



**Barbados Large Pelagic Longline Sector: Industry  
Assessment & Supply Chain Development  
Workshop 3-4 March, 2020**



# Oceans Economy and Trade Strategy (OETS) Project

- Designed to support coastal developing countries in SDG 14 implementation
- Aims to help these States derive economic benefit from sustainable trade



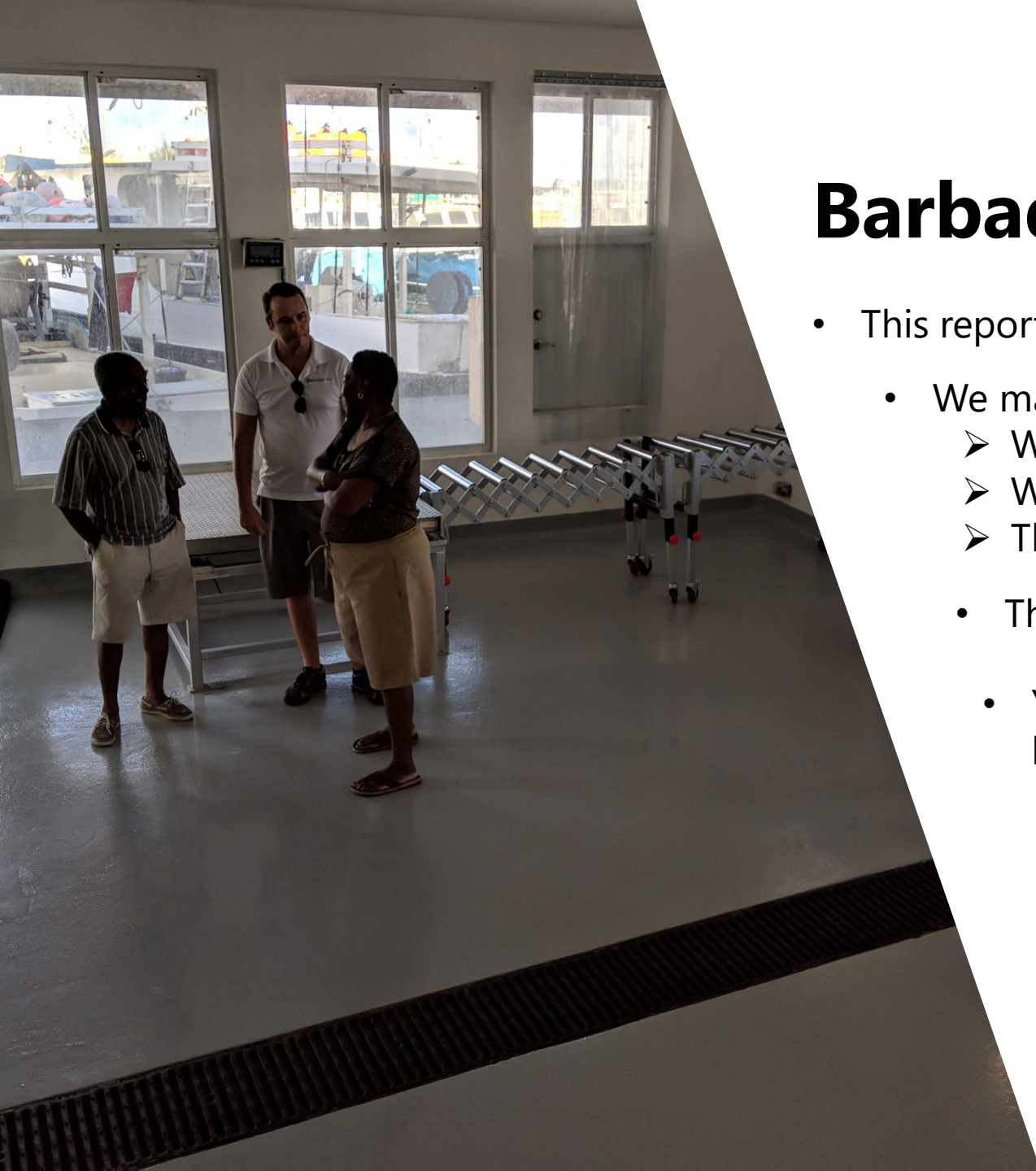
Food and Agriculture  
Organization of the  
United Nations



UNITED NATIONS  
UNCTAD



DIVISION FOR OCEAN AFFAIRS  
AND THE LAW OF THE SEA



# Barbados has many options

- This report is for information purposes only.
  - We make suggestions and identify issues based on:
    - What investors like to see
    - What full market access requires
    - The state of the art in fisheries management
  - There is wide latitude within these broad suggestions
  - You can choose to pursue these ideas however is best for Barbados

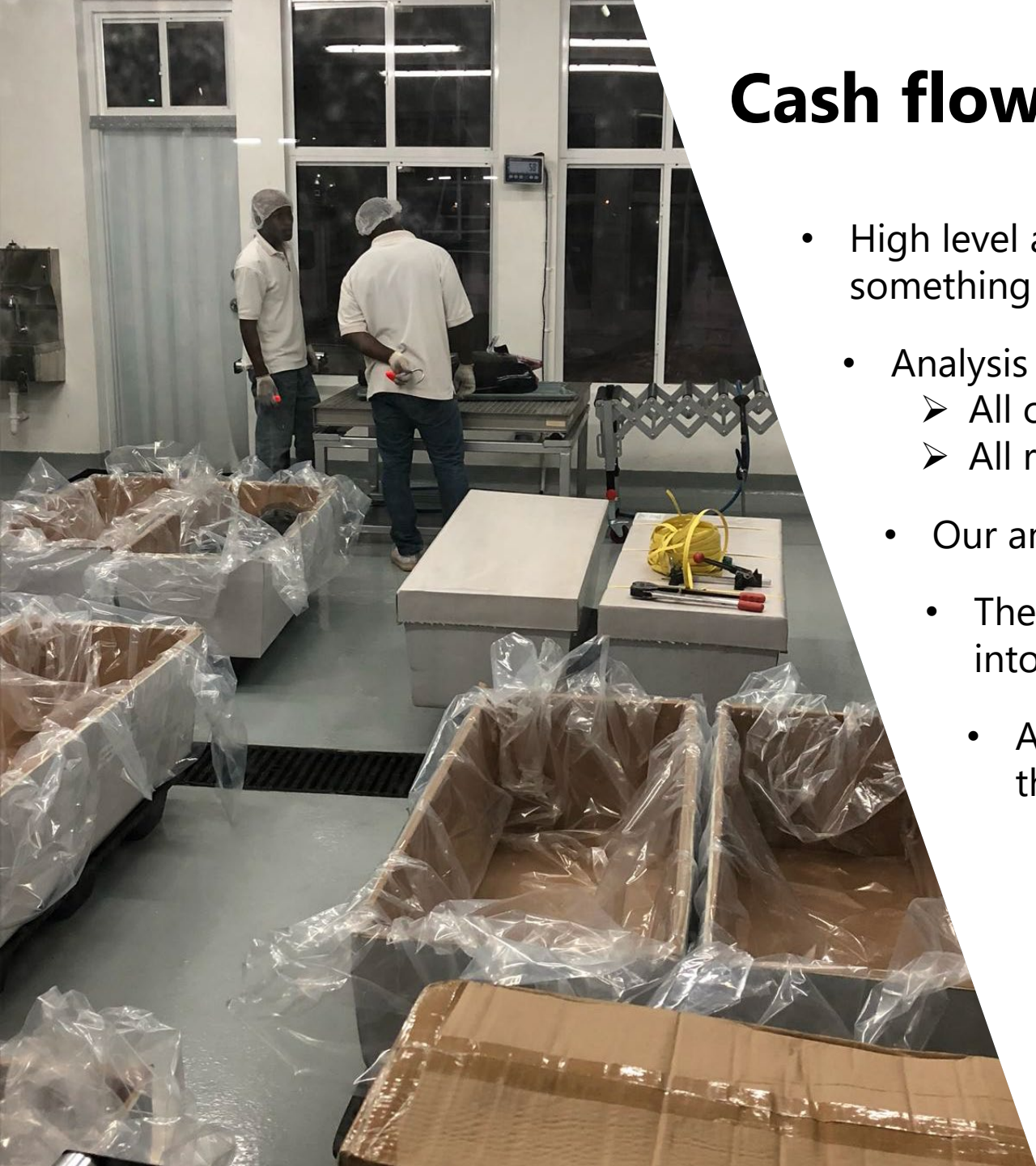
# Assessment conclusions can be direct

- Current operations are not wrong or flawed
- Data both an assumption and a pursuit:
  - While our mission is to gain the best data we can, we can only work with what we were provided
  - Disaggregated landings and exports by species and grade with prices is the best to work with.
  - We could not find that data
  - We selected the ICCAT landings and settlement sheets for all analysis
- Part of this workshop is to identify and provide better data to use



# Cash flow modeling and assumptions

- High level analysis is used to help determine if there is something worth pursuing
- Analysis is conservative
  - All costs assumed to be upper bound
  - All revenues assumed to be a lower bound
- Our analysis indicates there is something worth exploring?
- The next step in this process is an agreement to move forward into structuring
- At that point, we would seek better data, if available, to refine the cash flows to enable investment





# Work Planning Methodology Used

- Baseline Industry (OETS, FPIs & SWOT)
- Identify Gaps (Compare to other Fisheries – Develop Insights)
- Define Interventions (from Insights)
- Develop Actions
- Implementation Cost
- Potential Revenue Increases

A photograph of a clinical or laboratory setting. In the foreground, a woman with short dark hair, wearing a grey patterned top and a tan skirt, stands with her back to the camera, looking towards the left. To her right, a man with a beard and glasses, wearing a blue patterned shirt and khaki pants, stands with his hand to his chin, looking towards the woman. In the background, there are several large windows with white frames, a stainless steel hand wash station with a sign that reads "PLEASE WASH YOUR HANDS ONLY", and a person's legs in blue jeans and sandals standing near a piece of equipment. The floor is a light-colored, polished surface. A large white rectangular box is overlaid in the center of the image, containing the word "ASSESSMENT" in bold black capital letters.

# ASSESSMENT



- **Pelagic longline fishery the focus**
- **Barbados is a fish importing country**
- **Exports are limited to headed and gutted fresh tuna**
- **Generally boats less than 25m taking trips of 7-14 days in duration**
- **Tuna export market is 100% consignment**
- **Industry standard on vessel fish handling**
- **Fleet's high season from November to June**
- **15-20 heads is the financial break-even for most boats**





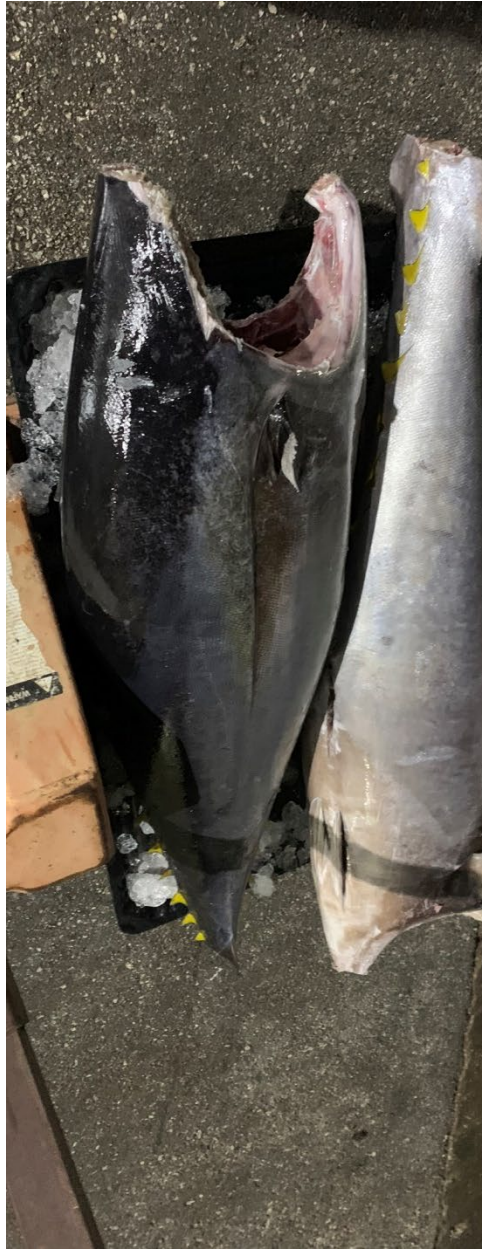
- **270mt of YFT and 16mt of BET landed in 2017**
- **24mt of BUM and 17 mt of WHM**
  - **ICCAT quota is 10mt each**
  - **That represents an overage larger than the quota**
- **Current data shows 56% of tuna exported**
- **Exporters expressed 80% of tuna exported**
- **Very limited data on grades and prices**
  - **Analysis based on two settlement tickets**
  - **Our experience on prices**
- **Transitioning to electronic data collection and analysis recommended**
- **Boxing and export done as a fee for service**
- **Grading risk falls 100% on fishermen**
- **Limited transparency with importer (normal)**
- **Low price, low quality bycatch from foreign boats floods local market**



## Fishery Performance Indicators for Development (FPI-DEV) Assessment Tool

# Where do insights & interventions come from?

- FPI expert scoring and rapid assessment tool – people, profit, planet base lines.
- DEV tool designed to take FPI results to implementation
- The DEV part includes:
  - Stakeholder goals and aspirations
  - SWOT analysis
  - Finding gaps and opportunities
  - Financial data gathering
  - Cash flow analysis
  - Results based implementation plan
- Insights are born from “getting from here to there.”



# What we look for to identify gaps:

- Barriers to Trade
- Data Standards
- Robust MCS with Supporting Legislation
- Well Financed, Productive and Sustainable Fishery Sector
- Integrated Supply Chain with Shared Value Production
- Regional Collaboration

# Specific Areas of Value Loss/Gain:

## 1. Market access and transparency

- *Information flow(s)*
- *Fisher/supplier relationship dynamics*
- *FIPs/Sustainability standards*

## 2. Management and harvest quantities

- *Harvest control rules*
- *Management data acquisition methods/technology usage*
- *Target species vs. Bycatch*

## 3. Product forms, food safety standards, logistics and pricing

- *Quality standards (Product handling methods, processing plant conditions, food safety certifications)*
- *Value additions (On-island processing value add?)*
- *Cold chain structure (i.e. airlift, trucking, icing methods)*
- *Market pricing/price discovery structures (target market and information flows)*

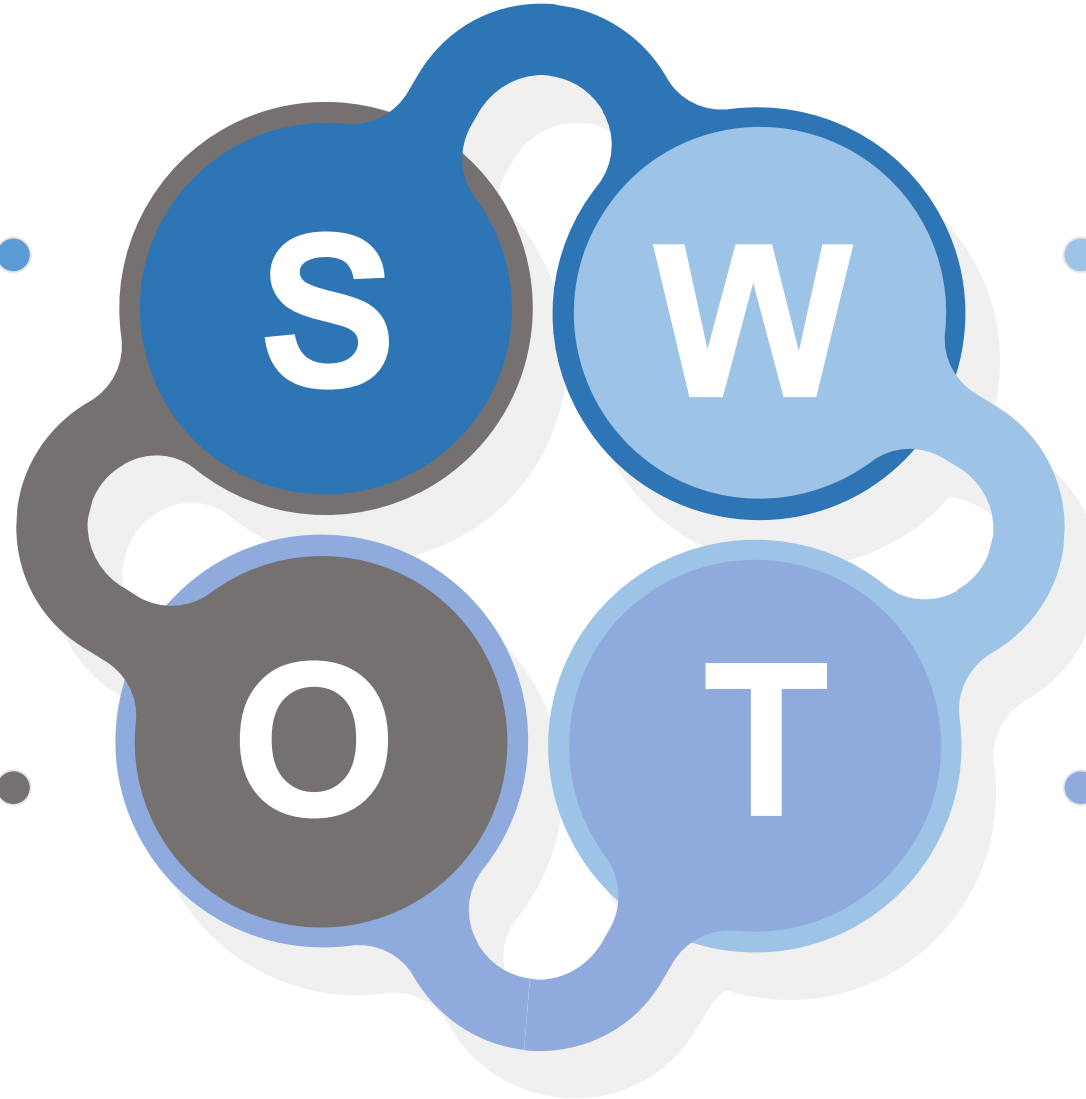


## Strengths

● characteristics of the business or project that give it an advantage over others

## Opportunities

● elements in the environment that the business or project could exploit to its advantage



## Weaknesses

● characteristics of the business or project that put it at a disadvantage relative to others

## Threats

● elements in the environment that could cause trouble for the business or project

## Strengths

- Experienced captains
- On-vessel fish handling industry standard
- Consistent air lifts
- Responsive industry ready for change
- Meets US sanitation for H&G
- Barbadian \$ pegged to US\$

## Weaknesses

- High operating costs
- Aging infrastructure
- Inconsistent data collection
- Grading risk on fishermen
- Dependent on single importer
- Co-management limitations
- Inefficient vessel management

## Opportunities

- Strong global demand for raw tuna
- Increase market access through: ready-to-eat HACCP, entering into a FIP, traceability
- Electronic landings data capture
- Import substitution
- Increase exports of yellowfin and bigeye (grade 1 and volume)

## Threats

- Systematic barriers to supply capacity development and export
- Limited active participation at ICCAT
- Climate change impacts
- High fuel taxes
- Cost recovery low and inconsistently collected
- Lack of availability of credit
- Cheap, duty free fish imports

A photograph of a fish market scene. In the foreground, a person wearing a blue nitrile glove is holding a white receipt. The receipt has a barcode and the text "Food Service", "Market Price", "28.00", and "Received Date: 05/10/2018". In the background, several fish are laid out on a bed of crushed ice. One fish is particularly prominent, showing its yellowish-green scales and dark spots. A blue label with a barcode is attached to the fish. Another label with the number "7" is visible. The scene is set in a dark, possibly outdoor or semi-outdoor, environment.

# Assessment & Question and Answer