most important risk: changes in external buying environment, specifically Super Centre/other buyers discontinue to source produce from local farmers.
- Even as the external environment is changing, the likelihood of project achieving its final objectives is moderately optimistic because new opportunities to access cruise and hotel/ tourism markets are emerging which the NUF membership are being positioned to capitalize on.
- Critical actions for Executing Unit: (1) Ensure NGO consultant completes corporate governance documents on time. (2) Ensure Agriculture consultant completes production management system on time.

#### Comments from the Supervision Team Leader

Agree with the Executing Agency comments

The project is proceeding in accordance with the plan of operations, although the targeted buyer's participation is questionable at this juncture given changes in senior management, the recently approved operation BA-M1012 will provide an alternative channel for beneficiaries

### Summary of project performance in the last six months

- 1 Milestone and Result achieved: completion of baseline survey report and interactive database.
- 1 The project was delayed by 10 weeks due to the hiatus of the first Project Coordinator on August 14th 2014. A new project coordinator was contracted on September 25th 2014 and orientation was completed on October 25th 2014.
- Critical actions for Executing Unit: (1) Ensure NGO consultant completes corporate governance documents on time. (2) Ensure Agriculture consultant completes production management system on time.

#### 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
<b>Result:</b> To scale-up an existing sustainable value chain model which centers on partnering farmers, with a supermarket and the cruise tourism industry. Currently, a group of about 20 small farmers are already providing high-value, high-quality products to Super Centre supermarket, but there is a need to increase volumes, the range of the products and establish a consistent supply throughout the season.	R.1	50 NUF Members are selling 100 tons of fresh produce through SuperCentre/other channels to supply cruise and/or hotel-hospitality operators	0			50 Apr 2016	0	
	R.2	At least 60% of trained farmers are applying the training principles, using BMPs, GAPs etc. in their food production systems;	0			60 Apr 2016	0	
	R.3	80 farmers have become NUF Members by the end of the project	0			80 Apr 2016	0	
<b>Component 1:</b> Improving Market Access through Business Partnerships  <b>Weight:</b> 12%  <b>Classification:</b> Satisfactory	C1.11	Six (6) bilateral Value Chain meetings and one (1) Value Chain Upgrading Workshop held between Super Centre Ltd, Input Suppliers, Farmers, Ministry of Agriculture (etc.).	0 Oct 2013			7 Apr 2016		
	C1.12	Code of Conduct developed and accepted by NUF and buyers - as the basis of transacting business for its members	0 Oct 2013			1 Apr 2015		
	C1.13	Baseline Survey & Interactive Data System	0 Oct 2013			1 Jan 2015		On Course
<b>Component 2:</b> Strengthened Compliance with Food Industry Standards  <b>Weight:</b> 40%  <b>Classification:</b> Satisfactory	C2.11	Production Management System database - generating weekly, monthly and annual quantities and estimated acreages required - completed	0 Oct 2013			1 Mar 2015		On Course
	C2.12	Minimum of 100 small farmers have attended training	0 Oct 2013			100 Nov 2015		
<b>Component 3:</b> Institutional Strengthening of the NUF	C3.11	NUF has adopted new Constitution, By-Laws, Policies and Procedures;	0 Oct 2013			1 Apr 2015		
	C3.12	At least 30 NUF members trained in governance and	0			30		

<b>Weight:</b> 46%	management of the organization	Oct 2013				Jul 2015		
<b>Classification:</b> Satisfactory								
<b>Component 4:</b> Knowledge Sharing & Dissemination	<b>C4.11</b> One (1) Case Study developed and disseminated at one regional conference/event regarding sustainable agricultural value chain development	0 Oct 2013				1 Feb 2016		
<b>Weight:</b> 2%								
<b>Classification:</b> Satisfactory								

Milestones	Planned	Due Date	Achieved	Date achieved	Status
<b>M1</b> Conditions Prior	1	Apr 2014	6	Apr 2014	Achieved late
<b>M1</b> [*] Baseline Survey report & Interactive Farmers Data Base completed & approved by NUF	1	Jan 2015			
<b>M2</b> [*] Strategic Plan & Governance Standards completed & adopted by NUF	1	Apr 2015			
<b>M3</b> Code of Conduct completed & adopted by NUF and Super Centre Ltd./other buyers	1	Apr 2015			
<b>M4</b> Farmer Field Training completed	100	Jan 2016			

[\*] Indicate that the milestone has been reformulated

**CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE**

[X] Inappropriate Consultants performance

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

	Level	Mitigation action	Responsible
1. - Super Centre/other buyers discontinue to source produce from local farmers	Medium	..	Project Guest
- Farmers unwilling to adopt new methods of operations in their enterprises;			
- Farmers do not support NUF as the primary organization linking farmers with buyers in the tourism and wider hospitality sector in Barbados			
2. Farmers and Fresh Produce Buyers/Retailers unwilling to endorse and operate under the parameters of the Code of Conduct	Medium	This risk will be mitigated by intensive awareness raising and stakeholder engagement during the development of the Code of Conduct so as to demonstrate value of such a methodology and allow for mitigation of stakeholder concerns.	Project Guest
3. Farmers/Buyers unwilling to participate in the project; Farmers unwilling to disclose comparative financial information;	Medium	...	Project Guest
4. Farmers do not see the value of new on-farm practices that meet food industry and production standards - and fail to apply new practices;	Medium	..	Project Guest
5. Farmers unable to secure financing to implement new on-farm practices;	Medium	.	Project Guest

**PROJECT RISK LEVEL:** Medium **TOTAL NUMBER OF RISKS:** 10 **IN EFFECT RISKS:** 10 **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**

Issue	Comments
[X] A <b>market</b> is not generated for the project's services and/or activities (low payment capacity or low demand for those services)	The buyer originally targeted Super Centre may no longer be interested in purchasing from local farmers, however new channels are available via the recently approved operation BA -M1012
[X] Relevant actor's <b>opposition or lack of interest</b> to continue with the project's activities or services	The buyer originally targeted Super Centre may no longer be interested in purchasing from local farmers

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

Interactive database system developed from the baseline survey:

The NUF intends to use the interactive database developed to keep track of all of our current farmers. We also plan to further populate the database with the new farmers we expect to recruit in the coming months as part of this project. The Agriculture Consultant has to agreed to continue to provide technical support to our team as it relates to any future expansion of the interactive database by the NUF.

The NUF executive will use this information as a guide in our decision making and in the direction we take to achieve our new mission. This will allow us to create stronger lobbies and advocacy campaigns since we can support our claims with facts and not just use generalities.

## SECTION 6: PRACTICAL LESSONS

*[No lessons learned added yet.]*