

# PROJECT STATUS REPORT (FINAL)

## JANUARY 2017 - JUNE 2017

### 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

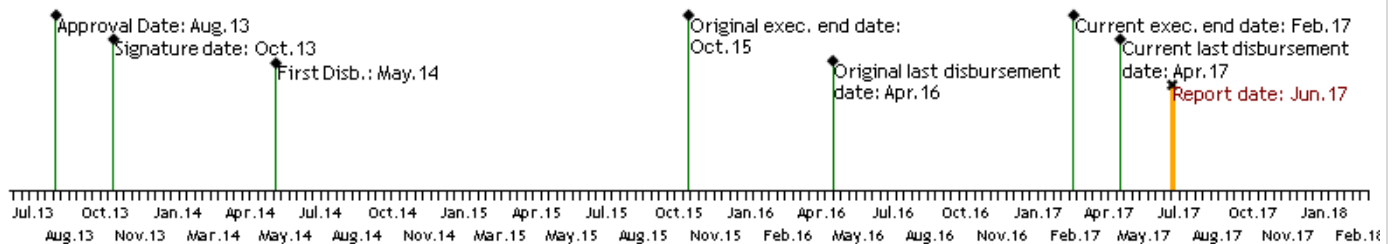
**Design Team Leader:**

ALEJANDRO ESCOBAR A.

**Supervision Team Leader:**

VASHTIE DOOKIESINGH

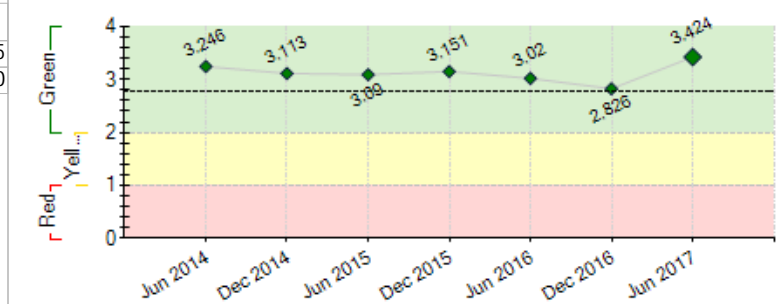
### PROJECT CYCLE



### FUNDS

	Approved	Cancelled	Disbursed
<b>FOMIN</b>	\$150,000.00	\$7,548.05	\$142,451.95
<b>Counterpart</b>	\$64,000.00	\$0.00	\$0.00

### PERFORMANCE SCORE



----- MIF performance average

### SECTION 2: RESULTS AND ACHIEVEMENTS

#### Performance once project is completed

The project's impact of "Greater awareness, commitment and evidenced impact of the benefits of adopting a holistic and structured approach to linking small farmers to access higher value markets in the grocery/fresh produce cruise/tourism value chain in Barbados", has been accomplished. NUF it surpassed its main target result with 63% of trained farmers indicating interest and intent to incorporate the new methods and information they had learnt in the farmer field training sessions into their farms.

Thanks to this project NUF now has a number of corporate governance structures that include the following products which are key in ensuring the project sustainability:

- 1 3 year strategic plan
- 2 Revised constitution and by-laws
- 3 Board manual containing the policies and procedures that will guide the operations
- 4 Executive committee training plan and knowledge and skills transfer plan
- 5 Baseline survey and interactive database of farmers endowments

- 6 Interactive production management system with the demand quantities for fresh produce items and the land space required to meet that demand  
7 Code of conduct for doing business with buyers

With regard to training, this project enables NUF to train:

- 30 of its farmers in governance and management of the organization
- 76 farmers in techniques that enhance their competitiveness by addressing inconsistency in quality and supply as well as high production cost. 12 hoteliers, 8 agriculture support services personnel, 6 tourism support services personnel and 2 input suppliers were also trained.
- 59 value chain actors comprising farmers, hoteliers, input suppliers and tourism and agriculture support agencies on demand and supply dynamics and the price and business relationship.

The most relevant risks and obstacles of the project was the 2.5 years delay between submission to MIF and commencement of activities. While the project was proceeding according with the plan of operations, 2 significant market shifts occurred including the anchor firm changing ownership and with that its fresh produce business model. NUF's was able to leverage its reputation and new corporate governance structures to access the cruise, tourism and grocery channel through an alternate private sector agency, the BHTA.

Despite the NUF's small size and limited resources; and the dramatic changes in the external environment, the NUF has been able to achieve every single one of its results and delivery times.

#### Comments from the Supervision Team Leader

The project was successful in training farmers but the impact in terms of realization of higher volumes and value of sales to tourism operators and supermarkets could not be gauged within the project period.

#### Final evaluation

#### Comments from the Supervision Team Leader

Due to relatively small scope and size of the project a final report was prepared in lieu of an independent final evaluation, this report is archived in project electronic records

[Final evaluation](#)

### SECTION 3: INDICATORS

Indicators		Baseline	Planned	Achieved	Percentage	
<b>Purpose:</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.  <b>Classification:</b> Satisfactory	R.1	50% of trained farmers indicate interest and intent to incorporate new methods in their food production systems;	0	50	63	0 %
<b>Component 1:</b> Improving Market Access through Business Partnerships  <b>Weight:</b> 12%  <b>Classification:</b> Satisfactory	C1.1	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	2	2	0 %
	C1.12	Code of Conduct developed and accepted by NUF and buyers - as the basis of transacting business for its members	0	1	1	0 %
	C1.13	Baseline Survey & Interactive Data System	0	1	1	0 %
<b>Component 2:</b> Strengthened Compliance with Food Industry Standards  <b>Weight:</b> 40%  <b>Classification:</b> Unsatisfactory	C2.1	Production Management System database - generating weekly, monthly and annual quantities and estimated acreages required - completed	0	1	1	0 %
	C2.12	Minimum of 100 small farmers have attended training	0	100	76	0 %
<b>Component 3:</b> Institutional Strengthening of the NUF	C3.1	NUF has adopted new Constitution, By-Laws, Policies and Procedures;	0	1	1	0 %
	C3.12	At least 30 NUF members trained in governance and management of the organization	0	30	30	0 %

Weight: 46%

Classification: Satisfactory

Component 4: Knowledge Sharing &amp; Dissemination

C4.11 One (1) Final Report

0

1

1

0 %

Weight: 2%

Classification: Unsatisfactory

Milestones

Planned

Due Date

Achieved

Date of achievement

Status

**CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE**

- [X] Executing agency institutional capacity
- [X] Inappropriate Consultants performance

**SECTION 4: RISKS****CRITICAL RISKS MANAGED DURING IMPLEMENTATION**

PROJECT RISK LEVEL: Low TOTAL NUMBER OF RISKS: 14 IN EFFECT RISKS: 0 NOT IN EFFECT RISKS: 6 MITIGATED RISKS: 8

**SECTION 5: SUSTAINABILITY****Likelihood of project sustainability after project completion:** LP - Low Probability

The Executing Agency has no institutional or financial capacity to advance the intervention beyond the period of MIF investment

**CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY****Issue**[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**Comments**

NUF is a small organization serving lower income producers and in the absence of donor funding for projects may not have the financial or organizational capacity to sustain activities

**Actions related to sustainability which have been implemented:**

NUF now has a 3-year strategic plan that enables NUF to define its mission & vision and clearly identify its 6 priority areas, devise strategies to achieve them, identify objectives of the strategies and develop steps to make them a reality. It has also adopted a new model of governance reflected in its revised constitution and policies and procedures manual. This is supported by 30 farmer leaders who underwent executive board training to be able to effectively lead the organisation.

NUF has also developed a mapping toolkit & an interactive farmer database that allows it to continuously track its members on-farm and off-farm endowments, and determine suitable strategies to assist in the collectively weak areas. The production management system is an excellent planning tool that NUF now uses to direct its farmers on buyers fresh produce needs.

The Code of Conduct has been embraced by both farmers and buyers, especially hoteliers. The value chain workshops have significantly strengthened the relationships between farmers & hoteliers. 78 farmer were trained on improved farming practices and more than 20 handouts were produced that farmers now use on their farms.

[Sustainability Plan](#)**SECTION 6: KNOWLEDGE****Lessons learned**

1. While investment in research and development is the major driver of productivity growth in agriculture, the new technology or practice cannot have its intended impact if farmers do not adopt those skills or techniques. Agriculture extension plays an important and invaluable role in disseminating new technology and bridging the gap between innovation in the lab and practice on the farm. The farmer field training series is in fact an extension service, and based on the evaluation results from its clientele, it has been an effective and valuable extension service.

Providing on-demand electronic content on the internet, relevant to farmers such as handouts and videos from training sessions, through the development of a website and mobile apps / computer software is going to be an essential tool for improving small farmers livelihood in Barbados. Such apps / software could also help farmers and extension officers in tracking and improving farm productivity.

2. The NUF first submitted this project to the MIF online application in November, 2011, but it was two and a half years before commencement of project activities. While the project was proceeding according with the plan of operations, two significant market shifts occurred with the major cruise line pulling out of the region for a year and the anchor firm changing ownership and with that its fresh produce business model. When working with the private sector, time is a critical factor and opportunities can be lost with a slow approval and implementation process.

3. The NUF first submitted this project to the MIF online application in November, 2011, but it was

Relative to Sustainability

**Author**

Holder, Keeley Macaro Zoe

Risk

Holder, Keeley Macaro Zoe

Implementation

Holder, Keeley Macaro Zoe

two and a half years before commencement of project activities. While the project was proceeding according with the plan of operations, two significant market shifts occurred with the major cruise line pulling out of the region for a year and the anchor firm changing ownership and with that its fresh produce business model. When working with the private sector, time is a critical factor and opportunities can be lost with a slow approval and implementation process.

**Indicate which are the main products of the project, where they can be found, and how they could be “shared” with other entities or similar projects.**

The knowledge projects have been already shared with the Barbados Hotels and Tourism Association to inform a value chain project linking farmers to hoteliers

**Main products of the project**

*[Jan 2016]* Project Coordinator Letter of Commitment (Other)

**Author:**

*[Mar 2017]* NUF Final Project Report - Integrating Small Farmers into the Cruise Ship Value Chain in Barbados (Other)

**Author:** Keeley Holder

*[Mar 2017]* NUF Final Project Report - Integrating Small Farmers into the Cruise Ship Value Chain in Barbados (Other)

**Author:** Keeley Holder

## SECTION 7: DOCUMENTS

29/APR/2015 [Donors Memorandum](#)

[<http://www.fomin.org/file.aspx?DOCNUM=39604823>]

[Project profile](#)

<http://apps.fomin.org/public/psr/projectprofile.aspx?proj=BA-M1009&lg=EN>