

Case Study:
**Partnership with the
Private Sector Opens
Up Potential New
'Top-End' Markets
for Cocoa Producers**

VANUATU
**SKILLS
PARTNERSHIP**



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Early results of a collaboration between the Malampa Skills Centre and private sector partners with access to high-end export markets are showing improved productivity and income for cocoa farmers in Lambubu, Central West Malekula.

- **15 cocoa farmers** received skills development inputs – 2 workshops and 5 individual coaching visits in 2017 / 2018
- **10 of the 15 cocoa farmers** are contracted to a private company – Vanuatu Cocoa Premium Limited (VCPL) which gives them a guaranteed price
- **80% of the 15 farmers improved their cocoa farming practices** over the 12 month period that they received skills development support
- **Skills development activities increased yield** of high quality wet beans by 34% in 2017 and by 68% in the 2018 season¹ when compared to the yield of cocoa farmers who had not received skills development support
- **Guaranteed prices for quality product** through the partnership with the private company helped the 10 farmers earn on average 29% more than 5 cocoa farmers in nearby villages who had received access to skills development but were not guaranteed sale price from the private company
- **14 people – 7 women, 7 men – including 2 women and 2 men with disabilities are newly employed** over the two seasons (2017/2018) by the cocoa farmers who received skills development support
- **All of the farmers who received skills development support** report being able to cover the primary and secondary school fees for their children due to the increased income they now earn from their cocoa

These early results for the cocoa farmers

from the partnership contribute to the following Intermediate Outcomes² of the Vanuatu Skills Partnership:



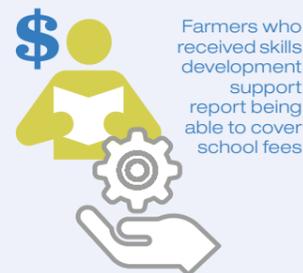
IO-2
Increased private sector resource allocation to implement the PSET Policy



IO-8
Clients improve their businesses and create employment



IO-10
Improved market access in target value chains



¹ Data used for comparison in this analysis is based on the second season in 2017 and the first season in 2018

² From the Vanuatu Skills Partnership Design Document – Partnership Logic

BACKGROUND

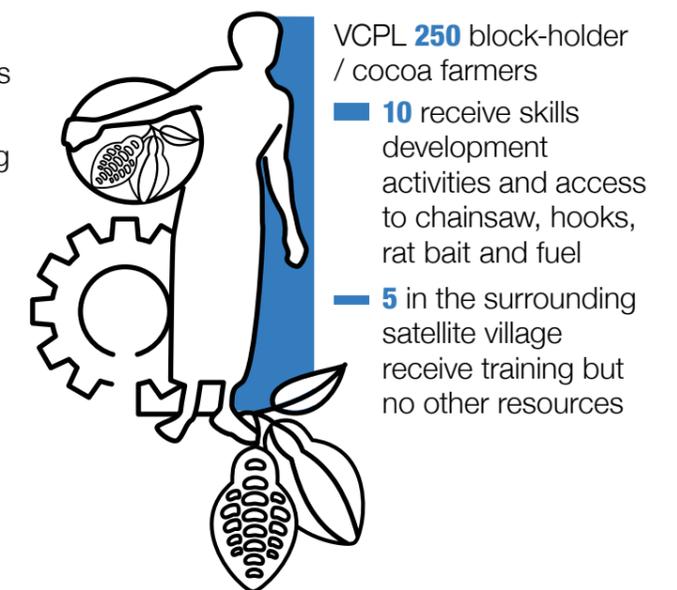
The Partnership

One objective of the Vanuatu Skills Partnership design is to increase commitment of resources by the private sector into the skills system. In 2017 an agreement between the international cocoa producing company Vanuatu Cocoa Premium Limited (VCPL) and the Vanuatu Skills Partnership was formalised. The core elements of the commitment made in this agreement are:

- **The Vanuatu Skills Partnership**, through the Malampa Skills Centre, with the Department of Agriculture and Rural Development (DARD), provides skills development support based on identified gaps and priorities through practical workshops and individual coaching to 10 of VCPL's block-holders.
- **VCPL** guarantees purchase of wet cocoa at 45VT/ kg and green coprah at 15VT/ kg; and provides free rat bait, hooks and chainsaw fuel to the block-holders.
- **The block-holders** commit to maintaining their blocks and crops in good condition, and to harvest the two crops of cocoa each year.

There are a further 250 block-holders, who are contracted to VCPL but do not access skills development support but they too are guaranteed a price of 45 VT/kg by VCPL if they produce high quality beans. This group in effect acts as a “control group” against which the relative benefit and returns gained from investment in skills development from the 10 skills development clients (block-holders) who do receive inputs can be compared.

In addition five cocoa farmers in the satellite village near VCPL receive skills development training inputs. These farmers have the options of selling to different markets, which may include the local cooperative or the company VCPL at a price that is based on the quality of their cocoa.



Cocoa production and market access

Cocoa is one of Vanuatu's main exports, with more than 1,500 tons exported annually. The majority of cocoa is exported to the Asian markets that accept lower grade quality. Globally, there is an increase in demand for cocoa, and international export prices are expected to continue to increase in the foreseeable future. The greatest increase is expected in the 'top-end' of the export market – for example the chocolate makers in Europe.¹

“

Obviously there are huge improvements in reviving the cocoa plots held by our 10 block-holders involved in this skills partnership. The techniques of Good Agricultural Practice gained during the coaching activities helped them a lot in maintaining their plots, hence improving their yield during the harvest season. The main factor was certainly the technical coaching and workshops.

”

Tiphaine Beaune, Manager of VCPL

To access this market farmers in Vanuatu need to improve their farming practices through better care of plants and block maintenance, and having access to drying methods that don't contaminate the flavor of the beans. The agreement between the Malampa Skills Centre and VCPL provides farmers with access to the skills and materials they need to maintain their blocks and to produce high quality beans, which is generally not available to most cocoa farmers in Vanuatu.



Bags of dried cocoa ready for export.

Much of the cocoa produced in Vanuatu is exported through a limited number of channels managed by 'middlemen'. This limits the price that farmers can demand and provides little incentive for farmers to invest in improvement of quality. The partnership with VCPL opens up access to the high-end and higher priced market for farmers if they satisfy the quality standards.

Cocoa production is a risky business for farmers, as recent cyclones (Pam in 2015 and Hola in 2018) have demonstrated through the damage they caused to the plantations, which had an adverse impact on yield and sales. The plantations are also at risk of damage from rodents, fungus and parasites.

To manage the high risks associated with cocoa production, the time needed to invest in maintenance of the blocks and plants, and the long period between harvests, the farmers are also encouraged to cultivate other crops including copra, garden vegetables and kava as another source of income for the household.

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What has helped us is our small garden project where we sell food crops at the Lakatoro Market house. We plant food crops that are have local consumer demand and are also seasonal to earn some income from the sales since cocoa takes a long time to produce and yield a harvest to earn income from.

”

Wife of one of the satellite cocoa farmers

¹ Refer <http://phama.com.au/where-we-work/vanuatu/cocoa/>

“

Cocoa is a seasonable cash crop that has its two seasons in a year. I am planning to supplement this with an ongoing income activity ... I see poultry as another good family project which I can involve my family to work on while I am concentrating on cocoa farming.

”

Block-holder farmer

However, this can mean that the farmers focus on the immediate and short term income they can get from these cash crops rather than invest in improving their cocoa plants, which requires longer-term commitment before reliable and good levels of income is earned. The skills development inputs facilitated by the Malampa Skills Centre aim to help farmers understand the importance of long term investment, while balancing the reality and need for short term cash crop sources of income, particularly in times of hardship, as was experienced by the farmers following cyclone Hola.



Mature cocoa pods on trees

Cocoa is harvested twice in a year, and generally the first season's harvest yield is highest. Due to the severe impact of cyclone Hola in March 2018 that caused an estimated 50% loss to the crop through tree damage, sun burn, black pod / phytophthora'. As a result the yield from the first harvest for 2018 was lower than expected, and was less than that recorded for the second harvest of the 2017 season.

The data being analysed in this case study is limited to 2 harvests (the second in 2017 and the first in 2018). This means that the conclusions reached in this analysis although positive should be interpreted as preliminary rather than definitive. Going forward, equivalent data will be collected and this will enable more robust analysis and conclusions to be made about the effectiveness of the partnership with VCPL and the results for farmers who receive skills development support.

¹ A type of rot, Refer <http://www.environment.gov.au/biodiversity/invasive-species/diseases-fungi-and-parasites/phytophthora-cinnamomi-disease>

OUTCOMES ACHIEVED TO DATE THROUGH THE PUBLIC PRIVATE PARTNERSHIP

The skills development inputs provided through the Malampa Skills Centre with DARD and in partnership with VCPL have contributed to initial early positive results for 10 cocoa block-holders and the 5 cocoa farmers in the nearby satellite village that includes:

Improved productivity

The productivity of the 10 company block-holders who received skills development support through the Skills Centre is higher than the other company block-holders who did not receive any specific training.

The second harvest in 2017:



The 10 block-holders who received skills development training support on average¹ produced **34% more** than 211² block-holders who had not received any training

The first harvest in 2018:



The 10 block-holders who received skills development training support on average produced **66% more** than 263³ block-holders who had not received any training

The five satellite farmers produced overall on average 85% more than the 10 VCPL block holders for the two harvests in 2017 and in 2018. Both groups had received the same level of skills development training. The likely reasons for this based on the anecdotal evidence is that the satellite farmers' cocoa plantations are in better condition with newer plants, they are smaller acreage, which means there is less shade which helps the cocoa plants yield more fruit, and as the farms are closer to the home, they are easier to maintain.

¹ median value used to take into account the range of yield across the block-holders and smaller number of block-holders who had received training

² Note data available for 211 block-holders

³ Note data available for 211 block-holders

“

The satellite farmers have clean and healthy plots of cocoa because they planted them according to the family's capacity to manage them, while the block-holders sign the contract with the company to manage bigger plots which is challenging if they are old and have no manpower to support them. The satellite farmers are producing good yield with young trees.

”

Industry Coach

“

In the past while working for the company, but then I realised that I still can do a similar project if I create my own cocoa farm project. I can involve my family as well since it is close to my home and no additional labour is required. My farm is about 1 hectare and holds about 600 trees per hectare, so it helps the trees develop and become a mature plant. To produce fruit needs Good spacing and to avoid over crowding helps the plant produce fruit and reduces the likelihood of a canopy forming which affects (lowers) production.

”

Satellite Farmer

Improved income

Although the satellite farmers produced a higher yield, VCPL block holders earned 29% higher income from the two harvests of cocoa. This is because of the guaranteed price paid by VCPL of 45VT/kg. The satellite farmers on average only received about 20VT/kg, which demonstrates the added value the partnership with VCPL offers farmers.

Although the company's block-holders are pleased to be earning higher incomes than other farmers who do not have contracts, some want to see their earnings increase in the future and hope that the company might further raise the price offered as motivation for farmers to better maintain their blocks to improve the quality and increase productivity.

“

The price the company is currently buying lower grade beans is just 20VT per kg. The 45VT/ kg is just those who have received training and for farmers who produce high quality beans. It would be good if the company introduces an incentive program for good performance of farmers through price increases – this will also motivate most of the farmers to improve their block's performance. It will then motivate others to be interested as well and so influence change indirectly as all blocks will be regularly cleaned and maintained.

”

Block-holder farmer

Access to new markets

The satellite farmers are motivated and keen to explore new markets. With the support of the Malampa Skills Centre industry coaches they are actively seeking new options including the niche and higher end markets where they may get a higher price for their wet and dried beans.



Bags stored and ready to be exported.

“

I am currently selling some of my dried beans to VCCE (an exporter) and a local company in Malekula. I am interested in buyers in Vila as advised by Basil (one of the coaches) – I have also learned that this buyer buys dried beans from Epi in South West Malekula and Malo for processing for chocolate. I am keen to be part of this niche market once my cocoa production is increased.

”

Satellite farmer

Resilience and recovery after natural disasters

Cyclone Hola in 2018 created major damage to the cocoa plantations and following the cyclone there was increased incidence of disease, which creates risk of further damage to the plants and reduction of yield. All of the farmers who received training inputs and support from the coaches spoke highly of the help they received in the period following the cyclone. The visits and practical advice shared by the coaches helped farmers to work hard to clear and repair their blocks, and replant and rejuvenate their plants. The support helped keep them motivated and committed to the project even though they only harvested small amounts and were experiencing real financial hardship.

“

Two months later after the cyclone (Hola) we just harvested one bucket of wet cocoa beans. But we stayed positive and accepted what we have earned so far, and we didn't give up but continued to clean and manage our block to help the trees to recover and yield and produce again. After visits from Basil and George (the coaches) in September our cocoa farm is healthy again – and now I am expecting a good final harvest for 2018. ”

Block-holder farmer

“

The majority of my cocoa trees in the farm have been damaged by the cyclone and I see there will still only be a small harvest for the season ending 2018 – but if I had not attended those trainings and used what I've learned, the cocoa trees would still be infected with diseases and would not have recovered to produce this small harvest. I have seen the difference when compared to cocoa farmers in other villages not involved in the training and who did not know what to do with their damaged cocoa trees that have been affected during this dry and sunny period since September to November. ”

Satellite farmer

Economic and social benefits for farmers and their families

The farmers and the coaches shared examples of ways in which they and their families (many of whom work on the farms too) have benefited from the increase in income earned through the improved yield, quality and sales of the cocoa they produce. This economic gain occurred even when all have experienced loss due to the impact of cyclone Hola. It is evident that the cocoa provides important income in addition to that earned from other horticultural and farming activities.

The coaches report that all of the farmers are now able to pay school fees for their children. Others shared examples of being able to better meet their family's basic needs and donate more to their church. Others have been able to invest in new livelihood ventures such as vegetable gardens and poultry, which they hope will further help improve the household economy and resilience.

One farmer noted that with the improvement in farming practices learned through the skills development support, there is higher potential for earnings to be made locally from cocoa farming, and the farmers now have less need to go to New Zealand to work on the seasonal worker scheme.

“

With the money I earned from my cocoa sales I focus on paying my children's school fees, while the earnings from the horticultural food market goes directly to our daily household expenses and basic family needs. ”

Satellite farmer

“

A big change within my family is we found before the training was introduced in 2017 we did not produce as much harvest as we do this season. I see that now (after the training and practical visits) that changes are happening and we make more money than before, and we allocate our money to school fees and household needs. ”

Block-holder farmer

“

I have now built a local house for chickens but I don't have access to chicken wire. This project is also in my plans as there is demand for now in Malekula for chickens. ”

Wife of a block-holder farmer

Transfer of skills for wider benefits to other farmers

The coaches encourage the farmers to share the skills and knowledge gained from the training with other block-holders and farmers in their village. Many of the farmers shared positive experiences of passing on their knowledge, to benefit the production of the other farmers and also for wider benefits for all block-holders through better practice, particularly in relation to the management of rodents.

“

The 10 block-holder clients have shared their skills to others not involved in the training and also to their family members. This is encouraging as some of those not involved in the skills development activities have become motivated to become key producers for the company. ”

Company Manager

KEY FACTORS FARMERS IDENTIFIED THAT HAVE CONTRIBUTED TO THE POSITIVE RESULTS

✓ ENABLERS

- **Practical and regular skills development support through the Malampa Skills Centre** provided by the industry coaches with the DARD officers
- **The quality and commitment of the coaches** helps to motivate and encourage farmers
- **Knowledge farmers have gained from training** on good agricultural practice including how to maintain their blocks, planting and caring for their cocoa trees, and harvesting the cocoa pods
- **Access to tools and equipment** facilitated by the coaches recommending and assisting in making them available for farmers to procure
- **VCPL providing materials** rat bait, hooks and fuel for chainsaws
- **Guaranteed market for their crops** from VCPL at a higher price than other buyers
- **Increased high-end market opportunities** for the farmers who produce high quality beans
- **Smaller plots with fewer trees as advised by the coaches** reduces labor demands and increases yield per plant and the quality of beans
- **Training provided by other organisations (e.g ADRA)** on drying of beans complements and strengthens the skills development inputs provided through this partnership

⊗ BARRIERS AND CHALLENGES

- **Long term commitment** required by farmers before they earn income from their cocoa crop
- **Need to diversify crops in order to meet everyday household and family needs** reduces time that some farmers invest in maintenance and care of their cocoa plants
- **Some farmers see the blocks as the company's rather than their own** and expect a salary for maintaining the block rather than income earned from the sale of the cocoa harvested
- **Many of the farmers are of an older age** and experience difficulty meeting the physical demands of cocoa farming, and do not have current knowledge and skills
- **The cyclone caused damage to crops** which created financial hardship and de-motivated the farmers
- **Difficulty in raising funds to purchase equipment** and tools that help improve easier maintenance of the block and care of the cocoa plants
- **Farmers seeking more frequent regular skills development inputs and training** from the coaches
- **The company does not reliably provide the rat bait at the time farmers require** which creates difficulties in managing pests and impacts negatively on the harvest

KEY STRATEGIES

Public Private Partnership

This is the first partnership for the Vanuatu skills system with an international private sector company. In other sectors there are hubs, centres and associations that bring producers and providers of hospitality and tour together – for example the Provincial Travel Centre Network and the Handicraft Centres and Associations in Malekula and Torba. The Vanuatu Skills Partnership, through a combination of skills development support through the provincial Skills Centres and facilitation of market access, is working to improve the effectiveness and long-term sustainability of these entities that act as channels to support production and access to larger scale markets for individual producers and service providers.

The rationale for the relationships with these entities is somewhat similar to this new collaboration between the Malampa Skills Centre and the VCPL, as this too offers similar features to support the producer improve production and access larger and more attractive and higher paying markets.

A specific difference in this partnership is the potential scope and scale that VCPL can offer the through helping the farmers access significant high-end markets.

The early results from this partnership model that brings publicly provided skills development to the private sector is positive. If in the longer term the value and benefits for the individual farmers and the company is demonstrated, it will provide a positive business case for further investment in this modality, and incentives to explore options for other similar co-investments more widely in the agricultural sector, and in other productive sectors.



Farmers sorting the pods according to the degree of ripening

Responsive and localised skills development inputs

The Malampa Skills Centre industry coaches and the government DARD colleagues provide regular individual coaching sessions with the farmers. Based on the issues and priorities arising they then design and implement small workshops and practical relevant training sessions with the block-holders in both the farm and in the surrounding satellite villages.

“

In the past some agriculture officers who came to our farms knew cocoa farming only as theory but not the practice – what is different about our two coaches is they actually help us to apply what is learned in the training and use also our farming experiences during practical visits to our cocoa farms. They actually deliver on-the-job skills orientated coaching activities on our farms and this is very useful for our learning. They encourage and motivate us to believe in what we are doing as village cocoa farmers. The timing for coaching is also good as it allows us time to work on our farms before they visit again.”

Satellite farmer

The approach to skills development is very practical and localised to the specific abilities and priorities of the farmers. This approach is very important given none of the 15 farmers who participate in the skills development activities have completed secondary school level education, 9 have completed primary and 3 did not finish their primary schooling.

The benefits of the skills development activities are apparent with the farmers improving their performance indicator scores (assessed by the coaches) on average overall by 7 points over a 12 month period. The performance indicators are assessed against criteria that measure the key standards that cocoa farmers need to fulfill in regard to good maintenance and care of their blocks. The farmers receive practical skills development training and coaching to help them achieve these essential standards of good cocoa farming practice.

The improved performance is validated by the improved productivity when compared to the majority (240) of the company's cocoa farmers who did not receive any direct skills development support. Other factors such as age of plants and the size of the plots have not been measured in this analysis and will impact on productivity. However, the early evidence on production from the company quite clearly shows that, overall, those farmers who have applied the skills and knowledge learnt through coaching and targeted workshops have produced more cocoa. Anecdotal evidence from the coaches, the company manager and the farmers themselves indicates that their blocks on the whole are better maintained and are therefore likely to yield more and a higher quality bean in the future than those who are not applying the good agricultural practice taught by the coaches.

The manager of VCPL is also an active participant in the skills development activities. This enables him to relay the skills and knowledge to other farmers who are not participating in the partnership. There is also anecdotal evidence that other block-holders who are not part of the training are motivated by the success of those farmers who receive skills support and are starting to try new techniques. Some of the block-holders are also sharing skills and knowledge about windbreaks, rodent management, and pruning, which is creating a “flow on” effect. Further analysis of this overflow will be assessed in the next phase of the partnership.

Investment in materials and equipment for the farmers

The company is providing rat bait and fuel for the chainsaws. Where this is being provided at times required by farmers and in a coordinated way it appears to be working well, although some farmers expressed concern that the company did not make bait available at the right time as was advised by the coaches, which meant that it was difficult to manage the damage rodents caused to the crops.

The investment by the company is of financial benefit to the company farmers too. The farmers in the satellite village have to invest their own resources for the purchase of the bait which is expensive.

The coaches share practical ways to manage the block and care for the trees including demonstrating use of equipment and tools. Some of the farmers have been able to afford to purchase the tools that the coaches advise on and help them to procure.

However, some farmers find this investment still beyond their financial means, and so cannot fully apply the skills and good agricultural practice they are learning.



Cocoa beans drying in the sun

“

When I started work I only used a knife and small scissors. For heavy pruning I purchased a chainsaw which I can climb with for heavy pruning. These are the only tools I have now but the company mentioned they might provide tools but they have not distributed yet. The VCPL did supply fuel for the pruning work. The company gives us rat bait to control and reduce rats on our blocks, and I have used what I've learnt from the training to properly apply the rate bait to the 'line doti'. I'd like to stress the importance of right and proper application of the rat bait not only because of the high expenditure but to be effective. The company must allow us to access the rat bait according to the performance of our cocoa farm during the early stages of the fruit development.”

Block-holder farmer

“

I appreciate their (the coaches) visits to me also cover how we can access working tools and equipment to assist us in our work by helping us to place orders, procure and ship important tools to our village. This year I bought a pruning saw with a long adjustable handle. Basil (a coach) helped me to buy this tool. It has helped me a lot to work with tall cocoa trees – and to lessen my workload as well, and it controls the tall trees to bear fruit at a level which my family and I can pick during the harvest season.”

Satellite farmer

“

I don't have access to a pruning saw. I am only using a knife which is not so good. If I can buy some of these important tools if I earn a good income it will be useful in helping me improve my work and trees to yield good production since applying the wrong tools can damage the cocoa.”

Satellite farmer

Guaranteed price for quality beans

More reliable data is needed on the income of the farmers and over more harvest periods to make reliable and valid comparisons. However, based only on productivity the company's farmers who received skills development support are earning more (on average 29%) than the farmers from the satellite village. This is due to these farmers not accessing the guaranteed price for beans from the company – on the whole they earn about 50% less than those who have the guaranteed agreement of sales direct to the company.

Significance of the outcomes

FOR THE COCOA FARMERS AND THE COMMUNITY

- **Economic improvement** through improved income earned that contributes to basic household expenditure needs and school fees for children
- **Potential to earn sufficient income locally** through improved cocoa farming practice, which means fewer farmers may seek employment through the seasonal workers program in NZ or Australia
- **Employment** of family members in a viable income generating venture
- **Further diversification of sources of income for household livelihoods** through investment of additional income in expanding or starting new ventures
- **Labor saving** through the new technology and equipment applied
- **Increased household resilience** to natural disasters (cyclones) from the knowledge of better maintenance and rejuvenating their cocoa farms, and through greater diversity of the household income sources

FOR VCPL

- **Improved quality and yield** through block-holders applying good agricultural practices
- **Improved maintenance of the plantations** that will grow and sustain improved production and quality long term of the cocoa
- **Motivated farmers** see the financial benefits so are likely to commit to good practice longer term
- **Positive return on investment** for the company in supporting the skills development activities and providing some materials

FOR THE SKILLS SYSTEM

- **The value of making skills development activities accessible** by reaching farmers who would not typically be reached by the system due to their geographical locations and their low level of education
- **The added value that advice and access to materials and equipment makes** to the skills development inputs
- **The value of providing demand driven skills** that can be applied in viable and growing productive sectors where there is high return
- **Practical training on location** is meaningful and motivates the participants

Implications for the Vanuatu Skills Partnership in the future

Continue and extend the practice being implemented through the current agreement between the Vanuatu Skills Partnership, through the Malampa Skills Centre, and the VCPL

A new agreement between the Malampa Skills Centre and VCPL has been agreed and will be implemented in 2019. This offers potential for ongoing skills development inputs and the potential for nationally recognized accredited training to be provided in addition to coaching and workshops for the current group of cocoa farmers; and to expand the inputs and increase the numbers of company farmers who are offered training. It also provides an opportunity for more effective coordination between the skills and recommendations on farming practice being transferred through the coaching, and access by the farmers to the material resources and equipment provided by VCPL.

Ongoing assessment and analysis of the impact of skills development for the farmers involved (both the company block-holders and the satellite farmers) will help to determine the relative economic benefits that skills development inputs, access to resources and equipment, and a guaranteed market price have for the farmers and the company. This information will be helpful in determining the parameters of future agreements between the Vanuatu Skills Partnership and the company in support of effective and sustainable quality cocoa production. It will also serve as a model that to help the GoV through DARD to establish in the future other demand-driven skills development-related partnerships with the private sector.

A model with potential for wider replication in other productive sectors

The experience and lessons learned from this new and innovative venture with the private sector provides the basis for the Vanuatu Skills Partnership to seek out new private partners in other locations and in other sectors. Similar practices, such as the provision of tools and equipment combined with guaranteed fixed rates for quality products, could be applied to handicraft producers through larger wholesaler companies in Port Vila, Luganville or potentially by regional markets. There is also potential for a similar initiative in the tourism sector in which larger private tour operators could incentivise key product owners to support quality upgrades through skills development in return for much needed operational equipment.

[The need for long term investment in skills development and partnerships in agribusiness](#)

Given the nature of seasonal harvesting, and the associated risks of damage to crops and yield from weather events and other natural factors, a longer term commitment to investment in skills development and outcomes monitoring is needed in the agribusiness sector to be able to fully understand and draw valid conclusions about results and lessons learned.

Data collection and analysis:

The Vanuatu Skills Partnership's Agribusiness Coordinator and the Malampa Skills Centre Manager interviewed the Industry Coach, the VCPL Manager, and collected Most Significant Change (MSC) stories from four cocoa farmers – two block-holders and two from the satellite village who received skills development training.

The qualitative and quantitative data available from the VCPL and the Industry Coach on production and income earned from two harvests in 2017 and 2018 provides the basis for the analysis and findings presented in this case study.

