

# PROJECT STATUS REPORT

JULY 2018 - DECEMBER 2018

## SECTION 1: PROJECT SUMMARY

**PROJECT NAME:** Making Agriculture Profitable and Sustainable

Project Number: TT-T1067 - Project Num.: ATN/ME-15827-TT

**Purpose:** Promote the adoption of climate smart agricultural practices amongst 500 farmers

**Country Admin**

TRINIDAD AND TOBAGO

**Country Beneficiary**

TRINIDAD AND TOBAGO

**Executing Agency:**

The Cropper Foundation

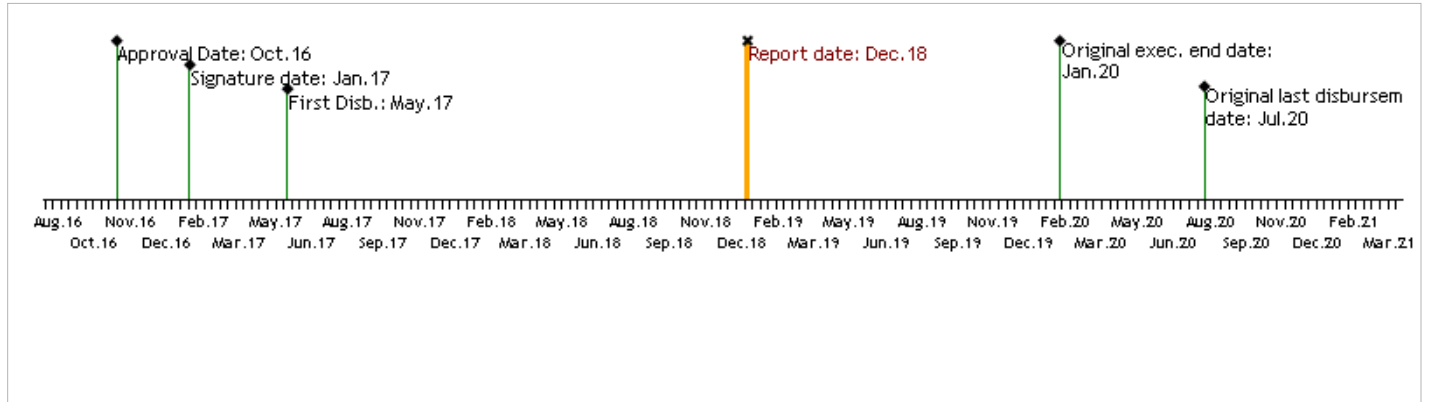
**Design Team Leader:**

VASHTIE DOOKIESINGH

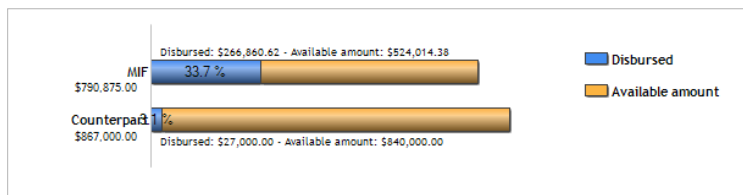
**Supervision Team Leader:**

VASHTIE DOOKIESINGH

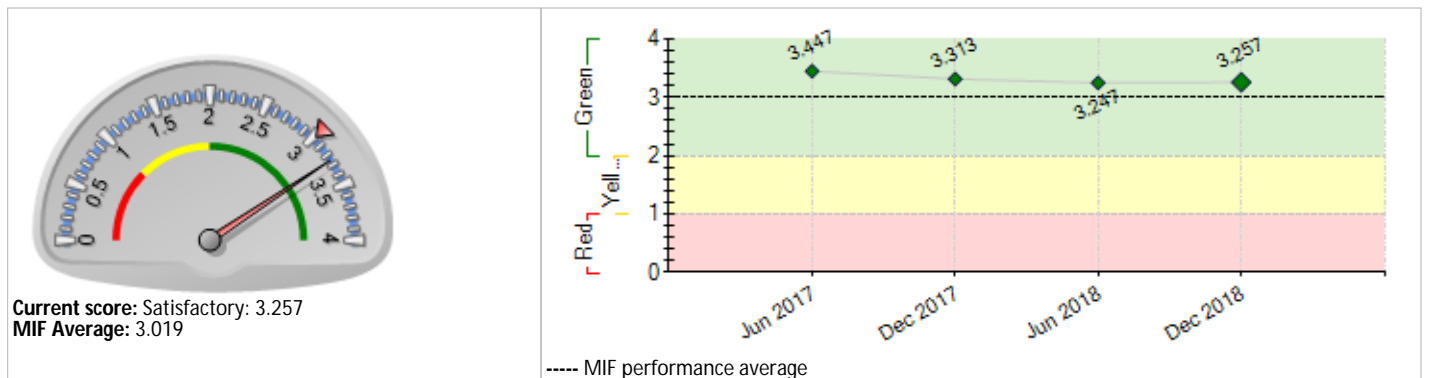
### PROJECT CYCLE



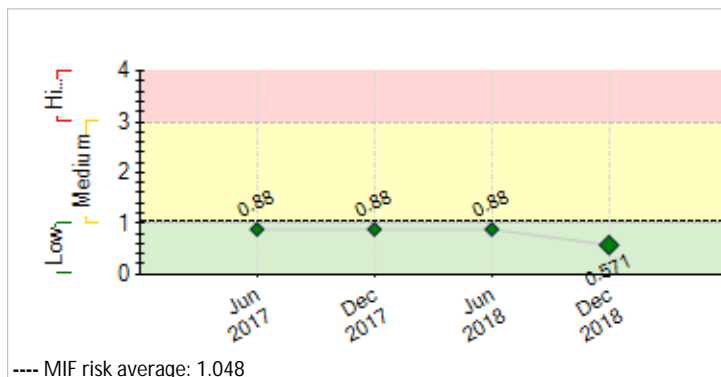
### FUNDS



### PERFORMANCE SCORE



### EXTERNAL RISKS



### INSTITUTIONAL CAPACITY

**Risk**

**Financial Management:** Low

**Procurement:** Low

**Technical Capacity:** Low

## SECTION 2: PERFORMANCE

## Summary of project performance since inception

The project has struggled with some internal and external delaying factors during the 2nd half of 2018 due to administrative changes and state agency bureaucracy.

Anecdotal feedback from extension officers indicate that a minimum of 50 additional farmers have been trained since last PSR, which is related to recent devastating flooding events which resulted in many farms now emerging in recovery, as well as extension officers being burdened by flood-related work.

Key assumptions have been tested: Market research has been undertaken to clarify assumptions that key markets exist that would provide at minimum 5% profit margin to farmers. Results with a sample size of 300 persons have indicated positive results.

The slow participation of extension officers resulted in low farmer knowledge of project. This has been mitigated by a public call by TCF, which has been well received with over 40 farmers indicating interest, and NAMDEVCO to commit field officers and farmers in their farm certification programme.

Rethinking has been done on Indicators R2 and R4 within an agricultural livelihood vs ecological management framework. It will be proposed that the High Nature Value Index (HNVI) be updated and introduced as a tool to assess and communicate the sustainability of the ecological practices of the farmers and issues of profitability/sustainability. The HNVI will be developed into a 'payment for services' model for sustainable farms instead of the carbon sequestration approach.

## Comments from the Supervision Team Leader

Agree with the Executing Agency comments

Following a change in technical leadership of the project in the latter half of 2018 the Executing Agency has reengaged and retested market and technical assumptions and has forged new partnerships to advance the project that have had a positive impact to date although some indicators are still lagging a better performance result is likely to be demonstrated in the first half of 2019

## Summary of project performance in the last six months

The quantitative numbers of extension officers and indicative farmers trained have not moved significantly, due to external issues. Approximately 50 additional farmers have been trained for total of 150. TCF has entered into an agreement with NAMDEVCO to use their field officers and farmers under their certification programme as part of the 1st cohort. TCF has also issued a well received call for farmers already using sustainable practices and have been advised for a list of short term crops to get into stores by April 2019.

Media Mill Ltd has been contracted to lead a national communication and consumer education campaign on the product. Pricing and economic attractiveness to the farmer and consumer is also an assumption to be tested, particularly in components 1 & 3. Vagus MRI has reported on consumer and pricing profiles for chemical safe produce to better understand the price points to provide to farmers and Massy Stores. In summary - Consumers will generally be over 40 years old, willing to pay 10-20% premium, majority will prefer sustainable packaging and will purchase due to health concerns.

NAMDEVCO has agreed to be the primary distributor of produce through their facility, with TCF being the payee to farmers. A model is being developed to manage that relationship. TCF may have to invest in equipment to support this.

Next: On the shelf produce on a regular basis, launched brand and campaign, development of natural capital (HNVI) management programme.

## 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>Goal:</b> The objective of this project is to mitigate the environmental degradation of watersheds in the Northern Range of Trinidad and Tobago by demonstrating the technical and commercial viability of climate smart agricultural practices.	I.1 The objective of this project is to mitigate the environmental degradation of watersheds in the Northern Range of Trinidad and Tobago by demonstrating the technical and commercial viability of climate smart agricultural practices.					Jan 2020	No	
	R.1 Number of actors that have new adopted new technologies or practices	0				300 Jan 2020	150 Dec 2018	
	R.2 By project completion 6000 tonnes of CO2 will be sequestered	0				6000 Jan 2020	0	
	R.3 Number of agricultural producers with 5% average annual sales growth	0				250 Jan 2020	0	
	R.4 Hectares of Land sustainable managed	0				500 Jan 2020	0	

**Purpose:** Promote the adoption of climate smart agricultural practices amongst 500 farmers

<b>Component 1:</b> Supporting Adoption of Climate Smart Agricultural Practices <b>Weight:</b> 33% <b>Classification:</b> Satisfactory	<b>C1.I1</b> Number of Farmers trained	0	100	250		500	150	On Course
	<b>C1.I2</b> Number of farmers that have adopted new technologies and farming practices	0	75	150		300	100	Delayed
			Jun 2018	May 2019		Jan 2020	Dec 2018	
<b>Component 2:</b> Developing Independent Testing <b>Weight:</b> 33% <b>Classification:</b> Satisfactory	<b>C2.I1</b> Number of Farmers whose produce is tested and certified as chemical free	0	50	150		250	0	Delayed
			Jun 2018	Jun 2019		Jan 2020	Dec 2018	
<b>Component 3:</b> Positioning Sustainable Produce in High Value Markets <b>Weight:</b> 34% <b>Classification:</b> Satisfactory	<b>C3.I1</b> Number of farmers linked to new strategic business partners	0	50	150		250		Delayed
			May 2018	Apr 2019		Jan 2020		

Milestones	Planned	Due Date	Achieved	Date of achievement	Status
<b>M1</b> Conditions Prior	7	Jul 2017	7	May 2017	Achieved
<b>M1</b> training of 10 extension officers	10	Mar 2018	10	May 2018	Achieved
<b>M2</b> development of standards and protocols, and tests to detect the presence of chemicals in produce	1	Jul 2018	1	Dec 2017	Achieved
<b>M3</b> [*] chemical free produce available for sale in 4 Massy stores	2	Apr 2019			
<b>M4</b> completion of training of 250 farmers in climate smart agricultural practices	250	Jul 2019			
<b>M5</b> seminar on adoption of climate smart agricultural practices and uptake of chemical free produce by the T&T market	1	Jan 2020			

[\*] Indicate that the milestone has been reformulated

**CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE**

[X] Others, which?: Changes in CEO which has now been resolved

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

	Level	Mitigation action	Responsible
1. Farmers do not adhere to operational and quality standards required by the buyers	Medium	work with farmers that are currently working with the buyers and demonstrated the commitment required to implemented the practices developed by the project.	Project Guest
2. Market size not sufficient to satisfy supply.	Medium	The expected volumes of produce by Massy Stores are lower than expected, and can realistically be serviced by a small number of farmers. Expanding the project will require expanding the number of Massy Stores (allowed in the TCF-Massy MOU) or expanding to other markets, such as other groceries, farmers markets, hotels etc. Using the initial phase of testing, TCF will determine the realistic farmer cohort that can be certified. Using this number, TCF will then seek to primarily expand the Massy Stores beyond project boundaries, then open to other supermarket chains, and then explore alternative markets such as hotels etc.	Project Guest
3. Farmers do not understand the business case to participate in this niche market	Low	Farmers will be provided with introductory agribusiness training, as well kick off meetings with TCF, wherein they will be made aware of the various price premiums under the brand, and what they will be eligible to make as participants under the project.	Project Guest
4. farmers cannot afford testing post project execution	Low	the executing agency is partnering with a local standards firm to develop an inexpensive testing protocol	Project Guest
5. Farmers do not adhere to operational and quality standards required by the buyers	Low	Farmers will be required to enter into a signed agreement that details the conditions for participating in the brand, which includes higher premiums and other incentives. Conditions will include testing by CARIRI, as well as other sustainable farming practices necessary to qualify. If these are not met the farmer will not be able to enjoy the benefits of selling under the brand.	Project Guest

**PROJECT RISK LEVEL:** Low **TOTAL NUMBER OF RISKS:** 7 **IN EFFECT RISKS:** 7 **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 have been taken in the reporting period:**

Efforts have been made to better understand existing frameworks that could be strengthened by the work of MAPS, and that MAPS could possibly be

incorporated into. Dialogue has started with CARIRI and NAMDEVCO on how MAPS might be able to support their efforts at developing a local GAP standard, which would then be built into the brand as additional criteria for selling under the brand.

The revisiting of the High Nature Value Index (HNVI) is also an exciting prospect for sustainability. The revised HNVI will include the 'chemical safe' criteria developed by CARIRI in its composite scoring from 1-100. Desk research on similar incentives for good practice/ Payment for ecosystem services/natural capital premiums have been undertaken. An interesting model is Nestle dairy farmers in the UK that are paid a base price (market price) and different levels of 'bonuses' or premiums based on their adoption of a select list of practices that would help conserve natural capital. It is hoped that the updating of the HNVI can provide such a framework where users of resources like Massy/other supermarkets etc can develop pricing premiums based on a farmer's score.

## SECTION 6: PRACTICAL LESSONS

	Relative to Implementation	Author
<p>1. Constantly work on collaboration: In projects that involve large numbers of interconnected stakeholders, several elements need to be built up to ensure collective impact: Partners need to develop and share a common agenda built on shared values (MOUs, Steering committees etc); Shared measurement systems to hold everyone accountable (responsibility matrix etc); mutually reinforcing activities (greater integration of connected organisational workplans (GAP initiative eg.); continuous communication to build trust and ensure everyone knows what's going on (in-person visits, email threads); and a strong backbone organisation that seeks to coordinate activities and that partners can trust. Kania &amp; Kramer 2011 (<a href="https://ssir.org/articles/entry/collective_impact">https://ssir.org/articles/entry/collective_impact</a>)</p>		BLACK, ALYSSA
<p>2. Building on successes: Reinventing the wheel uses up resources for no reason and takes up valuable time. Projects implemented by organisations like TCF build on past experiences that inform the design and implementation. In many cases, these past projects provide learning and even tools that should be utilised in future related projects. A proper institutional assessment of internal resources and key partners should be undertaken so that projects improve on rather than seek to re-create.</p> <p>MAPS: Past TCF projects funded by the IDB have tested and improved the High Nature Value Index (HNVI) as an innovative tool to determine a farm's health and contribution to sustaining the ecosystem it is in. The HNVI is a ready-made and relevant tool to be used in outcomes R2 and R4 and will be revised to do so.</p>	Design	BLACK, ALYSSA
<p>3. Honest understanding of limitations: More rigorous and honest assessments of key institutional limitations and resources need to be incorporated into project planning and scheduling. Not to be taken as aspersions on organisations' ability, an honest reflection of timeframes or bureaucracy in delivering services or resources can only help in developing work plans that are easier to implement. Involving key partners in project design in a deeper way would mitigate these effects.</p> <p>MAPS: SMJ as Massy's packager, is not willing at this time to be the packager for the project. While NAMDEVCO is able and willing to perform the service, early notice of this could have saved time and effort. In addition, the Ministry of Agriculture has several limitations with knowledge provision (farmer information etc) that could have been understood better and built into the project timeframe.</p>	Design	BLACK, ALYSSA
<p>4. Building redundancies in key project areas (Plan As and Bs): For project activities that solely depend on either one service provider or resource with numerous dependencies in the workplan, projects should have a 'plan b' in the event that circumstances prohibit timely use of the service or resource. This should be done in the development of the work plan as 'plan b options' or alternative case scenario choices and how they could be mobilised in the event of a failure with the primary provider or resource.</p> <p>MAPS: The bureaucracy of the Ministry of Agriculture has severely limited the expected outreach of the extension officers, coupled with severe flooding in late 2018. However NAMDEVO has a similar component of field officers with (anecdotal) closer ties with their registered farmers, who also undergo Farm Certification with some similar sustainable practices. NAMDEVCO has less red tape and are easier to mobilise.</p>	Design	BLACK, ALYSSA
<p>5. Defining and testing assumptions: in the design of projects, key assumptions are made that are critical to its success. In undertaking a new venture out of an organisation's comfort zone, these assumptions should be clearly defined and undergo testing either pre-implementation or very soon after implementation starts. Funding should be allocated for testing of these assumptions to ensure that subsequent activities are informed by results.</p> <p>MAPS - key assumption was that consumers will respond positively to branded chemical safe products and pay a higher premium, therefore resulting in sales growth for farmers. Past research, even by TCF, was spotty and tangentially linked to the current project. This assumption was tested through a directed market study which proved that the assumption holds true.</p>	Design	BLACK, ALYSSA