



**Sub-Regional Workshop on Implementing Chain Studies for  
Agricultural and Food Products  
Koror, Palau, 30 July-1 August 2008**

**Report**

**GTFS/RAS/198/ITA: Support to the Regional Programme for Food  
Security (RPFS) in the Pacific Island Countries**



All  Agricultural Commodities Programme



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## I. Introduction

Three subregional workshops on implementing chain studies for agricultural and food products were planned under the extension phase of the Italian funded project “Support to the Regional Programme for Food Security (RPFS) in the Pacific Island Countries (PICs)”. The workshops were designed as a follow-up to a set of commodity chain studies undertaken in three PICs between May and December 2006. A regional workshop at which the results of the exercise were presented was held in Fiji in February 2007. In the workshop, participating public and private sector stakeholders recommended that “training of trainers” should be undertaken by FAO at the subregional level in order to ensure that sufficient capacity is available in each country to implement chain studies and to adjust the investigation tools according to the products and countries to be studied.

## II. Objectives

The objectives of the subregional workshops were therefore to:

1. Train policy makers/sector analysts in both the public and private sectors to implement chain studies for agricultural and food products relevant to food security, import substitution, export development.
2. Adapt the investigation tools tested by the commodity chain studies completed in 2007 to the specific needs of selected subregions and products.
3. Establish and foster networks among key players for commodity chain studies, particularly in relation to trade policies and agriculture development.
4. Consider other regional activities and efforts on commodity chain studies and development.

PICs were divided in three subregions to ensure that the workshops tailored their specific agricultural and geographical characteristics:

- 1) Cook Islands, Niue, Samoa, Tonga, Tuvalu;
- 2) Fiji, Kiribati, Nauru, Papua New Guinea, Solomon Islands, Vanuatu;
- 3) Federated States of Micronesia, Marshall Islands, Palau.

## III. Subregional Workshop 3: Palau

The workshop was held at the International Coral Reef Center in Koror, Palau, from 30 July to 1 August 2008. It was attended by 17 delegates from three countries (Federated States of Micronesia, Marshall Islands and Palau). Participants were nominated from the ministries of agriculture (8) and trade (3), and the private sector (6). One delegate from Palau had previously attended the regional workshop on the commodity chain studies held in Fiji in 2007. Resource persons included FAO staff from the Trade and Markets Division. The list of participants is included in Annex 1. Sponsorship of delegates’ attendance was provided by the RPFS and the All ACP Agricultural Commodities Programme funded by the EU.

The programme of the workshop was designed to provide the participants with:

- 1) an overview of the RPFS and the activities implemented under the horizontal component;
- 2) an introduction to the commodity chain studies implemented in Fiji, Kiribati and Vanuatu and the methodology applied, including the investigation tools used;

- 3) a presentation on uses of, and approaches to, the commodity chain studies, including guidelines on how to select products for investigation, map the chain and determine information requirements;
- 4) a mapping exercise of commodity chains representative of the countries participating in the workshop and the identification of relevant investigation tools;
- 5) an introduction of the type of information required in the application of chain investigations;
- 6) two exercises on how to formulate survey questionnaires and use alternative techniques to collect information;
- 7) a presentation on sampling concepts and principles of data inputting and processing, followed by a simulation exercise on carrying out a survey and processing the information collected;
- 8) an overview on how to formulate a chain study proposal at regional or national level;
- 9) an update on ongoing activities and possible follow-up in developing chain studies in the Pacific region.

A copy of the workshop agenda is included in Annex 2. Each participant was provided with a copy of the Practical guide on implementing chain studies for agricultural and food products in the Pacific region, which was developed on the basis of the three studies undertaken under the RPFS. Additional material (such as a template spreadsheet for data inputting) and presentations were distributed during the workshop. Participants were asked to complete an evaluation questionnaire at the conclusion of the workshop. The results of the questionnaire are included in Annex 4.

#### IV. Issues and Outcomes

The main issues and outcomes of the Palau workshop are summarized as follows:

- The initial sessions focused on the activities implemented by the RPFS, specifically the commodity chain studies. It was recalled that the chain studies were undertaken as a pilot regional exercise, which aimed to test a methodology for assessing the performance of commodity chains representative of PICs needs and priorities, such as food security and trade. As the exercise covered only three countries in the region due to limited resources, participants recommended that more studies be undertaken in the Micronesian region. It was also acknowledged that the lessons learnt from the pilot exercise could be used as a starting point to developing new chain analyses. Discussions suggested that, among other purposes, new studies could contribute to assess the sustainability of national food production project proposals, for instance under the proposed Food Security and Sustainable Livelihoods Programme in the PICs.
- Next sessions focused on aspects required to formulate new study proposals, including the identification of investigative as well as the financial instruments to develop them, such as the Technical Cooperation Programme (TCP) Facility. Private sector representatives queried whether businesses, NGOs or other non-profit associations can apply for TCP Facility and implement projects. Recalling that the TCP aims to contribute to food security, improved rural livelihoods and poverty reduction, it was clarified that the TCP Facility can be accessed by private institutions with the concurrence of one or more line ministries. Projects funded by the TCP Facility should respond to country or regional priorities and address critical technical gaps, be sustainable and promote partnerships, leading to an improved participation of poor and

food insecure people. It was reported that fifteen projects under the TCP Facility, a relative new and fast approving FAO instrument, became operational between September 2007 and July 2008 in the Pacific region worth about half million US\$.

- As in the second subregional workshop held in Solomon Islands a week before, an exercise to map commodity chains selected by the participants was organized prior to more in-depth discussions on the investigation tools tested with the RPFS studies. The experience of the first workshop held in Samoa and of the Solomon Islands, suggested that any study should commence with a mapping of the targeted chain, which could then be used to identify key information gaps and appropriate tools to collect required information. In this way, had the chain been delimited and mapped and key performance constraints assessed, participants were allowed to ponder alternative approaches for information collection to the use of formal questionnaires, which constituted the main investigation tool in the RPFS studies. Divided in two working groups, participants selected Banana Chips and Breadfruit for the mapping exercise. The two products were selected on the basis of their potentials for food security and value adding opportunities in the three countries represented in the workshop. A summary of the outcome of the mapping exercise is provided in Annex 3.
- Subsequent sessions focused on the type of information required to assess a commodity chain and approaches to collect it. Reference was made to the chain study approach and the investigation tools included in the practical guide. The chain study approach was based on surveying and appraising the features of the main components of the targeted chains through: 1) desk research and the collection of information already available (secondary information); 2) direct interviews with a sample of operators using structured questionnaires (primary information). It was however clarified that the distinction between primary and secondary information is a mere practical way for identifying and collecting data, while all information is used to assess the performance of any given chain. Whether of secondary or primary source, illustrations of issues investigated in the chain studies included: supporting policies of targeted products, enterprises and communities structure, production and procurement of investigated products, harvest and post-harvest operations, marketing and trading channels, certification schemes, financing, extension services.
- Among different approaches that can be applied to collect needed information (such as desk research, direct observation, informal discussions or focus groups interviews), the use of structured questionnaires to survey sampled operators was assessed, starting from the experience developed with the RPFS studies. It was recognized that while this approach is very useful in generating detailed information about the diverse components/operators of a given chain, which often is not readily available or updated in PICs, it can require a significant amount of time (e.g. to refine and validate detailed questionnaires and process collected data into spreadsheet) as well as human and financial resources (e.g. local enumerators would need to be recruited and trained). It was also emphasized that where a structured survey approach is deemed necessary, the questionnaires included in the Practical guide (designed to survey producers, traders, tourism operators, importers, exporters and consumers) could be used as a template, but with adaptations as required.
- Following insights as to how a structured survey might be designed, two exercises were organized to familiarize participants with developing and adapting questionnaires, and

with assessing other techniques for information collection. The questionnaires tested in Kiribati to survey growers of breadfruit and traders of breadfruit, respectively, were used. A speaker for each of the two groups formed for the exercises presented the results of discussions in a plenary session. Overall, it was suggested that several questions could be simplified and the growers questionnaire shortened, as some issues asked in the survey may not be known, used or recorded by too many farmers. Depending of course on the country and/or the product targeted by a survey, examples of issues that could be simplified related to questions dealing with: enterprise and production structure (e.g. labour capacities, greenhouse facilities; mechanized harvest practices); post harvest operations (e.g. facilities and technology availability, Good Management Practices); certification and financing schemes. Agricultural census, market fairs, community leaders or focus group interviews, direct observation and informal discussions were identified as relevant alternatives to the Kiribati survey, particularly for Micronesian islands and local food market systems where targeted operators are fewer.

- Following presentations on sampling concepts and principles of data inputting and processing, an exercise simulating several aspects (interviewing, data recording and inputting into spreadsheets, analysis) to conduct a structured survey was made. The exercise exposed the participants to issues related to the complexity, costs and benefits of applying detailed questionnaires. Two groups were formed and each participant played, on a rotation basis, the role of the interviewer, the interviewed, the enumerator and the data-input staff, using the breadfruit producers questionnaire. In addition to tailoring the formulation of questionnaires to needed information, the simulation exercise highlighted the importance of designing, since the beginning of the survey preparation, how information would be coded and organized for analysis, so as to ensure that the most reliable data is used and the probably of fabricated data is the least. Examples of how data was processed in the spreadsheets and the reports completed with the RPFS studies showed, on one hand, the strength of a structured survey approach in terms of the amount of information available and the combinations of analysis that can be made. On the other hand, the need of high-level skills, management, and time and financial resources to generate valid results.
- Requirements and opportunities for new chain studies project proposals were the focus of discussions at the end of the workshop. Reference was made to the design, operational and financial aspects of the commodity chain studies implemented under the RPFS. Resource materials included a project template document, terms of reference for regional/national coordinators and enumerators, report outlines, and budget, timeframe and responsibilities tables. Three main instruments to potentially initiate new chain investigations with FAO were identified:
  1. TCP Facility, which is intended to quickly respond to a technical assistance need from a member country, including sector and sub-sector studies and assessment as required by the government;
  2. The proposed Food Security and Sustainable Livelihood Programme, which plans to enhance PICs trade negotiation and promotion capability and their ability to add value to export products through the application of the value chain approach, building on the lessons learnt in the RPFS; and
  3. The All ACP Agricultural Commodities Programme, which aims to build the capacity of stakeholders all along the commodity value chain, including

national policy makers but also producer organisations, to conceive and implement sustainable commodity strategies.

## VI. Recommendations and Conclusions

The third subregional workshop on implementing chain studies for agricultural and food products was successfully completed for three PICs, namely Federated States of Micronesia, Marshall Islands and Palau. Participants from both the public and private sectors acknowledged the utility of the chain analysis approach, and underlined the need to build capacities, to develop agricultural commodities and promote value adding. It was realized that through this approach in-depth evidence of food chains' strengths and constraints can be generated and, as a result, appropriate policy options and targeted actions aimed at improving chains performance better designed.

Although the pilot chain studies under the RPFS did not directly relate to the three Micronesian nations, delegates valued the exercise as a good starting point to potentially design and benefit from value chain investigations. Representatives of Palau proposed to establish a national committee to assess and look for opportunities to this end. Together with the of the delegates of the Federated States of Micronesia and the Marshall Islands, they suggested that national trainings to support the development of new chain investigations be sponsored by FAO as an outcome of the workshop.

Drawing from the lessons learnt in the pilot commodity chain studies and the subregional workshops held in Samoa and Solomon Islands, ways to adapt the methodology and the investigation tools developed within the RPFS were extensively explored. New agricultural commodity or value chain investigations should start with a mapping of the targeted chains. The results of which would be used to delimit the chain and identify key strengths, constraints and governance relationships, the information required to assess the performance, and approaches and tools to collect needed information.

At this stage, it was suggested that the existing RPFS methodology could be used in other countries and/or for other commodity chains, although it should always be adapted to the scope of the investigation and the available resources, and not be applied as unique model. Group exercises to map food chains, design structured questionnaires, consider alternative approaches for data collection, simulate surveys and manage information were organised to familiarize participants with these tasks.

Discussions of possible product/country combinations in which value chain studies could be undertaken identified, for example, taro and breadfruit flour for the purpose of substituting similar food imports, particularly in times of soaring food prices, and banana chips with the aim of creating viable income generating activities. It was underlined in all circumstances that any new study under FAO sponsorship would need to be requested by national governments in consultation with relevant stakeholders.

An update on FAO current and future programmes for developing new chain investigations, such as the TCP Facility, the proposed Food Security and Sustainable Livelihoods Programme in the PICs, and the All ACP Agricultural Commodities Programme, was given. In view of the Stakeholders Consultative Workshop on Strengthening Partnerships for Food Security and Sustainable Livelihoods (planned in Fiji in September), the participants

concurred on the need of ensuring an effective linkage of national projects with horizontal activities, and in addressing the issue of project sustainability.



**Sub-regional Workshop on Implementing Chain Studies for Agricultural and Food  
Products  
Koror, Palau, 30 July - 1 August 2008**

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**Programme of the subregional workshop in Palau**

<b>Time</b>	<b>Topic</b>	<b>Speaker/Facilitator</b>
<b>Day 1</b>		
08:30 – 09:00	Official Opening	Ministry of Agriculture FAO
09:00 – 09:30	Introduction/background of the regional component of the RPFS in the Pacific  Summary of the commodity chain studies and the outcome of the final workshop held in Fiji in 2007	Massimo Diomedi, FAO
09:30 – 10:30	Introduction to the use of Commodity Chain Studies  This session will provide an introduction to commodity chain studies: their uses, information requirements and alternative methodologies and investigation tools	Brian Moir, FAO
10:30 – 11:00	<i>Coffee Break</i>	
11:00 – 12:30	Exercise 1 - Mapping commodity chains important for food security and import substitution/export development, and identification of relevant primary and secondary investigations tools	Brian Moir/Massimo Diomedi, FAO
12:30 – 14:00	<i>Lunch break</i>	
14:00 – 15:30	Exercise 1 - Mapping of representative commodity chains important for food security and import substitution/export development, and identification of relevant primary and secondary investigations tools	Brian Moir/Massimo Diomedi, FAO
15:30 – 16:00	<i>Coffee break</i>	
16:00 – 17:00	Collection of primary and secondary information  This session will outline considerations in the use of different approaches to collecting information: (i) Survey/Questionnaire design (structure of questionnaires, question types, recording answers) (ii) Using secondary information (iii) Participatory approaches	Massimo Diomedi, FAO

	<b>Day 2</b>	
9:00 – 09:45	<p>Determinants of sample selection</p> <p>This session will introduce concepts and approaches that need to be considered in selecting sample units (for example, producers, geographic areas targeted etc):</p> <p>i) Trade-offs between the need for precision/ability to generalise and resource constraints</p> <p>ii) The relative merits of different techniques identifying sample units</p>	Brian Moir, FAO
09:45 – 10:00	Introduction to group exercises 2 and 3	Massimo Diomedi, FAO
10:00 – 10:30	<i>Coffee break</i>	
10:30 – 12:00	<p><u>Working in two groups</u></p> <p>Exercise 2 - Developing and adapting questionnaires:</p> <p>Using the Kiribati breadfruit producers questionnaire to consider:</p> <ul style="list-style-type: none"> <li>• what information is actually needed</li> <li>• how should questions be formulated</li> <li>• how will the information be used</li> </ul> <p>Reporting to plenary</p>	Brian Moir/Massimo Diomedi, FAO
12:00 – 13:30	<i>Lunch break</i>	
13:30 – 15:00	<p><u>Working in two groups</u></p> <p>Exercise 3 - Selecting appropriate information collection techniques</p> <p>Using a subset of questions from the Kiribati breadfruit traders questionnaire participants will evaluate alternative approaches to collecting information of a specific issue</p> <p>Reporting to plenary</p>	Brian Moir/Massimo Diomedi, FAO
15:00 – 15:30	<i>Coffee Break</i>	
15:30 – 16:45	<p>Data inputting and processing</p> <p>This session would introduce principles in design of data input, validation and verification of data</p>	Brian Moir, FAO
16:45 – 17:00	Introduction to group exercise 4	Massimo Diomedi, FAO

	<b>Day 3</b>	
09:00 – 10:00	<u>Working in groups</u> Exercise 4 - Simulation exercise in questionnaire use, data input and data processing Using example of the study on nangai nuts in Vanuatu	Brian Moir/Massimo Diomedi, FAO
10:00 – 10:30	<i>Coffee break</i>	
10:30 – 11:30	<u>Working in groups</u> Exercise 4 - Simulation exercise in questionnaire use, data input and data processing (cont) Using example of the study on nangai nuts in Vanuatu	Brian Moir/Massimo Diomedi, FAO
11.30 – 12.00	Plenary session addressing specific questions arising from the Simulation exercise Processing data – case study example	Brian Moir/Massimo Diomedi, FAO
12:00 – 13:30	<i>Lunch</i>	
13.30 – 14.30	Report outline, responsibilities, timeframe & budget, expected results Discussion	Massimo Diomedi, FAO
14.30 – 15.00	Follow-up to the workshop Closing of workshop	FAO

### **Groups Exercise on Commodity Chains Mapping**

As part of the subregional training workshop on Implementing Chain Studies for Agricultural and Food Products, held in Solomon Islands 23-25 July 2008, a short group exercise<sup>1</sup> was undertaken to illustrate key principles in using the value chain mapping approach to identify information required to analyse key constraints to chain development and to introduce the key determinants of the choice of approach to data collection. Each of two groups practised the mapping of a value chain important for food security and trade: Banana Chips and Breadfruit (fresh and flour). The chains of targeted products were first mapped (activities, linkages, relationships) and then information required to identify solutions to key “hypothesised” constraints was identified. On the basis of this, approaches to information collation were discussed.

The steps followed are summarised as it follows:

1. Select and delimit the value chain
2. Identify approx six main activities between the start of the production process and sale to the final customer
3. Identify distinct marketing channels or final outlets
4. Work backwards along the chain identifying the types of enterprises that carry out each successive function
5. Consider the governance relationships between adjacent enterprises in the chain using the following conventions:
  - A dotted line to denote an arm's-length market relationship
  - A single unbroken line represents a persistent, network relationship between independent firms
  - A thickened line represents vertical integration (successive stages are within the boundaries of a single enterprise)
6. Indicate areas for which adequate information is not available by placing question marks on the map

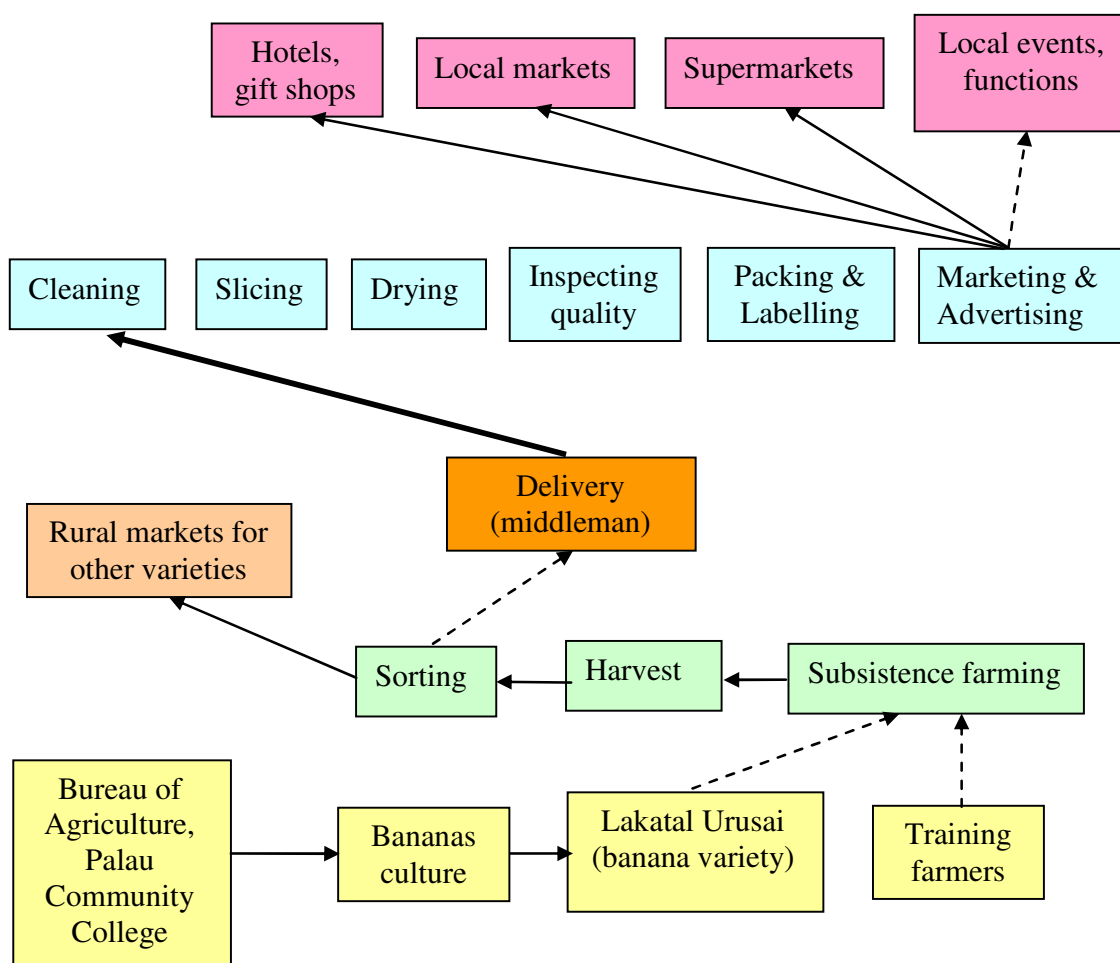
This brief summarises some key issues and findings from the exercise (which was not intended to be comprehensive).

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<sup>1</sup> It should be noted that the exercise was illustrative, completed during a half day session and that the results of the exercise have not been validated.

## Mapping the Banana Chips Chain

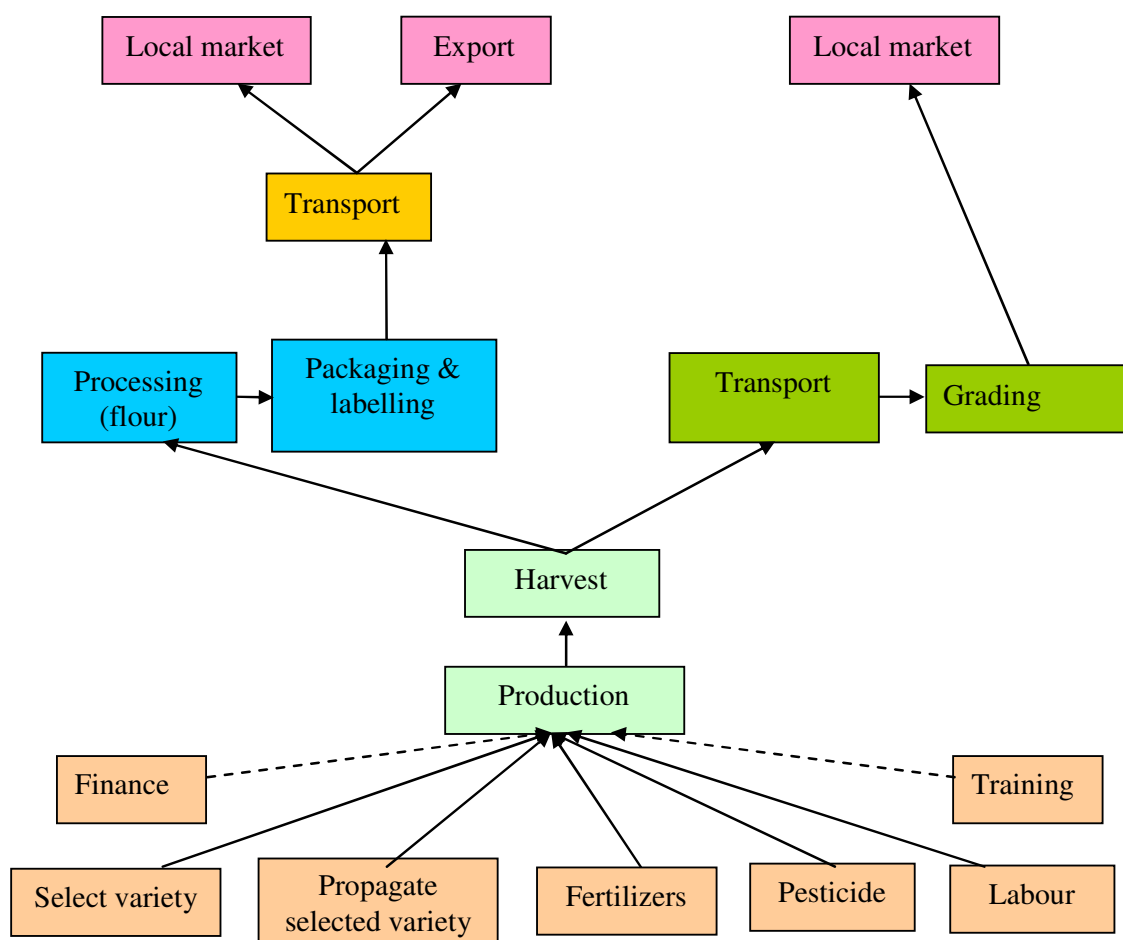
The mapping of the banana chips chain in Palau was undertaken with the aim of investigating the performance of a value adding chain and exploring ways for improvement, so as to facilitate income generating activities for small farmers and local processors. Five main chain activities were identified as represented in the picture below in different colours. The Lakatal Usurai was chosen as the best banana variety for processing chips. Its selection and distribution to farmers is ensured by the Bureau of Agriculture. The group however reported that bananas production volumes, and specifically the Lakatal Usurai variety, are not known and agreed to run a semi-structured survey of producers to estimate production capacity. The survey would also be designed to investigate main harvest practices and how deliveries to the processing units are organised, as no persistent relationships between banana growers and processors/middlemen are established. The group also focused on the processing component. It reported that the four or five local processors are operating and agreed to directly interview them to provide evidence on needs, constraints and good practices. It was also envisaged to collect additional information from the Health Office (for quality inspection), the Chamber of Commerce (for marketing aspects), and the Statistics and Taxation Offices (for estimating sales volumes and prices). Gathering information on financing facilities from National Development Bank of Palau and the Pacific Islands Development Bank was also mentioned as a key issue. Direct observation and informal discussions with targeted outlets was agreed as the approach to study market requirements and consumers preferences.





## Mapping the Breadfruit Chain

The mapping of the breadfruit was simulated in both the Federated States of Micronesia and the Marshall Islands, with the aim of investigating ways to increase production for food security, import substitution of similar prices soaring food items and export potentials. It resulted in two flows: 1) breadfruit flour for local and external markets; 2) fresh breadfruit for local markets. A visual representation of the map is provided below. The input supplies and production/harvest activities are common to the two flows. After harvesting, farmers transport, grade and sell themselves fresh breadfruit in local markets and/or sell breadfruit for flour processing to small companies and NGOs. Deliveries of breadfruit flour are arranged by the exporter or the processors for the local market. The group focused mainly on the supply and production components. As farming is mainly for subsistence purposes and records are poor, it agreed on the need to gather information on varieties and quantities produced, and on fertilizers and pesticides used, by directly surveying breadfruit farmers and visiting the Bureau of Agriculture, research institutions and supply outlets. It also agreed to investigate international donors and national and local governments financing facilities for production support. Information gaps on the processing and marketing side of the chain remained unspecified.



### Workshop Evaluation Questionnaire

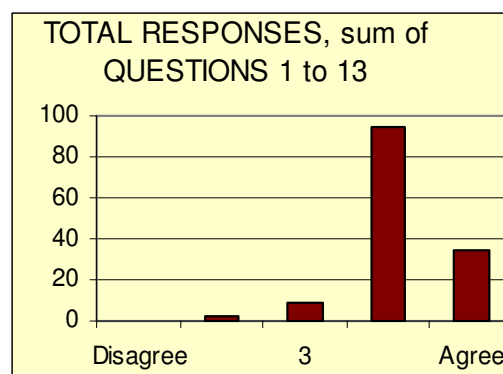
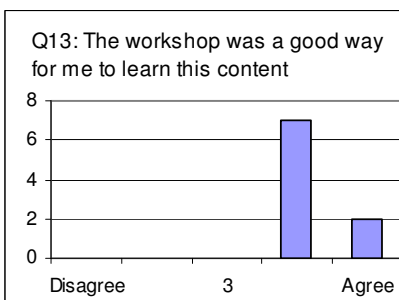
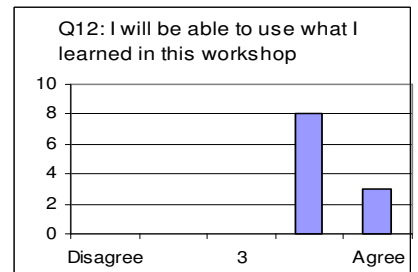
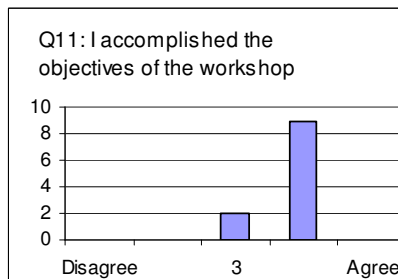
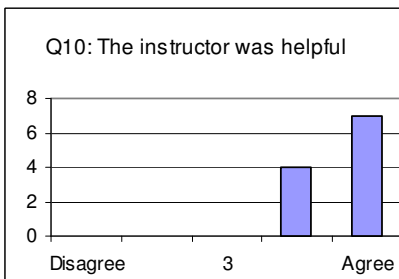
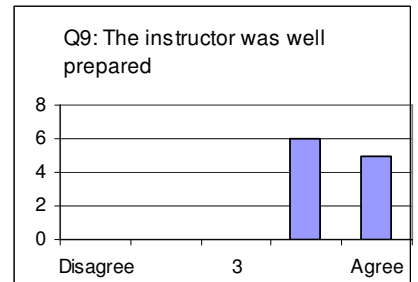
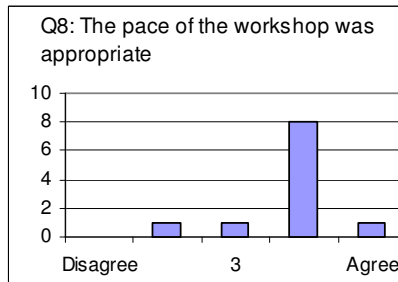
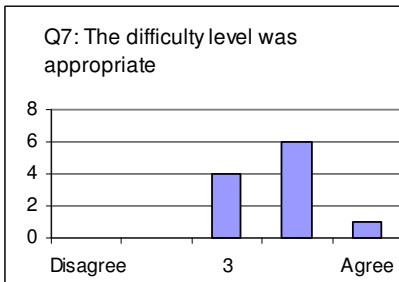
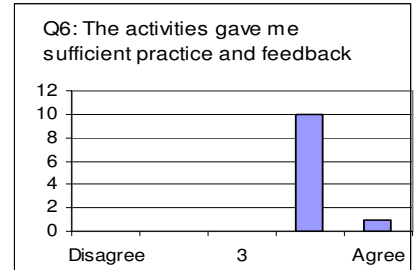
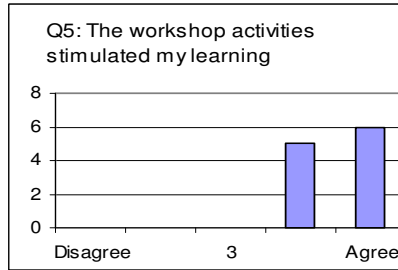
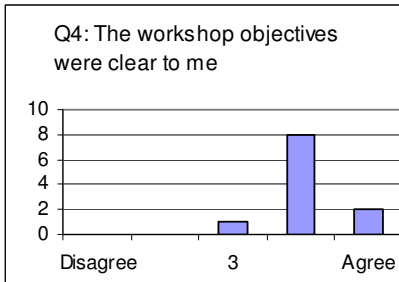
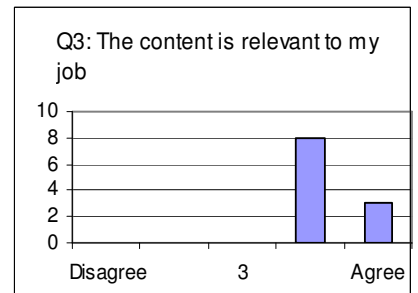
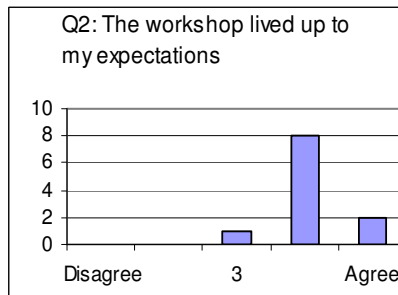
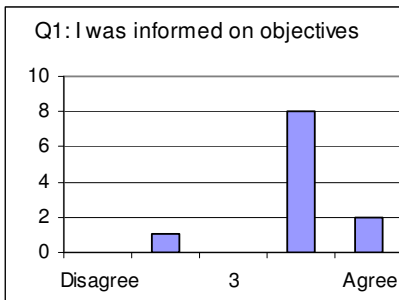
A questionnaire (attached) was distributed to participants at the end of the workshop. This questionnaire was taken from the internet, and was not prepared specifically for this workshop, but it was considered to be appropriate.

Participants were generally positive, with a high proportion indicating responses of levels 4 (agree) and 5 (strongly agree) to all of questions 1 to 13. Totalled over the 13 questions and 11 respondents, 130 of 141 (92 percent) individual responses were either 4 or 5. On the basis of these responses, the workshops were considered to be valuable.

Responses to Question 14: “How would you improve this workshop?” were perhaps the most useful. Of the 11 respondents who completed the questionnaire, 7 thought the workshop should have been allocated more time, 4 said the activities should have been more stimulating, and 4 wanted the addition of videos. These points should be considered by the organizers of any future such activities, who might also prepare an evaluation questionnaire for the workshop.

#### Responses to Q. 14: How would you improve this workshop?

	Number
Provide better information before the workshop	2
Clarify the workshop objectives	0
Reduce content covered	1
Increase the content covered	3
Update the content	0
Improve the instructional methods	2
Make workshop activities more stimulating	4
Improve workshop organization	1
Make the workshop less difficult	3
Make the workshop more difficult	0
Slow down pace of the workshop	0
Speed up the pace	0
Allot more time for the workshop	7
Shorten the time for the workshop	0
Improve the tests used in the workshop	1
Add more video to the workshop	4
Total number of respondents:	11



## **SAMPLE WORKSHOP EVALUATION QUESTIONNAIRE**

Workshop Name: \_\_\_\_\_

Training Location: \_\_\_\_\_

Participant Name (optional): \_\_\_\_\_

Date: \_\_\_\_\_

Job Title: \_\_\_\_\_

Years in present position?      <1      1-3      3-5      5+

### **INSTRUCTIONS**

Please circle your response to the items. Rate aspects of the workshop on a 1 to 5 scale:

1 = "Strongly disagree," or the lowest, most negative impression

3 = "Neither agree nor disagree," or an adequate impression

5 = "strongly agree," or the highest, most positive impression

Choose N/A if the item is not appropriate or not applicable to this workshop.

### **WORKSHOP CONTENT** (Circle your response to each item.)

1. I was well informed about the objectives of this workshop. 1 2 3 4 5 N/A

2. This workshop lived up to my expectations. 1 2 3 4 5 N/A

3. The content is relevant to my job. 1 2 3 4 5 N/A

### **WORKSHOP DESIGN** (Circle your response to each item.)

4. The workshop objectives were clear to me. 1 2 3 4 5 N/A

5. The workshop activities stimulated my learning. 1 2 3 4 5 N/A

6. The activities in this workshop gave me sufficient practice and feedback. 1 2 3 4 5 N/A

7. The difficulty level of this workshop was appropriate. 1 2 3 4 5 N/A

8. The pace of this workshop was appropriate. 1 2 3 4 5 N/A

### **WORKSHOP INSTRUCTOR (FACILITATOR)** (Circle your response to each item.)

9. The instructor was well prepared. 1 2 3 4 5 N/A

10. The instructor was helpful. 1 2 3 4 5 N/A

### **WORKSHOP RESULTS** (Circle your response to each item.)

11. I accomplished the objectives of this workshop. 1 2 3 4 5 N/A

12. I will be able to use what I learned in this workshop. 1 2 3 4 5 N/A

### **SELF-PACED DELIVERY** (Circle your response to each item.)

13. The workshop was a good way for me to learn this content. 1 2 3 4 5 N/A

14. How would you improve this workshop? (Check all that apply.)

\_\_\_ Provide better information before the workshop.

\_\_\_ Clarify the workshop objectives.

\_\_\_ Reduce the content covered in the workshop.

\_\_\_ Increase the content covered in the workshop.

\_\_\_ Update the content covered in the workshop.

\_\_\_ Improve the instructional methods.

\_\_\_ Make workshop activities more stimulating.

\_\_\_ Improve workshop organization.

\_\_\_ Make the workshop less difficult.

\_\_\_ Make the workshop more difficult.

\_\_\_ Slow down the pace of the workshop.

\_\_\_ Speed up the pace of the workshop.

\_\_\_ Allot more time for the workshop.

\_\_\_ Shorten the time for the workshop.

\_\_\_ Improve the tests used in the workshop.

\_\_\_ Add more video to the workshop.