

PROJECT STATUS REPORT

JULY 2016 - DECEMBER 2016

SECTION 1: PROJECT SUMMARY

PROJECT NAME: Agricultural value chains

Project Number: BA-M1009 - Project Num.: ATN/ME-13952-BA

Purpose: 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.

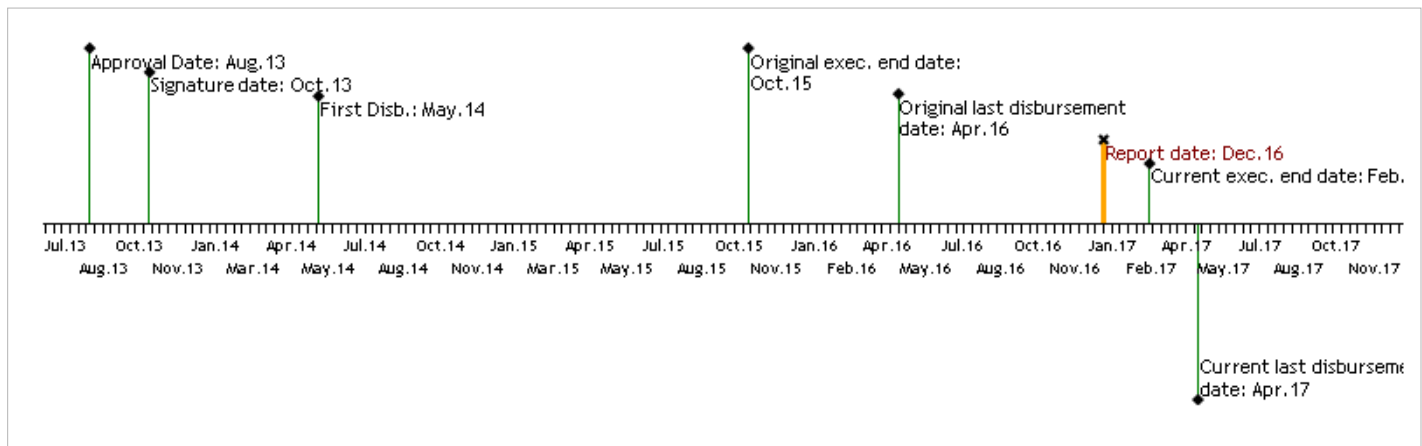
Country Admin
BARBADOS

Country Beneficiary
BARBADOS

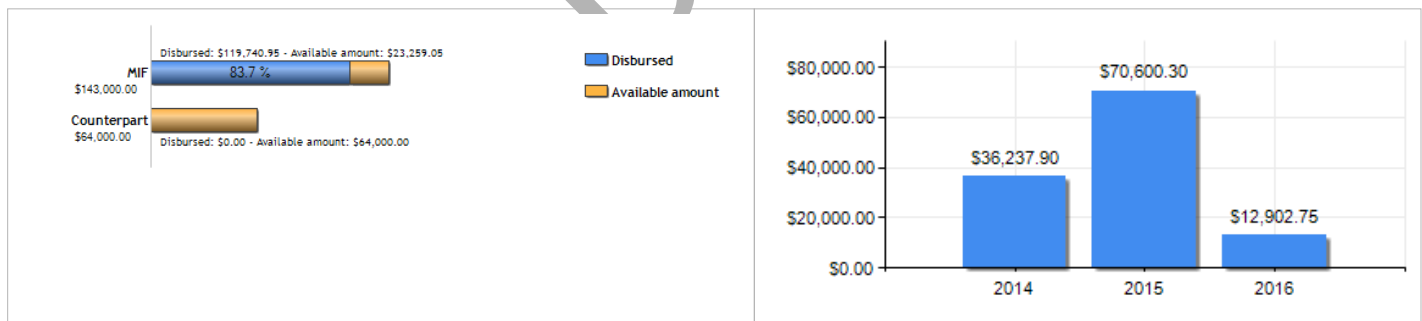
Executing Agency: Barbados National Union Farmers

Design Team Leader: ALEJANDRO ESCOBAR A.
Supervision Team Leader: VASHTIE DOOKIESINGH

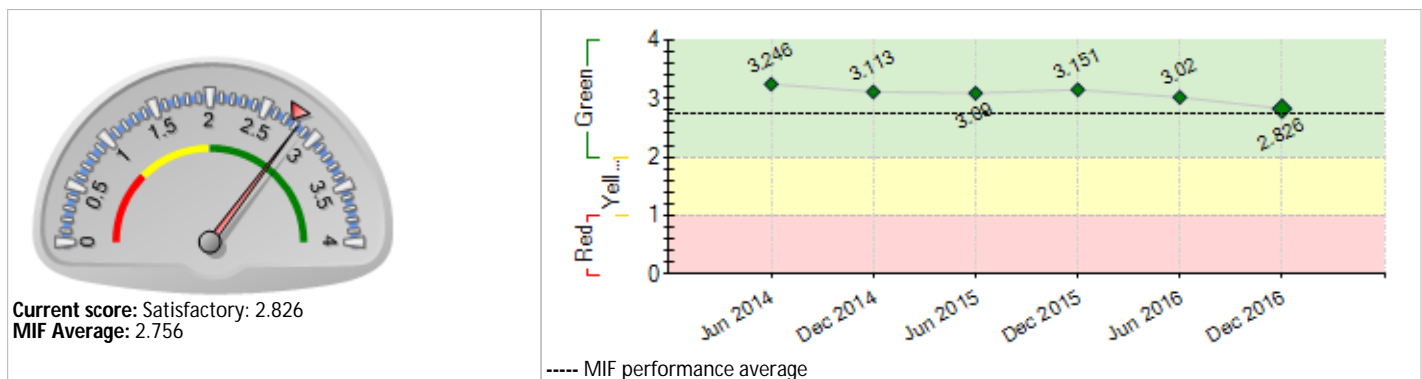
PROJECT CYCLE



FUNDS



PERFORMANCE SCORE



EXTERNAL RISKS

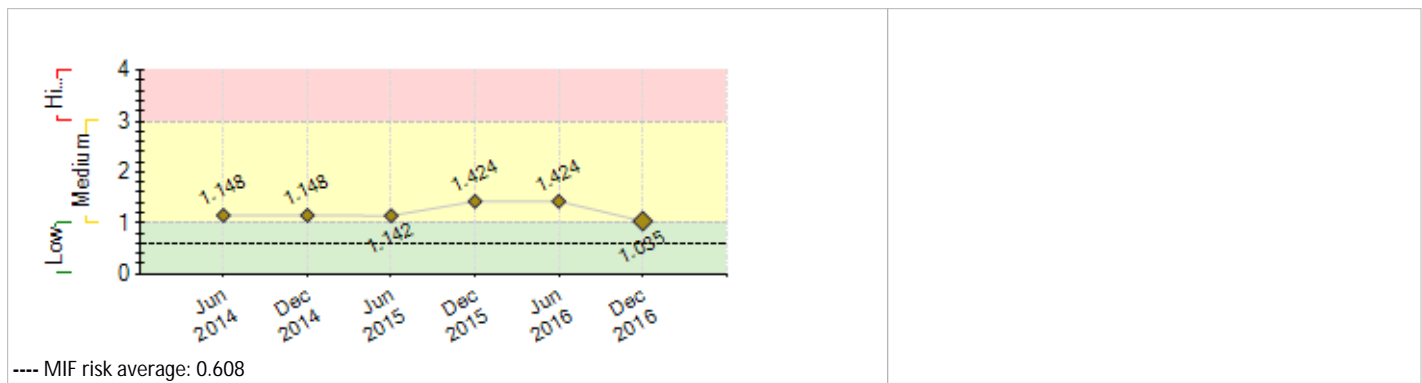
INSTITUTIONAL CAPACITY

Risk

Financial Management: High

Procurement: High

Technical Capacity: Medium



SECTION 2: PERFORMANCE

Summary of project performance since inception

One milestone and two results are outstanding: Farmer field training (component II, milestone), value chain meetings and upgrading workshop (component I, result) and final report (component V, result) in lieu of case study.

Changes in the external environment continue to impact the project. VegCo Ltd has separated from its two main drivers, the General Manager and Farm Manager and consequently has changed its strategic direction away from providing central packhouse services. However, the BHTA has secured private sector investment in a packing house that will facilitate consolidation of many small suppliers.

The delays in the farmer field training consequently led to the Agriculture Consultant no longer being available to complete activities. A new Agriculture Consultant is currently being contracted.

The risks remain the same and the likelihood of the project achieving its revised purpose is moderately optimistic as a result of the joint collaboration between the NUF and BHTA.

Critical actions: Continued joint collaboration with BHTA to conduct farmer field training (milestone, result), and value chain meetings and upgrading workshop (result).

Comments from the Supervision Team Leader

Partially Agree with the Executing Agency comments

The NUF has advanced with technical studies and organizational development but has failed to initiate training of farmers. As at Nov 2016 it was agreed that NUF would partner with the BHTA's parallel initiative BA-M1012 to pool resources and accelerate completion of training and integration of responsive/qualified suppliers into the supply chain managed by the BHTA in Q1 2017.

Summary of project performance in the last six months

The NUF & the BHTA are pooling resources to conduct the farmer field training (component II) and value chain workshops (component I). NUF & BHTA have revised the Agriculture Consultant's TOR, budget and schedule to undertake both of these activities. A new consultant is currently being contracted to start on Feb 1st 2017. The value chain workshops have been reduced from 6 to 2. Outstanding project balances have been allocated to farmer field training. In lieu of a case study, the NUF will prepare a final report and conduct an exit workshop.

Delays: The delays in the farmer field training consequently led to the Agriculture Consultant no longer being available to complete activities.

Critical actions: Farmer field training (milestone, result), Value chain meetings and upgrading workshop (result), Final report (result), Trained farmers indicate interest and intent to incorporate new methods (purpose) will be critical actions for next semester.

Comments from the Supervision Team Leader

Partially Agree with the Executing Agency comments
Delays due in part to lack of organizational capacity of NUF

SECTION 3: INDICATORS AND MILESTONES

Indicators		Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
Purpose: 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% of trained farmers indicate interest and intent to incorporate new methods in their food production systems;	0			50 Apr 2017	0	
Component 1: Improving Market Access through Business Partnerships Weight: 12% Classification: Satisfactory	C1.11	One (1) 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			2 Apr 2017		
	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 Aug 2015	1 Aug 2015	Finished
	C1.13	Baseline Survey & Interactive Data System	0 Oct 2013			1 Jan 2015	1 Jan 2015	Finished
Component 2: Strengthened Compliance with Food Industry Standards Weight: 40% Classification: Unsatisfactory	C2.11	Production Management System database - generating weekly, monthly and annual quantities and estimated acreages required - completed	0 Oct 2013			1 Mar 2015	1 Mar 2015	Finished
	C2.12	Minimum of 100 small farmers have attended training	0 Oct 2013			100 Apr 2017		
Component 3: Institutional Strengthening of the NUF Weight: 46% Classification: Satisfactory	C3.11	NUF has adopted new Constitution, By-Laws, Policies and Procedures;	0 Oct 2013			1 Apr 2015	1 Apr 2015	Finished
	C3.12	At least 30 NUF members trained in governance and management of the organization	0 Oct 2013			30 Sep 2015	30 Sep 2015	Finished
Component 4: Knowledge Sharing & Dissemination Weight: 2% Classification: Unsatisfactory	C4.11	One (1) Final Report	0 Oct 2013			1 Apr 2017		

Milestones	Planned	Due Date	Achieved	Date of achievement	Status
------------	---------	----------	----------	---------------------	--------

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

[X] Executing agency institutional capacity

SECTION 4: RISKS

MOST IMPORTANT RISKS AFFECTING FUTURE PERFORMANCE

	Level	Mitigation action	Responsible
1. 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
2. Farmers/Buyers unwilling to participate in the project; Farmers unwilling to disclose comparative financial information;	Medium	...	Project Guest
3. Farmers do not see the value of new on-farm practices that meet food industry and production standards - and fail to apply new	Medium	..	Project Guest

practices;

4. Farmers unable to secure financing to implement new on-farm practices;	Medium	.	Project Guest
5. Potential new members insufficiently motivated to join the Executive and Board of NUF	Medium	..	Project Guest

PROJECT RISK LEVEL: Medium **TOTAL NUMBER OF RISKS:** 14 **IN EFFECT RISKS:** 8 **NOT IN EFFECT RISKS:** 4 **MITIGATED RISKS:** 2

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	NUF has no resources to sustain the efforts to improve farming practices
[X] Relevant actor's opposition or lack of interest to continue with the project's activities or services	Farmers may not be inclined to incorporate proposed changes in farming practices
[X] Lack of organizational, managerial and financial management capacity to continue and sustain the program once the execution phase is finalized.	NUF has little institutional capacity to sustain investment

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

NUF is pooling resources with the BHTA, which has secured private sector investment in a packing house that will facilitate consolidation of many small suppliers to hotels, restaurants and cruise tourism sectors.

SECTION 6: PRACTICAL LESSONS

[No lessons learned found]