



PAGE 4: B.1) YOUR CASE STORY: TITLE AND DESCRIPTION

Q1: TITLE OF YOUR CASE STORY

NEW LIFE FOR MP FARM (A case of Gambia Horticultural Enterprises, Ltd.)

Q2: CASE STORY ABSTRACT

MP FARM in Kembujeh, West Coast Region, The Gambia, situated about 40 kilometers from Banjul. The farm is about 100 hectares with a range of 30 (Dry Season) to 70 (Rainy Season) workforces, presently growing and expanding its production of various high-valued fruits and vegetables for both local and export markets. The farm is owned and operated by Gambia Horticultural Enterprises (GHE), a multi-purpose agri-business company engaged in the whole horticultural value chain. It is a family business established with the overall goal of commercializing the horticultural sub sector in The Gambia.

The company was facing various challenges that have direct impact on its productivity and costs. No company policy, no recording systems, poor organizational structure, poor cultural practices employed, poorly managed farming tools, equipments and facilities, unskilled workforce among others. The New Life for MP Farm is an over-all re-engineering of the farm operations aiming to increase productivity and quality while reducing production cost. This was motivated by a World Bank Project, Gambia Growth and Competitiveness Project (GGCP) Matching Grant Window 1 – Mango Out-grower Scheme under the Ministry of Trade, Industry and Employment. Through this Project, the company aims to be the model of a successful farming enterprise to the poor Gambian Farmers who represent the vast majority of the country's population.

Q3: LONG DESCRIPTION OF THE CASE STORY

DAILY WORKING HOURS - In The Gambia, most if not all of the farms has only 6.50 working hours per day, with an observed 1.50 hour non-productive time per person per day allocated for giving instructions, movements to and fro, etc., this gives an equivalent labor loss of 23% per person per day. In GHE, the working time is increased to 8.00 hours per day and has directly reduced labor loss to 18%. It is also observed that, because this increase in working time has a corresponding increase in the workers gross income per day, this has motivated the workers to further improve their efficiency.

SUPERVISORY DEVELOPMENT PROGRAM - The wage scheme of professional agriculturist in the country is 300% higher than the non-professional. In GHE, the company gives equal employment opportunity to its potential employees for ranking positions. Presently, the company has in placed highly trained and well-motivated men and women supervisors in its organization. Proudly, many of the company's lead women has never finished primary formal education level, but were able to deliver quality services to the company.

RESEARCH FACILITY - One of the major challenges the company is facing is the non-availability of Soil and Water Analysis Laboratory in the country. This disables not only GHE but as well as the rest of the farmers to maximize productivity, and reduces costs of agrochemical inputs. GHE establish its own research facility to do soil and water analysis, equipment calibration, field trials of excellent varieties, among others to ensure food quality, food safety and maximize productivity.

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EFFICIENT IRRIGATION WATER USE - In the country, there is 8 months Dry Season. Irrigation facility is a major requirement for year round farming. Previously, the company was suffering with a very high irrigation costs due to inappropriate installation, poor maintenance and poor technical knowledge in application. GHE invested on irrigation system major rehabilitation and as an effect, GHE was able to reduce its irrigation costs by 66%. The area applied is 3 times than the previous. In addition, to further increase efficiency, the company utilizes readily available mulching materials such as groundnut shells, rice hull or straw, corn cobs and other agricultural by-products that effectively improve also the soil texture and water holding capacity of the soil.

EFFICIENT POWER SOURCE - Another great investment the company rendered is on power supply from NAWEC. Most of the farms highly depend on generating set, although many are as well using solar power, to run the irrigation system and other facilities. With this, the company was able to reduce its power cost by more than 60%. GHE also uses energy saving lighting facilities and will continuously study on power usage cost reduction that will be appropriate to the isolated areas in the country where NAWEC power supply is not available.

MODERN PACKHOUSE AND COLD STORAGE - The Company was also able to invest in infrastructures. Some of which are modern high capacity pack house and cold storage facilities. These facilities enables the company to achieve high pack house recovery; low rejects due to handling and storage, and reduce the time required in processing large volume of produce while attaining the good qualities of fruits and vegetables products desired by the European markets.

OUT-GROWER SCHEME - Mango and Pepper are some of the major crops produce by the company. With the high demand on export market, GHE shared this opportunity to the small scale farmers especially to the women vegetable growers' organizations in the country by providing them trainings and workshops, farm inputs and other services. This enables the company to acquire volume of produce outside its own farm and at the same time enables the small scale farmers to have secured market where both have achieved good profitability.

GLOBAL GAP CERTIFICATION - One of the greatest challenge the company faces in over 20 years in the business, as well as the rest of the small scale farmers until today, is the very high cost of freight by air sending the produce to European markets. Besides, availability of air transport is very limited only during tourist season which is only around four months in a year. This year 2013, GHE was able to attain Global GAP Certification. This certification allows the company to send large volume of fresh mango to France, UK and The Netherlands by sea first time in the history of the company. This sea shipments does not only allow the company to send large volume of produce which is impossible to be sent by air, but at the same time allows the company to compete with the other suppliers with the market price. Moreover, in the process of achieving this Global GAP Certification, the system itself has educated the company to many procedures that has great impacts on operational cost reduction such as waste management and recycling , human error reduction, just on time operations, calibration, preventive maintenance among others.

Q4: Please add here web links to project/programme materials.

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Q5: YOUR CONTACT DETAILS	
Name:	BRYAN FABRE SUARIN
Company or association	GHE
Country:	THE GAMBIA
Email Address:	bfs1925@yahoo.com
Q6: FUNCTION	
	Private sector

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Q7: FUNDING SOURCES FOR PROJECT/PROGRAMME Tick the appropriate box(es)	Private sector, Other (please specify) WORLD BANK
Q8: Additional information	<i>Respondent skipped this question</i>
Q9: START DATE OF PROJECT/PROGRAMME	26 FEBRUARY 2013
Q10: STATUS OF PROJECT/PROGRAMME	On-going
Q11: DURATION OR, IF ON-GOING, EXPECTED DURATION OF PROJECT/PROGRAMME	1-3 years
Q12: COST OF PROJECT/PROGRAMME	Less than US\$50,000
Q13: Additional information	
For more information, please contact:	
<p>Momodou A. Ceesay Managing Director Gambia Horticultural Enterprises (GHE) P O Box 2425 Serrekunda 16 Mamadi Manjang Highway Old Jeshwang, The Gambia Tel Office: +220 4394819, Fax: +220 4394820 Tel Mobile: +220 7785088; +220 9905088 Email: gamhort@qanet.gm Email: modoualasancessay@gmail.com Website: www.gamhort.gm</p>	
Q14: TYPE OF FUNDING FOR PROJECT/PROGRAMME	Grant

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Q15: PROJECT/PROGRAMME TYPE	Single country / customs territory
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Q16: SINGLE COUNTRY/CUSTOMS TERRITORY	GAMBIA
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Q17: REGION (If the region does not appear in the drop down menu, please enter manually)	<i>Respondent skipped this question</i>
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Q18: MULTI-COUNTRY (Enter all countries or customs territories)	<i>Respondent skipped this question</i>
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Q19: CASE STORY FOCUS Tick the appropriate box(es)	REDUCING TRADE COSTS FOR MERCHANDISE GOODS , REDUCING TRADE COSTS FOR SERVICES, Improving skills levels in service sectors
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Q20: HOW SUCCESSFUL WAS THE PROJECT/PROGRAMME Tick the appropriate box	On-going project
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Q21: WHAT WERE THE OUTPUTS OF THE PROJECT/PROGRAMME Tick the appropriate box(es)

New food safety measures or processes,
New quality assurance procedures or processes

Q22: Additional information(maximum 300 words)

Respondent skipped this question

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Q23: WHAT WERE THE OUTCOMES OF YOUR PROJECT/PROGRAMME Tick the appropriate box(es)

Increase in merchandise exports,
Increase in shipping volumes

Q24: Additional information(maximum 300 words)

Respondent skipped this question

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Q25: WHAT WERE THE IMPACTS OF THE PROJECT/PROGRAMME Tick the appropriate box(es)

Increase in domestic investment,
Increase in employment,
Increase in women's employment,
Export market diversification,
Increase in consumer welfare,
Reduction in incidence of absolute poverty

Q26: Additional information(maximum 300 words)

Respondent skipped this question

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Q27: LESSONS LEARNT Tick the appropriate box(es)	Importance of good project design, Importance of alignment between different development partners in programming , Importance of engagement by private sector, Importance of agreeing clear project implementation responsibilities , Importance of agreeing clear project monitoring and evaluation process and procedures , Importance of agreed accountability frameworks, Importance of attention to long-term sustainability
Q28: Additional information(maximum 300 words)	<i>Respondent skipped this question</i>
Q29: PROJECT OR PROGRAMME MONITORING AND EVALUATION FRAMEWORK Tick the appropriate box(es)	M&E framework used, Project baselines set, Impact assessment

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Q30: How did you receive this case story exercise and the electronic link?Please indicate the organization that sent to you the information:	World Trade Organization
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