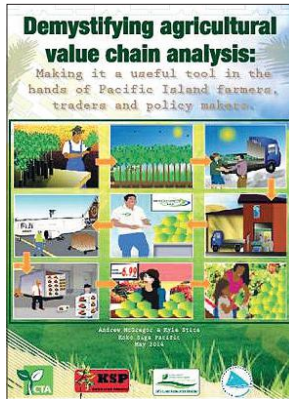


Lessons Learned from Initial Piloting of Farmer-Orientated Value Chain Training in the Pacific



Promoting Nutritious Food Systems in the Pacific Islands





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Designed by Mercer Design

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About CTA

The Technical Centre for Agricultural and Rural Cooperation (CTA) is a joint international institution of the African, Caribbean and Pacific (ACP) Group of States and the European Union (EU). CTA operates under the framework of the Cotonou Agreement and is funded by the EU. For more information on CTA, visit www.cta.int



About PIFON

The Pacific Island Farmers Organisation Network (PIFON) is intended to serve as an umbrella organisation for national farmer organisations (FOs), to coordinate capacity building, share success stories and the lessons learnt, support regional exchanges of expertise between FOs and their associated private sector and donor agency partners. PIFON's mission is to make Pacific FOs more vibrant, viable and sustainable organisations. www.pacificfarmers.com

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Leveraging the Development of Local Food Crops and Fisheries Value Chains for Improved Nutrition and Sustainable Food Systems in the Pacific Islands with a focus on Fiji, Kiribati, Marshall Islands, Samoa, Solomon Islands, Tonga, and Vanuatu

Grant GRIPs number: 2000001030

Acronyms and abbreviations

ACP	African, Caribbean and Pacific Group of States
BAF	Biosecurity Authority of Fiji
BQA	Bilateral Quarantine Agreement
CTA	Technical Centre for Agricultural and Rural Cooperation (EU/ACP)
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FCLC	Fiji Crop and Livestock Council
FSA	Farm Support Association (Vanuatu)
GroFed	Growers Federation (Tonga)
IFAD	International Fund for Agricultural Development
KSP	Koko Siga Pacific Ltd.
MoA	Ministry of Agriculture
MORDI	Mainstreaming of Rural Development Innovation Tonga Trust
MTCP II	Medium Term Cooperation Programme for farmer organisations in Asia and the Pacific, Phase II
NWC	Nature's Way Cooperative (Fiji)
PAPP	Pacific Agricultural Policy Project
PIFON	Pacific Island Farmers Organisation Network
PIPSO	Pacific Islands Private Sector Organisation
PSA	Plantation Support Association (Vanuatu)
RTC	Rural Training Centre
SDC	Swiss Agency for Development and Cooperation
SPC	Secretariat of the Pacific Community
TRTC	Tutu Rural Training Centre (Fiji)
TTT	Tei Tei Taveuni (Fiji)
VC	Value Chain

Contents

Acronyms and abbreviations

1	Executive summary	6
2	Overview of initiatives supporting value chain analysis in the Pacific	9
3	Piloting of farmer-orientated value chain training through farmer organisations – an initiative of the Pacific Island Farmers Organisation Network (PIFON)	11
4	Value chain training on spices in Vanuatu (through the Farm Support Association and Venui Vanilla)	17
5	Value chain training for ginger in Fiji (through Fiji Crop and Livestock Council)	22
6	Value chain training for papaya in Tonga (through Growers Federation of Tonga)	28
7	Value chain training for taro in Fiji (through Tei Tei Taveuni and the Tutu Rural Training Centre)	32
8	Value chain training for papaya in Fiji (through Nature’s Way Cooperative)	37
9	Summary of impact of the initial piloting of value chain training in the Pacific	42
10	Summary of key lessons learned	45
11	Recommendations for the way forward	48

01

Executive summary

There have been numerous initiatives in the Pacific region over the past decade to mainstream the concept of value chains into the agricultural development arena.

Since 2012, the ACP/EU Technical Centre for Agricultural and Rural Cooperation (CTA) has been at the forefront of value chain development in the Pacific region, supporting a number of value chain studies and the publication of the 'Agricultural Value Chain Guide for the Pacific Islands'. This CTA guide was intended to provide a simplified approach to value chain analysis and therefore make that approach useful to 'farmers, traders and policy makers'.

From 2014-2017, the Pacific Island Farmers Organisation Network (PIFON) implemented a programme to pilot farmer-orientated value chain training through its farmer organisation members. The CTA guide was used and the training sessions were supported through several externally funded projects, including the IFAD/SDC¹ funded MTCP II project and the EU/SPC PAPP project. PIFON believes that farmer organisations have an important role to play in disseminating key information to their members and in helping to 'extend the reach of government and aid agencies'.

These VC training sessions targeted chain actors involved in the:

1. Value chain for spices in Vanuatu (through the Farm Support Association and Venui Vanilla)
2. Value chain for ginger in Fiji (through Fiji Crop and Livestock Council)
3. Value chain for papaya in Tonga (through Growers Federation of Tonga)
4. Value chain for Taro in Fiji (through Tei Tei Taveuni and the Tutu Rural Training Centre)
5. Value chain for papaya in Fiji (through Nature's Way Cooperative)

CTA is currently implementing a project entitled 'Promoting Nutritious Food Systems in the Pacific Islands' (2016-2020), in partnership with the International Fund for Agricultural Development (IFAD) and the Pacific Islands Private Sector Organisation (PIPSO). Under this project, CTA has commissioned PIFON to document the lessons learned about the value chain training, through production of a video and this publication.

This report explores a range of impacts of the initial piloting of value chain training in the Pacific. These included:

- The beginnings of a change in the mind-set of the actors in the value chain – particularly farmers
- The incorporation of the value chain 'way of thinking' into normal extension activities of farmer organisations
- Improvements in relationships and better collaboration
- Increased supply of produce
- Value chain training materials being translated/adapted/adopted into training programmes

¹ Swiss Agency for Development and Cooperation



This report also summarises a range of key lessons learned including:

- Appropriate value chain resource materials are a necessary requirement for successful value chain training
- Value chain training can be broken down into two categories: value chain analysis and value chain awareness
- The most effective training was when both the producer and the buyer were present
- Value chain analysis does not have to be done by academics or highly paid consultants – it is a tool accessible to farmers, traders and policy makers
- Value chain training should not be done as a one-off but requires ongoing follow up
- Field visits and ‘walking the chain’ are critical to a successful value chain training course
- Government agricultural staff generally lack a fundamental understanding of the value chain ‘way of thinking’
- Value chain analysis/awareness is an important resource that anyone working in agriculture should have in their ‘tool box’

Finally, the report presents a set of recommendations for the way forward which include:

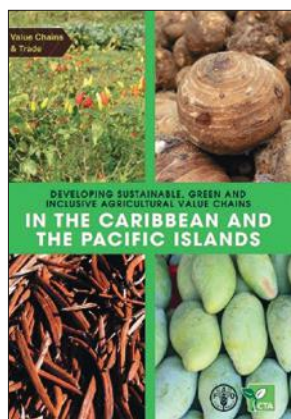
- There is a need for further investment in value chain training, building on the lessons learned
- There is a need for ongoing and more in-depth training for farmer organisations on value chain analysis
- There is a need to revise and update the CTA ‘Agricultural Value Chain Guide for the Pacific Islands’, taking on board the lessons learned from the initial piloting of farmer-orientated value chain training and other up-to-date information
- There is a need for farmer organisations and Ministry of Agriculture staff to prepare locally adapted training materials for ‘value chain awareness’ based on sound ‘value chain analysis’
- There is a need to extend training on value chain analysis and awareness to Ministry of Agriculture staff and other value chain actors around the Pacific

KEY FINDING

A key finding from the assessment of the initial piloting of farmer-orientated value chain training in the Pacific is that it has been a successful initial start that needs to be consolidated and built upon in order to have a sustainable impact.

02

Overview of initiatives supporting
value chain analysis in the Pacific

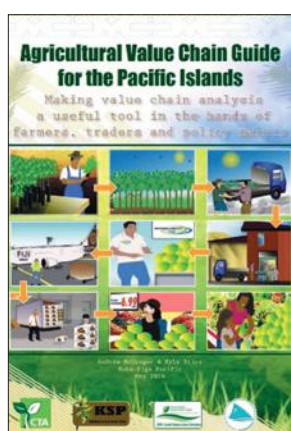


Since 2006, several development partners have promoted value chain analysis in the Pacific region.

In 2007, the Food and Agriculture Organization of the United Nations (FAO) hosted the first regional workshop on value chain analysis, held in the Solomon Islands. This was followed by a paper entitled ‘Participatory value chain analysis for improved farmer incomes, employment opportunities and food security’².

In 2012, the ACP-EU Technical Centre for Agricultural and Rural Cooperation (CTA) commissioned studies in several countries on issues relating to green and inclusive chains that had been established by the private sector, including in the Pacific with funding from FAO. Local consultants through Koko Siga Pacific Limited (KSP) undertook a series of value chain assessments.

In 2013, SPC with support from CTA, launched the Pacific Agricultural Value Chains Portal – AgLinks, developed as a one-stop shop for the latest information and tools on linking smallholder farmers to markets.



In 2014, CTA published several publications, including:

- Westlake (2014)³ ‘Developing Sustainable, Green and Inclusive Agricultural Value Chains in the Caribbean and the Pacific Islands’,
- McGregor and Stice (2014)⁴ ‘Agricultural Value Chain Guide for the Pacific Islands’ and supporting flip chart. This guide was intended to provide a simplified approach to value chain analysis and therefore make it useful in the hands of ‘farmers, traders and policy makers’.

Between 2014 and 2017, PIFON has been running value-chain training sessions with its farmer organisation members as an initial piloting of farmer-orientated value chain training in the Pacific.

CTA is currently implementing a project entitled ‘Promoting Nutritious Food Systems in the Pacific Islands’ (2016-2020), in partnership with the International Fund for Agricultural Development (IFAD) and the Pacific Islands Private Sector Organisation (PIPSO). Under this project, CTA has partnered with PIFON to prepare a video about the training and the lessons learned.⁵ CTA has also supported this present publication.

² Bammann, 2007. ‘Participatory value chain analysis for improved farmer incomes, employment opportunities and food security’. Pacific Economic Bulletin Volume 22 Number 3 October 2007 © Asia Pacific Press

³ Westlake, M.J. 2014. ‘Developing Sustainable, Green and Inclusive Agricultural Value Chains in the Caribbean and the Pacific Islands’. Published by CTA and FAO. <https://publications.cta.int/en/publications/publication/1790/>

⁴ McGregor and Stice, 2014. ‘Agricultural Value Chain Guide for the Pacific Islands’. Published by CTA. <https://publications.cta.int/en/publications/publication/1837/>

⁵ Value Chain Trainings and Lessons Learned Video: www.youtube.com/watch?v=ogRZKdR9Aps&t=1s

03

Piloting of farmer-orientated value chain training through farmer organisations – an initiative of the Pacific Island Farmers Organisation Network (PIFON)

PIFON believes that farmer organisations have an important role to play in disseminating key information to farmers and in helping to extend the reach of government and aid agencies.

On this basis, PIFON used its farmer organisation network to pilot a series of farmer-orientated value chain training courses. The training utilised the CTA “Agricultural Value Chain Guide for the Pacific Islands” and supporting flip chart.

These training sessions targeted PIFON members involved in:

1. The value chain for spices in Vanuatu (through the Farm Support Association and Venui Vanilla)
2. The value chain for ginger in Fiji (through Fiji Crop and Livestock Council)
3. The value chain for papaya in Tonga (through Growers Federation of Tonga)
4. The value chain for Taro in Fiji (through Tei Tei Taveuni and the Tutu Rural Training Centre)
5. The value chain for papaya in Fiji (through Nature's Way Cooperative)

The training utilised the six steps in value chain analysis (Figure 2).

The value chain training introduced participants to the value chain way of thinking .

The training then described the concept of value chain analysis and how this could be a useful tool in the hands of farmers, traders and policy makers.

The participants of the training generally worked in groups to carry out some or all of these steps for a very specific value chain that they were working with.

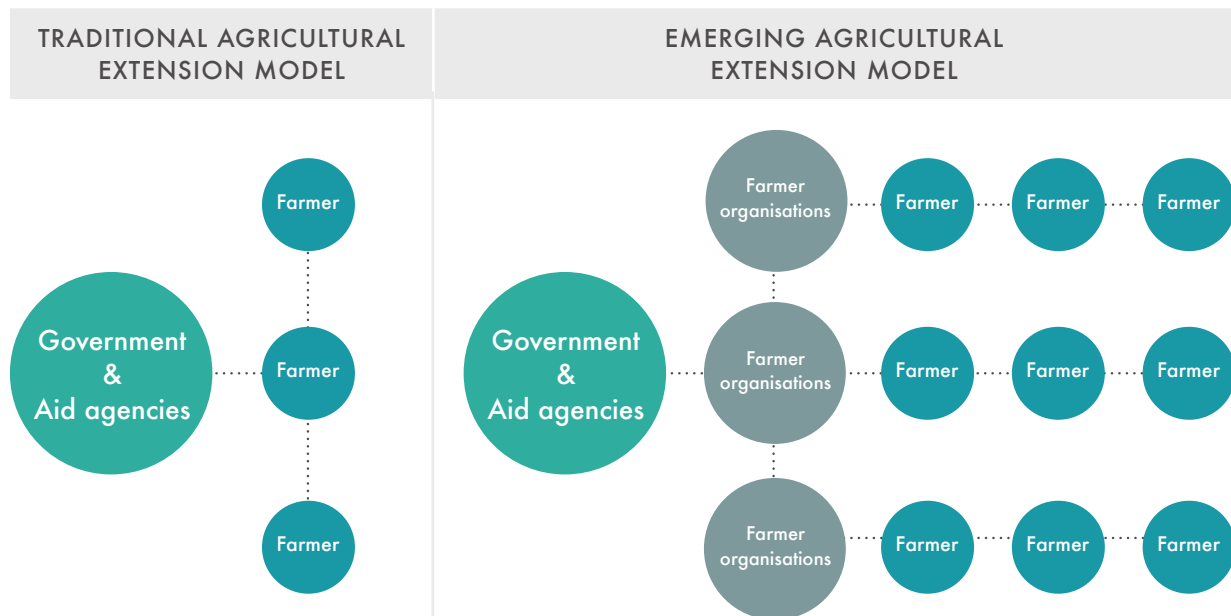


FIGURE 1
 The role of farmer organisations in agricultural extension (derived from SPC/ PIFON Policy Brief, 2016)

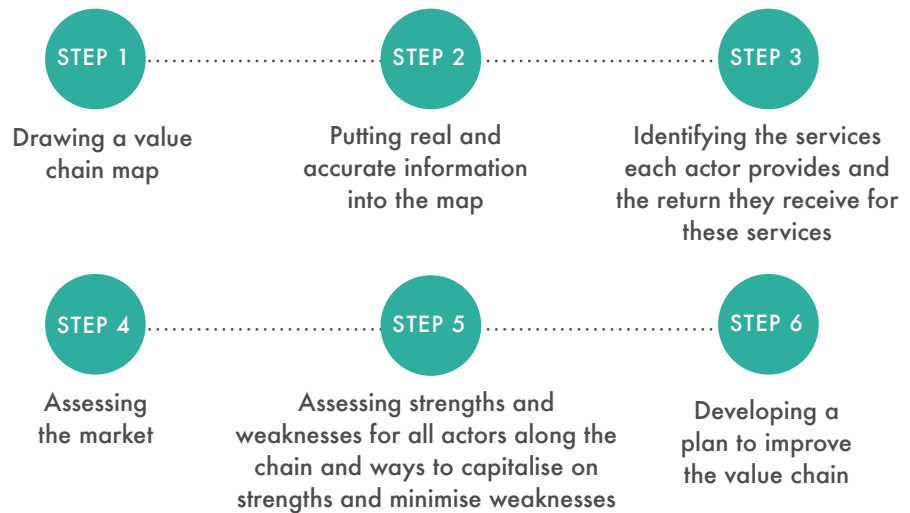


FIGURE 2
The six steps in value chain analysis

The objective of the training was not that participants were able to capture all of the information required for a proper value chain analysis but instead that they would have enough hands-on experience with the steps that they would feel comfortable enough to carry out the analysis on their own, using the CTA guide.

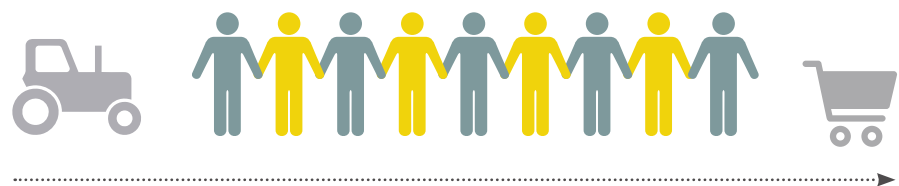


FIGURE 3
Actors in the value chain working together to take a product from the farm to the customer




Generally, participants of the value chain training are involved in a supporting field visit to help fill in missing information or validate findings from the analysis. Depending on the time and resources, participants may be able to ‘walk the chain’, which essentially involves following the product from the farm through to the market to see first-hand all of the different steps and engage with various stakeholders.



FIGURE 4
Value chain analysis depicted as examining each ‘link’ along the chain to identify where there are weaknesses and inefficiencies.

TABLE 1

An example of a complete value chain analysis table where each actor is assessed through a series of factors.

Actor	What the actor contributes to the final product	The cost of the actors contribution	The reward the actor receives	Actor risk
(participant in the value chain) main actor (MA) support actor (SA)			(share of the final selling price to the consumer)	
 Exporter (MA)	Transports, grades, washes, arranges and pays for quarantine treatment, finds markets, arranges air freight, etc.	Cost of operating packing facility and operating trucks. Cost of cartons and packaging, paying for quarantine treatment, pack house labour etc.	The price of papaya loaded on the aircraft (tab price) minus the farm gate price of the papaya Estimated exporter share of consumer purchase price: 12.6%	High: Post-harvest losses; importer claims, delay in payments from importer; product offloaded due to lack of airline space; market access problems;
 Quarantine treatment (SA)	Provides quarantine treatment required to conform to bilateral quarantine agreement (BQA) with importing country. Provides grading and packing services	Cost of energy, cost of labour and management, repair and maintenance, 'rainy day' reserves, BAF charges, etc.	The cost incurred for quarantine treatment Estimated quarantine treatment share of consumer purchase price: 8.0%	Low to moderate: Natural disasters
 Biosecurity	To ensure the requirements of the BQA are met	Contribution to BAF overheads, time of BAF officers	The cost incurred to obtain the quarantine certification required by the importing country Estimated BAF share of consumer purchase price: 0.04%	None

The value chain training generally also covers the key 'value chain messages'.

KEY TRAINING MESSAGE

All links in the value chain have a critical role and must have a sufficient margin to stay in business

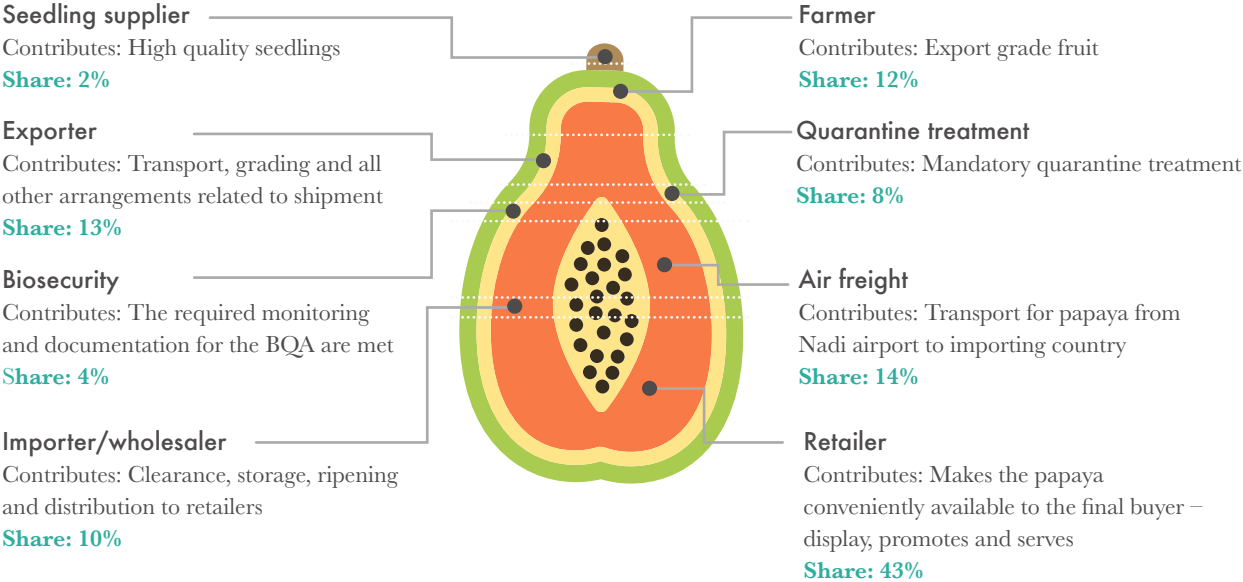


FIGURE 5
An example of a ‘key message’, which is presented to participants as part of the farmer-orientated value chain training programme.

TABLE 2
A sample programme for a one-day value chain training

SAMPLE PROGRAMME FOR ONE-DAY VALUE CHAIN TRAINING SESSION	
8-9am	Introducing the value chain-way of thinking and how it can be useful (sharing of stories)
8-9am	Introducing the steps in value chain analysis and some tips and tricks (from Pacific Value Chain Guide)
10-12pm	Group work – Initiation of value chain analysis steps 1-3 (from Pacific Value Chain Guide)
12-1pm	Feedback from group activities and discussion Sharing of key messages for Pacific Value chain training (from Pacific Value Chain Guide)
2-5pm	Field visits or ‘walking the chain’ to fill in missing information or validate findings/assumptions

In preparation of this report, PIFON interviewed 45 farmers, traders, farmer organisation representatives and other stakeholders to determine the outcomes and impacts of this farmer-orientated training and key lessons learned, with a key emphasis on:

- Overview of the training
- Outcomes and impacts
- Feedback from the participants
- Key lessons learned

It is expected that this report on key lessons learned will lead to the following outcomes:

- A greater understanding of the key constraints successfully addressed by farmer-orientated value chain training in the Pacific
- A greater awareness of the benefits and indication of the potential impacts (economic and social) of this type of farmer-orientated value chain training in the Pacific
- Lessons learned and a series of recommendations for various partners (farmer organisations, PIFON, PIPSO, governments, private sector, development partners, etc.) related to the scaling up of farmer-orientated value chain training

04

Value chain training on spices in Vanuatu
(through the Farm Support Association
and Venui Vanilla)

4.1

Overview

PIFON, in partnership with the Vanuatu Farm Support Association (FSA) and their Spices Network, conducted a participatory on-farm value chain exercise on the island of Malo with organic pepper farmers and the processor/exporter. Funding for this training was provided through the EU-funded SPC Pacific Agricultural Policy Project (PAPP) and the IFAD/SDC Medium Term Cooperation Programme for farmer organisations in Asia and the Pacific Phase II (MTCP II).

The training focused on the quality requirements and costs of supply of this remunerative, but highly demanding, product. The training was exceptionally well received by the participating farmers, with the processor reporting an immediate response being realised in terms of the quantity and quality of the pepper being supplied⁶.



Explaining the raw material quality requirements of the processor/exporter.



The lead pepper growing household on Malo island in processing demonstration as part of VC training.



Venui Vanilla's value-added spice products from Vanuatu ready for export.



Mapping the Vanuatu export pepper value chain.

⁶ Personal communication – Venui Vanilla – 2017

PROFILE OF THE VANUATU FARM SUPPORT ASSOCIATION

The FSA grew out of an earlier group, the Plantation Support Association (PSA). PSA was set up in 1983 with aid and national development support funds to assist ni-Vanuatu landowners to run plantations returned to them when independence was declared. By 1992, circumstances had changed, and, in response, PSA became FSA and its emphasis shifted to providing for the needs of small-scale farmers.

The FSA goal, which has been refined over the years, has become *‘Under the banner of “farmers helping farmers”, make a substantial contribution to the enhancement of environmentally sustainable agriculture in Vanuatu’*.

FSA generates its income through the provision of services in support of Vanuatu’s agricultural sector. FSA offers a wide range of experience and technical expertise to its clients.

FSA regards all farmers and organisations participating in its programmes as members. At present, these include some 500 farmers listed in the spice network database and almost 200 with small-scale poultry operations, together with those involved in smaller programmes. The total is about 750. Organisations are also members, including 11 Rural Training Centres (RTCs) and seven women’s groups in villages.

Outcomes and impacts

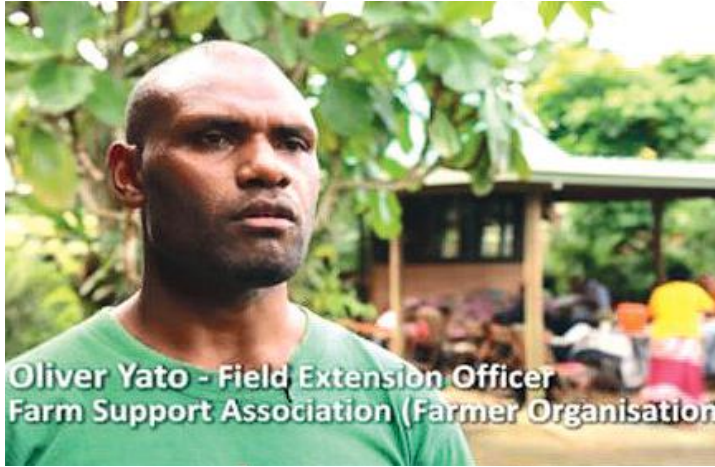
4.2

OUTCOMES	IMPACTS
<ul style="list-style-type: none"> • 20 farmers and other stakeholders participated in the pepper VC training, gained hands-on experience in value chain analysis and applied lessons learned. • 2 FSA staff members were involved in preparatory value chain analysis and served as supporting trainers in follow-up sessions. 	<ul style="list-style-type: none"> • Relationships between farmers and buyer have been improved leading to increased supply. Venui Vanilla reported 6 weeks following the training: “Yes, we have a good supply of quality pepper from Malo, and there is a better understanding: the farmers are now really starting to understand what we are about”⁷. • FSA staff have applied the value chain analysis methodology used on spices to other crops, leading to a better understanding of the constraints and opportunities of these crops. • A new publication highlighting a number of key lessons that come from the twenty years of experience with the Vanuatu Spices Network was prepared for FSA under the MTCP II Programme and is a useful resource for other Pacific Islands involved in spice production and marketing. It highlights key success factors for an export spice industry as well as Vanuatu spices as an interesting model linking smallholder farmers in remote locations to agribusiness.

⁷ Personal communication – Venui Vanilla – 2017

Feedback from the participant and trainer

4.3

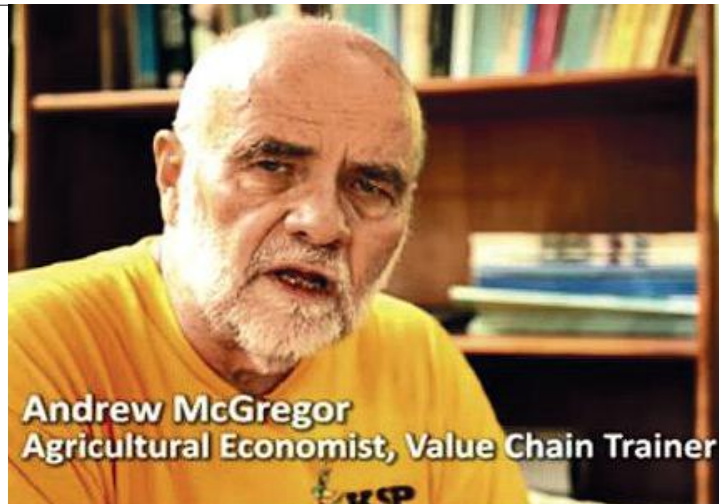


“ The VC training was carried out on the small island of Malo near Santo. We took the training to groups of vanilla and pepper farmers along with the processor. During the training the farmers found out the importance of their role as the farmer and also why the buyer pays a certain price per kilo, because it is not an easy thing and also there is a long process. During the training the farmers gained a better understanding about the whole value chain.

Oliver Yato
Farm Support Association
(farmer organisation)

“ I was directly involved in the Vanuatu Spices Value Chain training and it was particularly good because the buyer himself was involved. He could talk to the farmers directly and walk them through the whole process. The response was very good. Immediately there was an increase in supply because they knew who he was, there's a better understanding of what he did and what he contributed. Any increase in knowledge and information is going to improve markets.

Andrew McGregor
Agricultural Economist
Value Chain Trainer



4.4

Key lessons learned

4.4.1

Remote farmers generally have very limited understanding or appreciation of what is involved in getting their product to the market

The training illustrated how little farmers generally understood what was involved in getting their product to the market. Most of the spice farmers that have been supplying the processor/exporter for many years did not have an appreciation of all the steps and costs involved in taking the raw material and turning it into a marketable product. Often these farmers had never met the buyer/processor, had no idea about the processes involved in preparing the product for the market and had no understanding of the customers and their requirements.

4.4.2

The key role value chain training has in overcoming the ‘tyranny of isolation’ for Pacific Island farmers

The remoteness of many spice farmers in Vanuatu presents a significant range of challenges that generally leave them completely unable to be part of formal value chains. One of the key challenges that has been identified as contributing to this ‘tyranny of isolation’ is the fact that these farmers have little or no access to information about the value chain that they are involved in. Value chain training is a way in which, to some extent, these farmers can be supported to be more effective actors in formal value chains.

4.4.3

To be fully effective this training must directly involve the buyer (processor/exporter)

The experience from the training shows how beneficial it is to have the processor/exporter directly involved in the training as it allows a direct interaction and strengthening of relationships.

The involvement and transparency of Venui Vanilla at the Vanuatu Spices Value Chain training resulted in an immediate increase in supply because the farmers became more comfortable with the relationship – what each person contributed, what they received and what risks they bore.

4.4.4

There is an opportunity to address technical and quality issues as part of the value chain training

The experience from Vanuatu shows that when the farmers and buyers are brought together for a value chain training there is also an opportunity to address some of the technical issues related to production, processing and overall quality management.

Often quality is one of the biggest issues identified in value chain analysis and if there is an opportunity to address this issue in the process of carrying out the value chain training then this is a win-win situation.

05

Value chain training for ginger in Fiji
(through Fiji Crop and Livestock Council)

5.1

Overview

A ginger value chain training workshop was held at the Coral Coast Christian Camp in Pacific Harbour, Fiji, organised by the Fiji Crop and Livestock Council (FCLC) and PIFON, with funding from the EU/SPC Pacific Agricultural Policy Project (PAPP) and the IFAD/SDC Medium Term Cooperation Programme for farmer organisations in Asia and the Pacific Phase II (MTCP II). The trainees included members of the Fiji Ginger Farmers Association from the Tailevu, Naitasiri, Serua and Namosi Provinces, along with other key stakeholders.

The objective was to train farmers and others on the process of value chain analysis and to create awareness of the key value chain messages. The workshop programme had a strong emphasis on field visits including to a commercial ginger farm, a large ginger agro-processor, an organic ginger farm and an exporter of fresh ginger. The primary purpose of these field trips was to explore and validate the findings from the value chain analysis. Participants were directly involved in mapping the processed ginger value chain.

The workshop highlighted the lack of understanding the farmers had of their role in the value chain and it brought to light some important issues that could be addressed by the Fiji Ginger Industry Plan. The farmers now understand that they are connected with other actors producing and delivering goods to consumers through a sequence of activities.

With the knowledge and skill building through the two-day workshop, and exposure through the field visits, farmers appreciated their core role in the value chain, and the importance of working closely with the other actors such as buyers and exporters to achieve a 'win-win' arrangement that benefits them all. Other benefits included the building of networks and strengthening of relationships along the value chain, as in this particular training the farmers met the buyers/processors/exporters and other key stakeholders (MoA, FCLC, PIFON). The field visits to Kaiming, Ranadi Plantation and Grace Road Farms broadened the participants' perspectives and exposed them to new ideas, technology, export standards and the commercial export-orientated side of ginger.

The ginger value chain workshop was timely as the Ministry of Agriculture (MoA), with the help of SPC-PAPP, was in the process of developing a Fiji Ginger Industry Plan. FCLC, in coordination with Fiji Ginger Farmers Association, was able to actively participate in the consultation process with a firm understanding of the value chain, representing the voice of the farmers.



Value chain trainer, Dr. Andrew McGregor, explaining about the market for Fiji ginger.



Participants were able to “walk the chain” for processed baby ginger being shipped to the US market. This provided an opportunity to validate the findings from the value chain mapping



A participant observes the seed-material crates.



Participants observe the composting process.

PROFILE OF THE FIJI CROP AND LIVESTOCK COUNCIL

The Fiji Crop and Livestock Council (FCLC) was created to represent the needs of an estimated 60,000 farmers in the non-sugar agricultural sectors in the country.

Launched by the Minister of Primary Industries, Jokatani Cokanasiqa in 2010, it was established to raise the profile of farmers involved in crop and livestock production; to act as the apex forum for advocacy and key services that are specifically designed to respond to the needs of, and reflect the reality of agriculture with the view to drive growth in the sector. FCLC has its Secretariat located in Lautoka, with a Board of Trustees in place, but the core of the Council is in its individual commodity associations.

The commodity associations that presently make up the Council cover pigs, honey, dalo (taro), yagona (kava), grazing livestock, ginger, cocoa, agri-exporters, rice, coconut producers/millers, dairy, organics, and fruits and vegetables.

www.fclc.org.fj

Outcomes and impacts from Fiji ginger value chain training

OUTCOMES	IMPACTS
<ul style="list-style-type: none"> • 42 farmers and other stakeholders participated in the ginger VC training, gained hands-on experience in value chain analysis and applied lessons learned. • 2 FCLC staff members were involved in preparatory value chain analysis and served as supporting trainers. • Farmers and other stakeholders were able to 'walk the chain' to validate the findings from their value chain analysis. • Farmers and other stakeholders were able to provide inputs into the Ministry of Agriculture's Fiji Ginger Industry Plan. 	<ul style="list-style-type: none"> • FCLC staff are now equipped with the tools and experience to extend this type of training to other commodity association members. • FCLC has integrated value chain training into its 2017 work plan and plans to extend it to all of its commodity associations. • Stakeholders in the processed ginger value chain have strengthened their relationships through face-to-face interactions and exposure to each other's roles, returns and risks in the value chain. • The Ministry of Agriculture's Fiji Ginger Industry Plan is strengthened through informed inputs from farmers and key stakeholders.

Feedback from the participants

5.2



“ The VC training allowed the farmers to see how the products are being handled from farm to the middleman and to the factory. And when we visited the factory there was a big impact. We saw the change in their mindset and we could see them smiling. They saw that the ginger had to be washed and dirt taken out, the factory has to peel the skin and, especially for processed ginger, has to chop it up in cubes. They saw then that there is wastage, and from there they started to know this was the reason why we are getting these high prices per kg overseas whereas in Fiji ginger sells for \$0.95 – \$1.

Rosivela Dresu
Fiji Crop and Livestock Council

5.3

Key lessons learned

5.3.1

Good preparatory analysis is critical prior to value chain training

Preparatory value chain analysis was critical for the trainers and facilitators of the processed ginger value chain workshop as it allowed them to gain a good understanding of the chain, the economic factors and key constraints being faced. Equipped with this understanding, the trainers and facilitators could direct the discussions of the group and respond to questions and misinformation.

FCLC understands that it must engage in good preparatory analysis before conducting any value chain training.

5.3.2

The importance of having good engagement with the buyer in the value chain

There was very good engagement from the main buyer/processor/exporter of Fiji ginger. The involvement of the buyer provided the trainers, facilitators and participants with access to key information related to the market and costs along the chain. This also helped to validate the training itself where farmers believed that the information they were getting was real as it was coming directly from the source.

5.3.3

The value of ‘walking the chain’

Feedback from participants was that the field visits, which involved ‘walking the chain’, were extremely valuable. These visits allowed the stakeholders to see first-hand the different steps in the value chain and engage directly with the other stakeholders in a very informal setting. Farmers from different areas were able to see ginger being grown in Navua and engage directly with that farmer about specific aspects of the crop production. Most of the farmers that participated in the training had been supplying the main buyer/processor/exporter of Fiji ginger but had never visited the factory; this visit reinforced what had been discussed during the value chain analysis about all of costs that this actor bears and also the high levels of wastage that are experienced in the factory.

5.3.4

Value chain analysis helps stakeholders to be better informed and to make more meaningful contributions to policy documents

The participants of the ginger value chain training were able to make contributions to the Ministry of Agriculture Fiji Ginger Industry Plan, which was being developed at the time of the training. Having been exposed to the whole chain, the stakeholders that were present were able to make more informed contributions about the necessary interventions that would benefit the whole of the industry.

5.3.5

Technical training can be a good supplement to a value chain training programme

As part of the field visits there were technical sessions related to clean planting material, soil management and weed control, which took place during the field visits. This further enhanced the farmer-to-farmer learning exchange, PIFON's signature activity, where farmers learn from farmers during field visits and exchanges. This technical training was very well received by the participants (who were mainly farmers) and this was seen as a very good compliment to the value chain training programme.

5.3.6

Farmers and extension officers need more in-depth training on calculating returns from their farming enterprises

Experience from the training in Fiji indicates that there is more training required in order to help farmers and extension officers calculate their returns from farming. Even the simplest calculations of gross margins and returns to labour effort were found to be very difficult for the participants, which was a hindrance to carrying out a proper value chain analysis.

06

Value chain training for papaya in Tonga
(through Growers Federation of Tonga)

6.1

Overview

A series of value chain training sessions was conducted for farmers and other stakeholders involved in the emerging Tongan papaya export industry led by the Growers Federation of Tonga (GroFed). The training began in February 2015 with funding under the IFAD/SDC Medium Term Cooperation Program for farmer organisations in Asia and the Pacific (Phase II).

The initial value chain training was conducted by Livai Tora who is a commercial papaya farmer and value chain trainer from Fiji. This session involved 20 current and prospective papaya farmers as well as staff of GroFed, which was working with a group of its farmer members to establish commercial papaya production in order to begin fresh exports to New Zealand.

Participants were first exposed to the Fiji papaya export value chain, the costs involved for the actors and the key constraints. They were then guided to analyse their own prospective value chain for Tongan papaya exported fresh to New Zealand. A particular emphasis was placed on analysing costs all along the chain in order to see what each actor received as a reward for the effort.

The training then identified the key weaknesses and areas of intervention that were required to get the industry ready for exports. This analysis eventually guided the work of GroFed in preparing for exports including:

- Sourcing the appropriate variety that was in demand from the market
- Conducting training on soil sterilisation and other technical aspects of growing papaya seedlings
- Sourcing the right agro inputs, including a fertiliser with a high potassium content and Borax (to address boron micro deficiencies)
- Sourcing of plastic harvest bins
- Designing and sourcing of appropriate cartons
- Establishing a programme for selection of best performing trees, bagging of flowers and processing of seed

A follow up value chain training activity involved a group of farmers, exporters and GroFed staff travelling to Fiji to 'walk the chain' and gain first hand exposure to the Fiji papaya export value chain. This value chain farmer-to-farmer technical learning exchange took place between the 17th and 21st of May 2016. The programme included visits to all of the 'actors' in the value chain, including: commercial nurseries, commercial farms, exporter pack-houses and Fiji's High Temperature Forced Air treatment chamber and packing facility.



Members of the Tonga Growers Federation participate in a hands-on demonstration of the soil sterilisation technique used for raising papaya seedlings.



Nature's Way Cooperative Research and Extension Officer, Kaitu Erasito, explains how to bag the papaya flower, during a value chain visit to Fiji.

PROFILE OF THE GROWERS FEDERATION OF TONGA

The Growers Federation of Tonga Inc. was established in 2008 with a vision for profitable and sustainable growth of the Tongan Agricultural Sector.

GroFed's mission is to *'represent the interests of private sector growers, producers, processors and exporters, achieving its vision through sector leadership, advocacy, farm extension services, and addressing export pathway and market access issues.'*

GroFed has 1,200 members coming from 17 districts. Its main fields of work are as follows:

- Advocacy
- On-farm support
- Capacity building
- Leadership

Outcomes and impacts

6.2

OUTCOMES	IMPACTS
<ul style="list-style-type: none"> • Over 20 farmers and other stakeholders participated in the training, gained hands-on experience in value chain analysis and applied lessons learned. • Four GroFed staff were involved in preparatory value chain analysis and served as support trainers. • Value chain analysis identified a number of key interventions that were required to get the Tongan industry export ready. • 8 participants (6 males and 2 females) participated in a learning exchange to Fiji and were able to 'walk the chain'. 	<ul style="list-style-type: none"> • GroFed has acted upon and addressed the key interventions that were identified through the value chain analysis and training. This resulted in Tonga sending its first export consignment of 500 kg of papaya to New Zealand in April 2017. • The information derived by GroFed from the value chain analysis and skills obtained from the value chain training have been regularly drawn upon when working with farmers and other stakeholders to establish this export market, including the setting of a buying and selling price by GroFed and establishment of grading standards that are market driven. • Mainstreaming of Rural Development Innovation (MORDI) Tonga Trust and the Nishi Foundation have incorporated elements of the training materials into the syllabus and training manual of their IFAD-funded 'Farmer Field Schools', which have been running since 2014.

Feedback from the participants

6.3



“ The training was very beneficial to the growers and now they understand how things start and where they end and also the costing from the nursery up to the market. Right now, since we had just established the industry, this work helped to guide us in our activities and in setting prices. When we finally set our price, the growers will have a better understanding about how we got to this price, what are our costs and what everyone along the chain receives.

Sinai Tuitahi
Growers Federation of Tonga
(farmer organisation)

6.4

Key lessons learned

6.4.1

Value chain analysis/training is very useful at the beginning of a development initiative

Generally, value chain analysis/training is conducted on existing value chains. However, in the case of Tongan papaya, the value chain had only just been initiated and therefore the analysis was still based on assumptions. Despite this, the analysis was extremely useful for the stakeholders as it identified the key areas that required interventions – these interventions were subsequently addressed, and the result was that the value chain became a reality.

6.4.2

‘Walking the chain’ for similar value chains is beneficial, especially when initiating a new product or market

Stakeholders from the emerging Tongan papaya industry travelled to Fiji to ‘walk the chain’ of the Fiji Papaya export industry. The Fiji industry is very well established and therefore there was a great deal of information that could be gleaned. Important from the perspective of farmers was that they could hear and see these lessons first-hand instead of having them told by someone else.

6.4.3

Follow-up training and other interventions are critical to ensuring maximum impact from value chain analysis/training

The experience with the Tongan papaya export value chain was that the farmer organisation (GroFed) was committed to a full development programme where the initial value chain analysis/training was only the starting point. GroFed made investments in technical training, support services, market research, packaging development and other areas. It was this combination of follow-up training and other interventions that led to the value chain becoming a reality.

07

Value chain training for taro in Fiji
(through Tei Tei Taveuni and the
Tutu Rural Training Centre)

7.1

Overview

Two value chain training sessions, carried out in November 2014 on the island of Taveuni in Fiji, focused on the taro value chain. The workshops were implemented in partnership with PIFON members Tutu Rural Training Centre (TRTC) and Tei Tei Taveuni (TTT – a farmer organisation that emphasises sustainable farming, soil regeneration, food security, conservation, and environmental awareness). This training was funded through the EU/SPC Pacific Agricultural Policy Project (PAPP) and the IFAD/SDC Medium Term Cooperation Programme for farmer organisations in Asia and the Pacific Phase II (MTCP II).

Participants consisted of taro stakeholders of TTT, export farmers and representatives from the Ministry of Agriculture. However, the agents of the buyer did not attend, which was a significant disadvantage. The TTT taro value chain training also included a specific session highlighting the importance of sustainable soil management, which was a core message coming out of the taro value chain analysis on Taveuni. The stakeholder meeting and training were well received. There was active involvement of all the participants and they now have a better understanding of how this particular value chain works and what is required to improve the chain for the benefit of all the actors. The linking of commercial viability to environmental sustainability was particularly well received by the participants.

The TRTC-organised training consisted of staff and participants of the Young Farmers Course of TRTC. This participatory training was particularly well delivered, and it was the first time that they had been exposed to such a concept. The Tutu staff agreed that value chain training utilising the CTA Guide would in future become an integral part of Tutu courses, with training delivered by Tutu staff. This is now sustainable. However, a mechanism for ensuring an adequate supply of resource material, such as the Guide, is very necessary.



Young farmers from TRTC engage in discussion on taro value chain analysis.



Taveuni Taro stakeholders present results of their group exercise looking at each actors' role in the taro value chain.



The VC training was delivered in Fijian vernacular by Livai Tora of the Sabeto Organic Producers Association.



Young farmers re-enact the key VC training messages.

PROFILE OF TEITEI TAVEUNI

TTT is located on Fiji's third largest island of Taveuni. The island produces 60-70% of Fiji's taro for export. Smallholders producing taro and kava, together with tourism, have replaced the old coconut estates as drivers of the economy on the island. The last 15-20 years have seen farmers move from subsistence towards semi-commercial farming and this has come with adverse effects on the environment. Taveuni has the highest rate of deforestation in Fiji, unsustainable land use, declining soil fertility, a high use of chemical sprays and conventional fertilisers, and water catchment problems. The farmer organisation, TTT, was formed in 2009 in response to these problems threatening the livelihoods of farmers.

TTT's core business is finding viable solutions to:

- Sustainable farming and soil regeneration
- Food security and sustainable livelihood
- Conservation and environmental awareness

There are approximately 300 farmers and their families affiliated to the organisation.

PROFILE OF TUTU RURAL TRAINING CENTER

The TRTC was established by the Society of Mary on Taveuni in 1969 and traces its origins to a Sydney monastery that ran a Marist Brothers training course for Pacific islanders, which was then transferred from Sydney to Taveuni. At the same time, non-formal adult education training courses were developed for lay people from the province of Cakaudrove, which became the Tutu Rural Training Centre. The two programmes (the Formation Centre for Marist Brothers and TRTC) have, from the outset, run in parallel but as separate entities.

Over the years, the TRTC has been flexible and, to some degree, experimental in its approach to rural training. This has enabled the Centre to make changes in its efforts to develop more effective programmes to prepare for rural self-employment. The courses now on offer at the TRTC have evolved significantly from the original courses. The five courses offered are the Young Farmers; Married Couples; Young Single Women; Parents and Village Courses.

The Tutu experiment has been highly successful in equipping young people to be successful farmers on their own land. The experience of Tutu has shown that rural youth can earn good livelihoods from farming.

Outcomes and impacts

7.2

OUTCOMES	IMPACTS
<ul style="list-style-type: none">• 25 farmers and other stakeholders participated in the TTT taro value chain training, gained hands-on experience in value chain analysis and applying lessons learned.• 35 students of the Young Farmers Course and staff participated in the value chain training organised by TRTC, gained hands-on experience in value chain analysis and applied lessons learned.• Farmers and other stakeholders were exposed to training on the importance of sustainable soil management for the long-term sustainability of the value chain.• TRTC has translated and incorporated elements of the value chain training material into the curriculum of the Young Farmers Course.	<ul style="list-style-type: none">• Taveuni's taro farmers now have a greater understanding of the value chain approach.• Farmers now have a better understanding of the relationship between environmental and financial sustainability.• Fiji's Taro Industry Plan was developed with inputs from farmers who were well informed about the whole value chain.

Feedback from the participants

7.3



“ Before the VC training, I only thought about what was in it for me. I didn't care about the others. If their produce went bad that's theirs to deal with. I just needed to make my money. Something I've learned from the VC training is to take care of all my produce, so my buyers business also benefits.

Waisea Turaga
Farmer



**Alan Petersen - Chairman
Tei Tei Taveuni (Farmer Organisation)**

“ Most of us did not really have any idea of the intermediaries along the chain. We understood that the dalo went to the middleman, the middleman sold to an exporter and the exporter exported it. That was our basic knowledge. There’s a lot of mistrust between farmers and the middlemen. So this VC training was really useful as it gave the farmers an idea, well it gave us all an idea of all the different links in the chain before it reached the market and even what our market was. Most of us had no idea where our dalo was going...who bought our dalo.

The VC training was held in 2014. We invited all our champion farmers – farmers that are lead farmers in our farm groups. We have approximately 16 farm groups based all over Taveuni. The training resources were very good... very basic, straight to the point. Farmers understood it very well. The feedback from the farmers after the training was they really appreciated it. You know the diagrams are really simple and you could understand the whole message of that value chain and how important each link in the chain was...where our part was as farmers.

Alan Petersen
Tei Tei Taveuni

7.4

Key lessons learned

7.4.1

The training would have been more beneficial if there had been participation of traders and exporters

The value chain training organised by TTT was well attended by export farmers. Unfortunately, the invited agents of the buyer did not attend, which was a disadvantage for the training. This will need to be addressed in the future if the use of the VC training is to be fully effective.

7.4.2

Engagement with Ministry of Agriculture can strengthen the sustainability of this type of training

The experience from the training was that a strong engagement from the local Ministry of Agriculture staff added significant value to the training and has helped to maintain a consistent message for farmers coming from both the farmer organisation and the Ministry of Agriculture.

7.4.3

Technical training can be a good compliment to a value chain training programme

The training also included a specific session highlighting the importance of sustainable soil management, which was a core message coming out of the taro value chain analysis on Taveuni. This technical training was very well received by the participants and this was seen as a very good compliment to the value chain training programme.

08

Value chain training for papaya in Fiji
(through Nature's Way Cooperative)

8.1

Overview

Nature's Way Cooperative (NWC), through its Research and Extension Programme, conducted a series of value chain training sessions for its farmer/exporter members, with an overall objective to improve information flow along the chain to increase exports.

The training was funded through a partnership agreement between NWC and New Zealand Aid.

Specific objectives of the training included:

1. To introduce and distribute the CTA guide, which features 'Fiji Red' papaya as a key example of a value chain.
2. To help participants to identify all the actors in the chain and the roles they play.
3. To help participants to identify what each actor contributes to the final product and the returns they receive (everyone gets a share of the pie).
4. To provide information about the market for Bilateral Quarantine Agreement (BQA) products and stress that everyone in the chain is working towards giving the customers what they want.
5. To assess strengths and weakness along the chain and identify actions required.

Training was conducted in Nadi, Ba and Kavanagasau (Sigatoka), with a total of 80 farmers, extension officers, biosecurity staff, nursery operators and freight agents participating.



Farmers, exporters, nursery operators, biosecurity staff and Ministry of Agriculture staff attend a value chain training session in Ba, Fiji organised by Nature's Way Cooperative.

PROFILE OF NATURE’S WAY COOPERATIVE

Nature’s Way Cooperative (Fiji) Ltd (NWC) was formed in 1995 to undertake mandatory quarantine treatment on behalf of Fiji’s fruit export industry.

Over the last 15 years, NWC has grown from a small business handling just 30 tonnes of papaya to an agribusiness treating 1,300 tonnes of fruit (papaya, mango, eggplant and breadfruit) annually for export.

NWC provides the quarantine treatment of fruit fly host products. NWC is a service cooperative that treats and packs fruit on behalf of its members and charges a fee per kilogram for this service. It is not involved in exporting, which is handled by individual exporters. Provision of an effective field service closely supports the core business of providing quarantine treatment services. Research activities have been incorporated into several commodity projects, such as the Fiji Papaya Project and the Pacific Breadfruit Project, both funded by the Australian Centre for International Agricultural Research (ACIAR) and based at the NWC complex.

The cooperative has over 300 members, made up of growers and exporters, who are also shareholders in the company. The vast majority of NWC shareholders are small farmers who, without the services provided by NWC, would not have access to export markets.

Outcomes and impacts

8.2

OUTCOMES	IMPACTS
<ul style="list-style-type: none"> • 80 farmers, extension officers, biosecurity staff, nursery operators and freight agents participated in three training sessions in key locations. • Participants were introduced to a detailed value chain analysis of export papaya from Fiji. • Participants were able to discuss openly the various conclusions and key messages that came out of the value chain training. • Farmers, buyers and other stakeholders gained a better appreciation of each other’s role in the value chain. • Farmers, buyers and other stakeholders were exposed to recent information about the market for ‘Fiji Papaya’. 	<ul style="list-style-type: none"> • NWC has incorporated elements from the value chain training guide into a new publication entitled ‘Fiji Export Procedures for Selected Crops – Guidelines for ‘Team Fiji’ to bring back the ‘Gold’’. This publication has been used widely by NWC, MoA and BAF as a training resource. • Exporters who participated/hosted the event reported having an increase in supply from selected farmers who became more confident in their relationship with the exporter after the training⁸. • Exporters also reported that selected farmers have invested in increased planting of papaya following the training because they are now more confident with the different actors in the value chain. • The value chain ‘way of thinking’ is now mainstreamed into the normal extension activities of the NWC research and extension officers and has been applied to other crops such as eggplant, breadfruit and Wi (<i>Spondias dulcis</i>).

⁸ Personal communication – Sunrise Exports – 2017

8.3



“ Generally, before the VC training, we really did not know what was going on, what the costs were and who was doing the handling and who was doing what at what stages. So with the VC we really know how many actors were involved... who is clearing it, how it goes to the buyer, what is costed, the hidden costs, what are the hidden costs of the exporters, biosecurity has its costs. So all these things are very important in planning,

After the training we see that the farmers really understand what their role is, so it makes them work smarter, makes them make more money, the production goes up.

The one who is selling 100 kilos perhaps will sell 300 kilos. They are planning...these are the fruits for the market, this is for the export...they are thinking like business people making those decisions.

The VC training did strengthen our relationships. Before we were just doing our work and like everybody was doing theirs and we thought that is his job, and this is my job. But now after the training, everybody is taking responsibility for what they are supposed to do.

Praneel Mudaliar
Managing Director Sunrise Produce (Exporter)

“ This training helps promote a new way of thinking where each actor (nurseryman, farmer, transporter, exporter, etc.) does not see themselves in isolation, instead that they are part of a larger ‘team’ that must work together in order to fulfil the requirements of our customers. The value chain training conducted by NWC draws on recent market analysis done in New Zealand related to ‘Fiji Red’ papaya. Competition in our export markets is tough and if we are going to increase exports or even maintain our position, all actors in the value chain must be working together to improve efficiency and drive down costs.

Michael Brown
NWC Chief Executive Officer



8.4

Key lessons learned

8.4.1

Good value chain analysis and market information strengthens value chain awareness

The papaya value chain training in Fiji had the important advantage of good value chain analysis, which had been undertaken through an earlier exercise. The training was also strengthened by strong market information, which had been gathered through a recent market study. With all of this information on hand, the training for the stakeholders of the papaya industry in Fiji was more about awareness, getting the key information and messages out to the participants and generating discussion around them.

8.4.2

Once buyers/exporters understand the principles of value chain training they will be more willing to share information and engage meaningfully

The experience from Fiji was that exporters were initially reluctant to share too much information regarding their costs and returns. However, once they participated in the value chain training they gained an appreciation of what this type of training is trying to achieve, and they became more willing to engage meaningfully. There was a general sense from the exporters that NWC was out to expose them and make them look like they were exploiting the farmers. However, they found that indeed this was not the case but instead the goal was to improve relationships through the sharing of information.

09

Summary of impact of the initial piloting
of value chain trainings in the Pacific

9.1

Starting to change the mindset of the actors in the value chain – particularly farmers

Interviews with 25 participants and trainers involved in the various VC training sessions revealed that 100% of the participants reported having a change in mindset related to the other actors in the value chain. This was reportedly directly related to the exercise of systematically looking at the actor in terms of what the actor contributes to the final product, the cost of the actor's contribution, the reward the actor receives and the actor's risk.

A significant impact of this type of training is that it helps participants think more critically about the business of agriculture and ask themselves the right questions.

TESTIMONIAL ON THE 'CHANGE OF 'MINDSET' THAT OCCURRED AS A RESULT OF THE VALUE CHAIN TRAINING

A female participant reported the following story:

“ I attended the training on a Thursday. When I went to do my family's shopping on Saturday, I picked up a packet of Watties® frozen mixed vegetables and as I was about to put it into my cart, I was thinking to myself:

- ❓ If this packet costs me \$5.95 for 500 grams, I wonder what the farmer must receive?
- ❓ I wonder how much it must cost to run a factory that chops and freezes these vegetables?
- ❓ I wonder how much it costs to keep these vegetables frozen all the way from the factory in Australia until they reach Fiji?
- ❓ I wonder what the mark up of the supermarket is?

Participants further reported that, as a result of the training, they had developed a new perspective on their role in the value chain and in relation to the actors. In some cases, the farmers had felt as if they were the most important person in the chain and that everything should revolve around their needs. After participating, they had realised that actually the customer is the most important person and everyone else is working together to give the customers what they want.

9.2

The value chain way of thinking has been incorporated into normal extension activities of farmer organisations

All of the farmer organisations that participated in the piloting of value chain training reported that the value chain approach has been incorporated into their normal extension activities and extended to other crops that they are working on. Farmer organisation staff have reported that even without detailed value chain analysis they are able to guide the discussion with farmers and buyers to be more analytical and think about the different actors, what they contribute, their costs and returns.

9.3

Improving relationships and better collaboration

A common and important impact across several of the value chain training sessions has been the improving relationships and better collaboration between actors in the value chain – particularly farmers and buyers. The improving relationships are due to the sharing of information about each other's role in the value chain – what they contribute, their costs, their returns and their risks. This impact was reported by four different traders who participated in the various value chain training sessions and by ten different farmers.

9.4

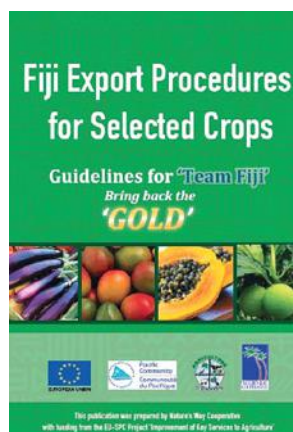
Increasing supply of produce

Interviews with traders involved in the training revealed that it led to increasing supply of produce. In particular, an exporter involved in the Fiji papaya value chain training reported that several growers had commenced to expand their papaya planting following the training. The spices buyer/processor involved in the Vanuatu spices value chain training reported an immediate increase in the supply of pepper following the training.

9.5

Value chain training materials being translated/adapted/adopted into training programmes

An important impact reported by several of the farmer organisations is that they have translated/adapted and incorporated value chain training materials into their own programmes.



Nature's Way Cooperative (NWC) has incorporated elements from the CTA guide into a new publication entitled "Fiji Export Procedures for Selected Crops – Guidelines for 'Team Fiji' to bring back the 'Gold'". This publication has been used widely by NWC, MoA and BAF as a training resource.

Tutu Rural Training Centre has translated and incorporated elements of the value chain training material into the curriculum of the Young Farmers Course.

MORDI Tonga Trust and the Nishi Foundation, which were collaborators under the PIFON-supported value chain training, have incorporated elements of the training materials into the syllabus and training manual of their Farmer Field Schools.

10

Summary of key lessons learned

10.1

Appropriate value chain resource materials are a necessary requirement for successful value chain training

Despite numerous value chain initiatives in the Pacific, there were previously no appropriate value chain training materials available. This had limited the success of training, particularly as it relates to smallholder farmers.

The CTA guide provides a simplified approach to value chain analysis and is therefore useful for farmers, traders and policy makers. Feedback from participants continually focused on how useful the diagrams and illustrations were to help drive the message across.

10.2

Value chain training can be broken down into two types: value chain analysis and value chain awareness

Assessment of the value chain training piloted through PIFON indicates that there is a distinction between the types of training being offered. These are generally of two types:

1. Value chain analysis – This training includes the CTA guide six-step approach to value chain analysis. The intended outcome is that participants will be in a better position to carry out their own value chain analysis using the guide and the practical experience they have gained.
2. Value chain awareness – This training focuses on getting across the key messages related to the value chain approach. The intended outcome is that participants will begin experiencing a mindset shift where they look at the agricultural enterprise from a more analytic point of view and have the desire to ask the right questions.

Ideally, value chain analysis should precede promotion of value chain awareness. The key lessons from the analysis should be incorporated in the awareness training.

10.3

The most effective training occurs when both the producer and buyer are present

A key lesson learned is that the most effective training was done when both the producer and buyer were present. It led to a much more robust exchange of information, which resulted in an increase in trust and strengthened business relationships.

Ideally, value chain training would have all of the actors present to allow an opportunity for a greater sharing of information beyond just the producers and buyers.

In this regard, farmer/buyer meetings should be seen as a “no-regrets” strategy to improve value chains and buyers should strive to meet with their suppliers as often as possible.

10.4

Value chain analysis is a tool accessible to farmers, traders and policy makers

Through the initial piloting of farmer-orientated value chain training using the CTA guide prepared by KSP, it can be concluded that value chain analysis does not have to be done by academics or highly paid consultants but is indeed a tool accessible to farmers, traders and policy makers.

Farmer organisation staff involved in the preparatory value chain analysis leading up to the value chain training reported that the process described in the guide was relatively easy to follow and after some practice they had gained a strong confidence to carry out this analysis. It must be noted that there are certain aspects of the analysis that require more experience to really go into depth, particularly some of the economic and market analysis.

10.5

Value chain training should not be a one-off but requires follow up

A clear lesson from the initial piloting of farmer-orientated value chain training is that it should not be done as a one-off but requires ongoing follow up. It is for this reason that PIFON looked to invest in the capacity building of farmer organisations to carry out this role but a similar investment should also be made in Ministry of Agriculture extension services.

10.6

Field visits and ‘walking the chain’ are critical

Feedback from participants revealed how useful the field visits and ‘walking the chain’ aspect was for a greater understanding of the value chain. This lesson is particularly relevant for the targeting of farmers with this type of training. In this regard, it is concluded that value chain training should include a good mix of learning, doing and seeing.

10.7

Government agricultural staff generally lack a fundamental understanding of the value chain approach

Nearly all of the value chain training sessions that were piloted involved government agricultural staff to varying degrees. A key lesson from their involvement is that these officers generally lack an understanding of the value chain approach. This can likely be attributed to the curriculum for agricultural officers in the Pacific region and their very limited private sector experience.

10.8

Value chain analysis/awareness is an important resource that anyone working in agriculture should have in their ‘tool box’

A key lesson from the initial piloting of farmer-orientated value chain training is that value chain analysis/awareness is an important resource that anyone working in agriculture should have in their ‘tool box’. In particular, the value chain way of thinking should be imbedded with farmers, traders, government agricultural officers, farmer organisation staff, NGOs and other private sector service providers.

11

Recommendations for the way forward

11.1

There is a need for further investment in value chain training, building on the lessons learned

It is clear from this report that this has been a successful initial start, which needs to be consolidated and built upon in order to have a sustainable impact.

It is recommended that farmer organisations, the private sector, ministries of agriculture and development partners look seriously at scaling up their investment in value chain training.

11.2

There is a need for ongoing and more in-depth training for farmer organisations on value chain analysis

PIFON has made an initial investment in strengthening the capacity of farmer organisations to carry out value chain analysis because PIFON believes that farmer organisations have a comparative advantage in providing this type of service to their members and the wider agricultural industry. However, this review highlights that there is a need for ongoing and more in-depth training for farmer organisations on value chain analysis to ensure there has been an adequate uptake of the methodology, and confidence in its application.

11.3

Revise and update the CTA Guide taking on board the lessons learned and other updated information

It is highly recommended that the CTA publication 'Agricultural Value Chain Guide for the Pacific Islands', which was produced in the Pacific by KSP, and the supporting flip chart be revised and updated in order to take on board the lessons learned from the initial piloting of value chain training reported on here.

It is further recommended that the revised value chain guide should incorporate more case studies from wider geographic spread in the region – there is currently too much of an emphasis on Fiji.

11.4

Farmer organisations and Ministry of Agriculture staff to prepare locally adapted value chain training materials

It is recommended that farmer organisations and agriculture staff in various Pacific Island countries work together to prepare locally adapted training materials for value chain awareness based on sound value chain analysis. The training material can build on some of the examples set out in the CTA guide.

11.5

Extend training on value chain analysis and awareness to Ministry of Agriculture staff and other actors around the Pacific

It is recommended that training on value chain analysis and awareness be extended to Ministry of Agriculture staff and other key VC actors around the Pacific and that university and college agriculture courses should upgrade their teaching of these subjects.

11.6

Support farmer organisations in the Pacific to play a more active role in value chain development

While farmer organisations should not attempt to compete with the private sector in agricultural value chains through buying and selling produce, they could play a more active role in supporting value chain operations, in a way similar to the roles played by GroFed in Tonga and NWC in Fiji. Promoting linkages between their farmer members and crop buyers, organising members into small groups to provide economies of scale for buyers visiting remote areas, and organising training sessions are some of the activities that could be carried out.

This report has highlighted the benefits of improved communication between buyers and farmers and PIFON members could build on this by organising visits to buyers' premises and by encouraging buyers to attend meetings of farmers.



About the Project

The project “Leveraging the Development of Local Food Crops and Fisheries Value Chains for Improved Nutrition and Sustainable Food Systems in the Pacific Islands with a focus on Fiji, Kiribati, Marshall Islands, Samoa, Solomon Islands, Tonga, and Vanuatu” is co-funded by the International Fund for Agricultural Development (IFAD) and the Technical Centre for Agricultural and Rural Cooperation (CTA) and is implemented in partnership with the Pacific Islands Private Sector Organisation (PIPSO). The goal is to strengthen the capacity of the Pacific Island governments, farmer and private sector organisations, and sub-regional institutions to develop strategies and programs – as well as mobilise financing – that can increase poor rural people’s access to nutritious and healthy food. CTA has overall responsibility for the implementation of the project.

About the Partners

IFAD

The International Fund for Agricultural Development (IFAD), a specialised agency of the United Nations, was established as an international financial institution in 1977 as one of the major outcomes of the 1974 World Food Conference.

PIPSO

The Pacific Islands Private Sector Organization (PIPSO) is the premier private sector representative body in the Pacific Islands region. It was set-up through the mandate of the Forum Economic Ministers in 2005, and legally established in 2007, to be the representative body of the Pacific region’s private sector. In doing so, it focuses its work on 4 key areas: Supporting National Private Sector Organizations (NPSOs) to be strong and responsive organisations; Assisting Pacific businesses to enhance their business competitiveness and growth; Championing the interests of private sector in the appropriate fora; and Ensuring the sustainability of PIPSO’s resource and enhancing its capabilities.

CTA

The Technical Centre for Agricultural and Rural Cooperation (CTA) is a joint international institution of the African, Caribbean and Pacific (ACP) Group of States and the European Union (EU). CTA operates under the framework of the Cotonou Agreement and is funded by the EU. For more information on CTA, visit www.cta.int

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