

Cocoa Livelihoods Improvement Project (CLIP)

Extension Phase

Monitoring and Evaluation Framework

August 2011

Table of Contents

Acronyms and Abbreviations	3
Result Chain	3
1. Executive Summary.....	4
2. The Goal and Objectives of CLIP.....	5
3. How CLIP Works	6
3.1 Defining Interventions	6
3.2 Sustainability	7
3.3 Gender, HIV and AIDS and Disability.....	7
4. CLIP's Monitoring and Evaluation System	8
4.1 The Aim of the System.....	8
4.2 What is the M&E system?	9
4.3 The Logframe	9
4.4 Result Chains	11
4.5 Key Processes and Methods Used in Measuring Results	11
4.5.1 Setting up Indicators	12
4.5.2 Projecting and monitoring change over time	12
4.5.3 Results Measurement Plan (RMP)	13
4.5.4 Data collection (including baseline)	14
4.5.5 Aggregating Data	15
4.5.6 Attribution.....	16
4.5.7 Displacement	17
4.5.8 Indirect impact benefits	17
4.5.9 Documents and Reporting results	17
4.6 Intervention M&E System Management.....	18

Figures and Tables:

• Fig.1: CLIP Logical framework (logframe)	9
• Fig.2: M&E process	12
• Fig.3: Dealing with Attribution	16
• Table 1: CLIP Logframe indicators	10
• Table 2: Data Collection tools used in CLIP	14

Annexes:

- Annex 1: CLIP Result chains
- Annex 2: CLIP Result Measurement Plans
- Annex 3: Projections of CLIP key indicators
- Annex 4: Reporting formats M&E
- Annex 5: Memorandum National Project Manager, 8 July 2011

Acronyms and Abbreviations

ADB	Asian Development Bank
AEO	Agricultural Extension Officer
APC	Assistant Project Coordinator
AusAID	Australian Agency for International Development
BP	Black Post
CEMA	Commodity and Export Market Authority
CLIP	Cocoa Livelihoods Improvement Project
DCED	Donor Committee for Enterprise Development
EO	Extension Officer
FGD	Focus Group Discussions
FTE	Full Time Equivalent Employment
GRM	GRM International Ltd
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
IPDM	Integrated Pest and Disease Management
M&E	Monitoring and Evaluation
MAL	Ministry of Agriculture and Livestock
MIS	Management Information System
MIS	Marketing Information System
MOU	Memorandum of Understanding
NGO	Non-Governmental Organisation
NPM	National Project Manager
RC	Result Chain
RM	Result Measurement
RMP	Result Measurement Plan
SH	Smallholders
SIG	Solomon Islands Government
STA	Short Term Advisers
WB	World Bank
WP	Work Plan

1. Executive Summary

The aim of the M&E Framework is to standardise the methods and formats for collecting, analysing and reporting data on results in CLIP. This manual is based on adopting and adapting different elements of the DCED¹ Standard to make the results measurement system in CLIP more integrated in the staff regular program activities².

The manual is developed based on the inputs provided by the CLIP staff and its partners during the workshop and discussions that took place in the first week of August and the follow-up work and key documents, i.e. intervention result chains and result measurement plans prepared by staff immediately after that.

CLIP's M&E System consists of several elements:

- **a logframe** that sets out CLIP's overall goal and targets;
- **result chains** - the foundation of CLIP's measurement system - designed for each intervention;
- **processes and methods** that monitor implementation;
- **reports** that documents what happened and why;
- **people trained** in the application of the core processes; and
- **guidelines** to set operational performance standards.

The purpose of the system is to provide reliable and timely information so that project management at all levels of decision-making can transparently assess "what worked and what did not and why". Through this feedback, better decisions will be made and resources will be allocated more efficiently.

The system is overseen by two M&E Advisers (STAs) who support staff so that the M&E function is integrated into day to day activities of CLIP.

The Advisers support the operational teams in designing survey instruments and other data collection tools, in thinking through attribution strategies, and in analysing and using findings in decision-making.

The Advisers have a "validation" role of direct and indirect impact benefits of CLIP, where most of the data is collected by CLIP staff and its partners, but also they look at the reasons behind these benefits, such as why and how changes have or have not happened.

¹ Donor Committee for Enterprise Development

² CLIP does not aim to be audited in order to become DCED compliant but it aims to use, when possible, elements of the Standard in its M&E system

2. The Goal and Objectives of CLIP

Cocoa Livelihood Improvement Project (CLIP) is funded by AusAID as part of its assistance to the Solomon Islands (SI). The project is implemented by GRM International. The AUD\$6.1m project started in 2009 and will continue until June 2012.

GRM took over management of this project in October 2010. Project activities are conducted in partnership with the private sector, Ministry of Agriculture and Livestock, Commodities Export Marketing Authority (CEMA) and other SI organisations, which contributes to CLIP sustainability.

The original goal of CLIP was to “substantially raise rural income through increasing cocoa production and improving quality with two specific targets: (1) Increase cocoa exports to 10,000 tonnes in 5 years and 15,000 tonnes in 10 years; and (2) Reduce the difference between SI and PNG FOB prices by 25% in 5 years and 75% in 10 years.

The extension phase of CLIP from July 2011 to June 2012 consolidates key aspects from the previous phases so that the expected outcomes can be achieved. The overall goal for the CLIP extension phase has not changed and is “*substantial increase in rural incomes*”. This will be achieved “*through increased cocoa production and improved cocoa quality*” and “*access to more competitive markets*”, however the targets have been adjusted to show the impact CLIP interventions are making on the cocoa sector in SI, clearly “estimating” what can be attributed to CLIP.

Three component objectives have now been designed to address the goal: (1) Increase production of quality Solomon Islands cocoa; (2) Increase Solomon Islands cocoa exports; and (3) Effective and efficient integrated management of the cocoa sector in Solomon Islands.

3. How CLIP Works

The extension phase emphasises more effort in identifying leverage points and ways to collaborate with private and public sector actors to further expand the outreach of these partners with improved and sustainable services, inputs and/or regulatory support that have a deep impact on the CLIP target group (cocoa farmers).

In this way CLIP moves further away from giving direct support to farmers, but instead works closely with its partners (public and private) that provide inputs and services to farmers as their main activity. CLIP chooses to focus at the level of (strengthening) **cocoa sector support services**, so that it is enhancing the flow of knowledge, information, skills and inputs to the cocoa farmers. CLIP works to ensure these private and public sector players are motivated and capable of sustaining and even enhancing CLIP activities, project outreach and impact.

In this extension phase CLIP is placing a particular emphasis on “scaling up” this approach by intensifying what has worked well in the past, and also by expanding and developing the capacity of more public and private sectors actors (Outcomes 1, 5 and 6) to take on more functions currently executed by CLIP, so that spill-over effects are occurring, with more farmers adopting new concepts, technologies, practices, effectively managing their income and achieving profitable cocoa enterprises.

3.1 Defining Interventions

CLIP’s response to achieving its objectives was through designing and working across a number of **interventions**³ (following up from the previous phase) so that *“cocoa farmer’s”⁴ incomes can be substantially increased* (CLIP goal).

These interventions were further refined for this extension phase and they are now:

- Increased planting of quality cocoa nationwide
- Increased rehabilitation of cocoa stands
- Increased IPDM practices
- Improved efficiency of rural cocoa marketing system
- Increased access to international cocoa markets

Another intervention that was not listed separately but part of Outcome 6 in the extension phase proposal, was added here as a separate intervention for M&E purposes:

- Improved processing of cocoa (fermenting and drying)

Most of these interventions consist of a set of activities (from the CLIP workplan) **aimed at sustainably changing the delivery of services, or inputs (“support market”)** to the cocoa farmers. This change in the “support market” will instigate improved performance for the farmers: in that by using these “outputs”, the cocoa farmers will improve their competitiveness and, as a result, enjoy increased income (contributing to the CLIP goal).

In some cases interventions are needed as pre-conditions for other interventions. For example, facilitating the setting up and strengthening of the Solomon Komoditi Ltd⁵

³ These interventions are listed as “outcomes” in the extension phase proposal

⁴ Farmers: the target groups are small holder cocoa farmers who own cocoa plantation

⁵ SOLKOM is a company registered under the Company Act 2006 by four cocoa licensed exporters with equal shares in response to the conditionality for direct trading with cocoa grinder/chocolate manufacturers in Asia rather than using international intermediary cocoa traders or brokers.

(SOLKOM) association in CLIP is an intervention that is a pre-condition to working with this association on a number of other interventions such as “improving marketing activities and identifying and accessing new markets”.

There are, however, some interventions in this extension phase that are either related to making long-term changes in the cocoa sector environment, i.e. “Improved coordination of the cocoa sector in Solomon Islands”, or that are related to creating the conditions needed for the above interventions, i.e. “Improved extension services to cocoa farmers”.

These two types of interventions do not have a measurable, short or medium term impact on the CLIP target group. The latter is the means for delivering the other interventions as *it is strengthening the delivery of extension services (“support market”)*, and it is included in all the other interventions above. The former is considered as a cross-cutting intervention.

3.2 Sustainability

The CLIP project aims to trigger change across two ends of the project interventions, the supply and the demand sides.

On one side it aims to increase the supply side of services and inputs by project partners such as seeds suppliers, CEMA or MAL Extension Service or others copying it, which has a measurable and positive effect on the CLIP target group. On the other side is increasing the demand side from cocoa farmers, through increasing the recognition by these farmers of the services and inputs benefits.

As greater numbers of the target group come to recognise these benefits (copy-cat) that will lead to increase in demand, CLIP hopes that other providers enter the market (crowding-in) and eventually the service and input supply increases. This would lead to sustainability: the supply-demand in the cocoa sector reaches the “tipping point” where no outside intervention is needed.

3.3 Gender, HIV and AIDS and Disability

CLIP is committed to mainstreaming the issues of gender, HIV and AIDS and disability within the project. This stems not only from a commitment to addressing these issues as an important aim in itself but also from an understanding that addressing issues of gender is critical to achieving the goal of CLIP.

CLIP treats gender, HIV and AIDS and disability as “cross-cutting issues.” This means they are integrated into the design, implementation, monitoring and results measurement of all its interventions.

CLIP will report on gender, HIV and AIDS and disability. All indicators and targets will be disaggregated by gender and other social categories.

4. CLIP's Monitoring and Evaluation System

CLIP's work is aimed at tweaking support markets (the suppliers of inputs and services in the cocoa sector) to benefit the cocoa farmers. This raises the problem of showing clearly how its work in support markets can benefit its target group (the cocoa farmers) and therefore CLIP's contribution to *increase in rural incomes* (CLIP goal).

Thus the monitoring system for CLIP needs to show how impact will be achieved, measured and **how it can be attributed** to the project activities under each intervention.

4.1 The Aim of the System

The key "element" of the M&E system in CLIP is the project staff. The CLIP team saw the value of being involved in M&E as they felt it could provide them with information to set and revise priorities and improve its interventions during this implementation phase. The team had always recognised the importance of an effective M&E system to help steer program strategies and key interventions and worked closely with its M&E Advisers in the previous phases. However, a more active role in M&E during this extension phase was felt to be useful. This was formally agreed to by CLIP staff in early July 2011 (Annex 5 Memorandum NPM).

The CLIP team needs a system to generate evidence and information to achieve the three key objectives:

Objective	M&E System Response
To help managers and staff improve project implementation	<ul style="list-style-type: none">• Data is available periodically when decisions are being made and is used to guide project management and implementation.• Data illuminates character and extent of intermediate changes, as well as extent to which they lead to impact on enterprises, sectors and poverty reduction.• System focuses staff on impact and sustainability.
To help CLIP report project performance and results to its donor	<ul style="list-style-type: none">• Credible data on impact available on a regular basis.• Aggregated results for the whole project expressed in a few clear indicators.
To help inform others in the development community about CLIP's results, successes and lessons	<ul style="list-style-type: none">• Information on how CLIP achieved its results.• Information on effectiveness of individual interventions and on successes, failures and why they happened.
To institutionalise M&E system in the agriculture sector using cocoa sector as a model	<ul style="list-style-type: none">• Involving MAL planning staff and extension officers in developing the system with CLIP.• Appreciation by MAL of the usefulness of such a system.• Enabling MAL to adopt/adapt and institutionalise M&E for cocoa after CLIP ends and use the model for other projects/commodities in the agricultural sector.

4.2 What is the M&E system?

The M&E system in CLIP is composed of **six elements** which include:

1. The Project Document and **Logical Framework** (logframe) that establish overall project deliverables, in terms of impact, outreach and sustainability and also confirm the core methodology used by CLIP in its delivery of these results;
2. **Result Chains**, *the backbone* of CLIP's M&E system;
3. Key **processes and methods** that are used in results measurement of interventions at various stages;
4. **Documents** (reports, assessments) that feed reliable and timely information into critical management decision-making points;
5. **People** (CLIP project staff) that are well trained in: the applications of the processes and methods used; the collection of the right information needed for documenting project results; and assessment methods for making critical decisions; and
6. **Guidelines and standards** for the people to use in the implementation and management of the processes, documentation and decision-making.

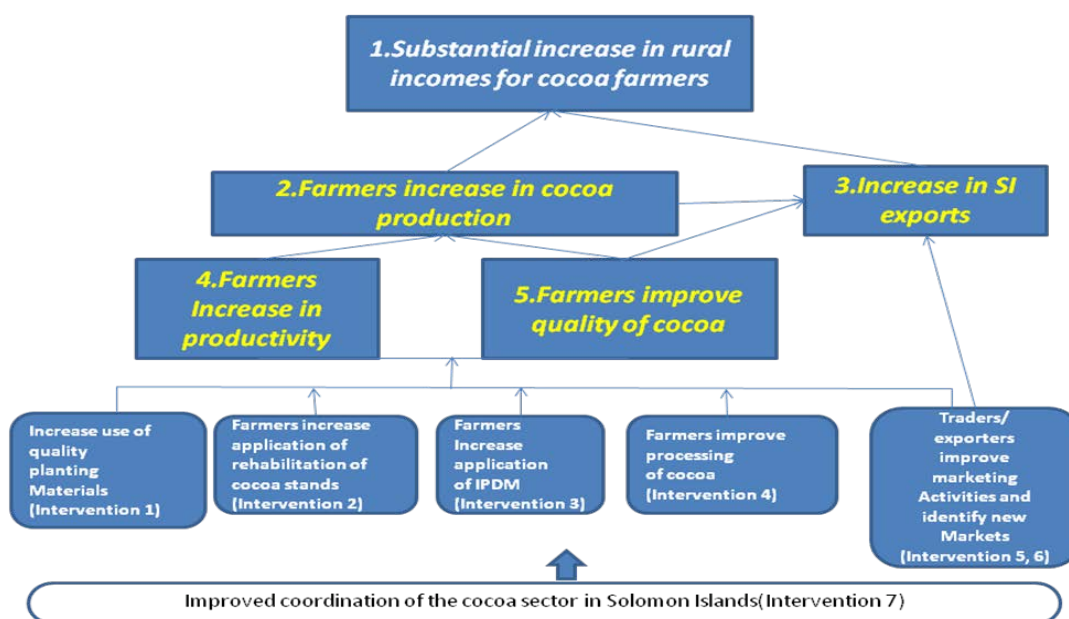
This manual documents CLIP's M&E System. It is a living document: updates, revisions and additions will be made as necessary to effectively reflect the system and provide a useful resource for CLIP staff and its stakeholders.

4.3 The Logframe

The Monitoring and Evaluation System derives its priorities from the logical framework of the project.

The logframe summarizes the basic causal steps that lead from project activities to the achievement of the CLIP project goal.

Fig 1: CLIP Logical Framework



The complexity of CLIP required this framework (Fig.1 - Logical framework) to be designed with ***nested result chains*** for CLIP “interventions” (intervention1 to 6⁶) that feed into it in order to support measurement in key project areas.

The CLIP framework and the indicators that can measure the degree of success in reaching its goal have been discussed during a number of days of consultations in Honiara, and they are as follows:

Table 1: CLIP Logframe indicators

Objective	Major Indicators ⁷
1.Goal: <i>Substantial increase in rural incomes</i> ⁸	Net additional income accrued to farmers as a result of the program (total and per farmer), per year and cumulatively. In addition CLIP will explain why this income is likely to be sustainable Number of farmers who increased income (Scale)
2. Increase production of quality Solomon Islands cocoa	Metric tonnes of additional cocoa produced (dry and wet) as a result of the program, in total, and per farmer per year and cumulatively, by quality Number of farmers producing quality ⁹ cocoa No of trees and hectares of new (better) quality cocoa planted
3. Increase Solomon Islands cocoa exports	Additional \$value of exports sold by exporters and traders as a result of the program, per year and cumulatively Metric tonnes of improved quality of cocoa exported Additional new market destinations and “niche” markets entered
4. Farmers increase in productivity	Change in Number of pods/tree (average) per farmer per season Number of farmers who increased productivity
5. Farmers increase in quality	Metric tonnes of quality cocoa produced (dry and wet) as a result of the program, in total, and per farmer per year and cumulatively Number of farmers producing quality cocoa Price of quality wet and dry bean sold Percentages of first grade, second grade and sub-standard as graded by CEMA for cocoa exported

The indicators in the project logframe will be a summary of what the project expects to achieve in its interventions.

For example, an intervention that stimulates net income changes of SBD\$1m among 1,000 farmers who employ 150 “full time labour equivalents (FTE)” is aggregated with results from

⁶ Intervention 7 does not have a measurable, short or medium term impact on CLIP target group

⁷ Indicators will be disaggregated by gender and other cross-cutting issues, as appropriate

⁸ CLIP is also trying to capture employment- as FTE (full time equivalent) – in its interventions.

⁹ Cocoa quality consists of genetic attributes, such as cocoa type or variety, which often pre-determines bean size, butter fat content and flavour and taste. In addition to these genetic attributes, quality of cocoa bean is also assessed by how well the beans are properly processed (fermented and dried), not acidic, without mould and infested by moulds and insects, visual colour, free from foreign matters and not contaminated by poisons and smoke. It follows that the quality of the cocoa bean depends on the “quality of the genetic material that was planted, field practices during the crops life cycle and finally the processing method used.

other interventions. All the interventions lead directly or indirectly to the same objectives (listed in table 1). Therefore the results of the various CLIP interventions are aggregated to give CLIP project overall results (taking into consideration the “overlaps”)¹⁰.

4.4 **Result Chains**

As stated above, CLIP interventions are expected to have an impact on the support market (the providers of services and inputs in the cocoa sector), as well as on cocoa farmers benefiting from the use of these services. These cocoa farmers can benefit directly or indirectly either as entrepreneurs, consumers, or through new employment opportunities generated by growth or through the growth of the local economy.

Hence it is necessary for each intervention (if possible) to show a clear link of how CLIP’s activities will create changes in the way service providers (the support market) transact with the farmers (e.g. by providing new or more services, or improving the old services). The next step then is to show in the intervention how the change in the support market will result in improved performance for the farmers (by improving productivity – one of CLIP’s objectives), and in increased income for the cocoa farmers (CLIP goal).

This well established causal chain is reflected in the “result chain” that was developed by the CLIP team for each intervention. The logic of the result chain (RC) closely reflects how CLIP performs the bulk of its work:

1. Interventions are designed and **activities undertaken** with the aim of generating a new or improved service or input (the support market) aimed at stimulating changes in the competitiveness of the target group (cocoa farmers)
2. The new or improved **input or service is then delivered to the target group** by providers who are committed to repeating the supply of this service even after the project withdraws its support
3. If it is effective, the **service will then be used by the target group** to make some basic change in the way that they operate their farms (knowledgeable, using the service/input). Additionally, by now, other providers may wish to enter the market for supplying the service/output (“crowding-in”)
4. The change in behaviour leads to a **change in the competitiveness of the target group**. Therefore, the result is improved competitiveness for the target group. This is measured in terms of improved productivity for cocoa farmers, or access to new markets. CLIP will have a strong case for attribution at this level.
5. This improved competitiveness is reflected at the CLIP goal level (Fig.1) where it becomes possible to estimate the **net additional income for the target group**, which is derived from the proper use and application of the competitiveness-enhancing service or inputs.

In general, it is expected that all interventions will contribute towards the same objectives (Fig.1 – CLIP Logframe) and affect their corresponding indicators (Table 1 – CLIP Indicators).

Six result chains (RCs) have been developed by CLIP staff for its interventions; one for each intervention. All RCs are included in Annex 1.

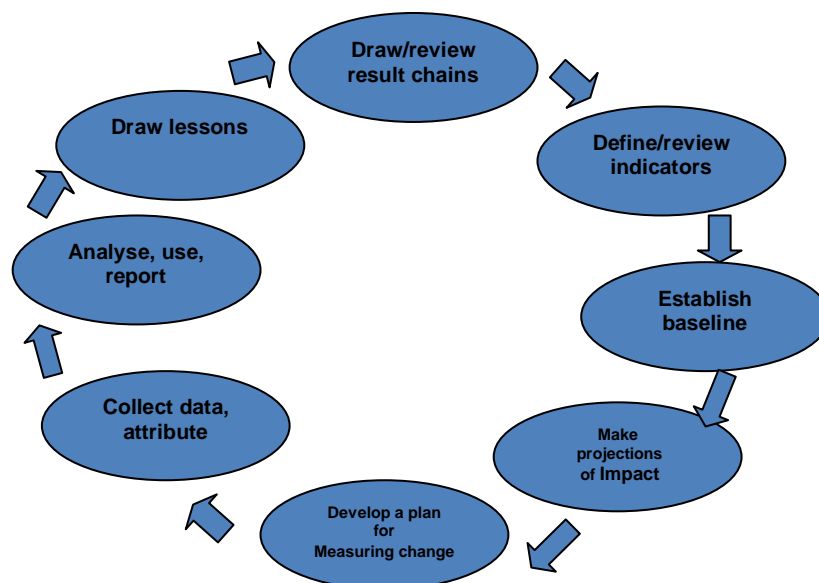
4.5 **Key Processes and Methods Used in Measuring Results**

Measuring results in CLIP comprises eight steps (Fig.2): after drawing results chains, the team defined indicators, established a baseline, made projections, developed a result

¹⁰ CLIP has six interventions designed that all track the same indicators.

measurement plan for each intervention, and will then measure and attribute, and later analyse, learn and use.

Fig. 2 the M&E process in CLIP



These steps are described in the following sections (4.5.1 to 4.5.7).

4.5.1 Setting up Indicators

The CLIP staff chose one or two indicators for each level in the results chain to assess if and to what extent expected changes actually happen. As stated above, many of these indicators are standardized across the project interventions.

Key indicators are included in the Result Measurement Plan (section 4.5.3).

All indicators identified the need to be precise and measurable within the program timeframe and budget; they are either quantitative or qualitative. The indicators also include information on the likelihood of sustainability – this means that the changes described in the results chain will continue after the program ends.

However, since the M&E system only summarises key information to collect, it will be necessary to make out a more detailed questionnaire/checklist when data collection is taking place.

4.5.2 Projecting and monitoring change over time

Initially the results chain predicts impact figures which show for example how much yield can increase for CLIP farmers due to the use of IPDM. Each prediction is based on well thought out assumptions and findings from surveys or other studies, field observations, or other credible sources.

When making predictions, the team aim to be “realistic”, based on common behaviours in markets but to minimise the risk of overstating probable impact.

The most common assumptions are: *“When one farmer changes his behaviour and benefits, as a result one or more farmers will copy that farmer. When any group of people (service providers, enterprises, farmers, associations’ leadership etc. are trained, only some of them will use the learning to change their behaviour. Generally the proportion is put at 50% but may be higher or lower based on staff judgment. (This can be an undocumented assumption or a prediction based on staff field experience).”*

In June 2011, CLIP developed its predictions for the project key indicators:

*Through its activities, by June 2012 CLIP has contributed to an accumulated **additional income** increase of nearly SBD\$24 million (2011+2012) for over 2,800 farmers who sell wet beans, providing full time labour equivalents in employment¹¹ (FTE) for over 370 people in 2011 and over 1,000 in 2012.*

*Additional production of wet beans (due to CLIP) will increase from over 1,200 tonnes in 2011 to over 2,700 tonnes in 2012. At the same time, **additional** production of dry beans (due to CLIP farmers buying and selling dry beans to exporters and traders) will increase from over 560 tonnes in 2011 to over 1,200 tonnes in 2012.*

Additional export values will be over SBD\$10 million in 2011 and reach SBD\$23 million in 2012.

Projections, presented in Annex 3, are based on a number of **assumptions** and CLIP Chief Technical Adviser, Mr. Trevor Clarke's, report findings (Interim results, June 2011):

- For every two CLIP farmers, one non-CLIP farmer will copy (seeing the benefit of CLIP farmers, other non-clip farmers will follow the practices)
- Out of all the CLIP farmers assisted by CLIP (with tools, training, etc.), only 82% will have an increase in production (Trevor's report, May 2011)
- Out of all the copy-cats which follow practices, only half (50%) will have an increase in production

These assumptions will need to be "validated" in the field. Therefore these projections might change.

4.5.3 Results Measurement Plan (RMP)

The Result Measurement Plan guides the process of gathering information on all levels from the results chain (activities, changes in the support market, and the higher level changes expected to occur from these results in terms of farmers' increased competitiveness and income).

The RMP includes indicators for each expected change in the result chain, and outlines a set of data collection methods to assess changes resulting from CLIP's interventions. The plan also identifies roles and responsibilities for carrying out the work.

The plans help think through the best ways to collect information on various indicators and to explore attribution. They also help in planning impact data collection activities.

The RMP in CLIP includes the following information:

- A reference to the boxes in the intervention results chain. This is simply the text used in the relevant box in the results chain.
- Indicators corresponding to each box in the intervention logic (as discussed in section 4.5.1). The reference period for the measure should be specified (e.g. profits in past month versus profits in past year).
- The definition of the indicator (where necessary, and clarification on the terms used, i.e. what we mean by quality cocoa).
- A description of how the data on indicators will be collected (Data collection tools). A range of methods may be used, from observations, to questionnaire surveys, to focus

¹¹ self-employment

group discussions (FGDs). The method of collecting data depends upon the intervention and the type of data required.

- Identification of who will collect the information (source). This might be the District Officers, Extension staff or CLIP staff.
- A timeline for when it will be collected. Most data collection is done after an intervention is completed. The exceptions are for the intervention activities and often for the service/support market. The expected dates for data collection will correspond to the expected dates of the activities and the immediate changes from those activities.

Based on the results chain, a Result Measurement Plan (RMP) was established by CLIP staff for each intervention. *Annex 2* provides RMPs for all CLIP interventions.

4.5.4 Data collection (including baseline)

Data collection is done at different points in time over an intervention monitoring span. The time for data collection and a broad indication of what data to collect are included in the RMP of each intervention.

Most data collection is done at the end of the first production cycle after the intervention activities are completed (i.e. the first harvest after the intervention activities are completed).

However informal data collection starts as soon as implementation starts. Formal data collection starts when changes are expected in the support market. For example, changes in service provider behaviour and performance might be assessed one to six months after a training course or mentoring for service providers has been taking place.

Data collection continues as each level of change is expected.

The measurement plan stores the month and year of data collection as the CLIP team determine the exact dates of data collection.

Generally data collection is done in-house by CLIP staff and its project partners (MAL, CEMA, etc.) This data will be validated by the two M&E Advisers during their input, when more information is collected about why and how (more qualitative data) changes have happened.

Sample sizes are generally decided on by the M&E Adviser with the team. However, it is recommended that a minimum of at least 10 respondents per location per intervention is set.

A range of data collection tools is used in CLIP. Examples are presented in the following Table.

Table 2: Data collection tools used in CLIP

Tools	Used for	How/When
Secondary Information and Reports	The use of secondary information and reports allow researchers to get general information on the target area or sector	Sources will be internally generated reports or external documents and data, depending on the information needed. Credible external sources of information are generally those that are widely accepted and used.

Tools	Used for	How/When
Observation	Observation is used to gather qualitative information, quickly assess changes, collect preliminary information before other tools are used, and validate findings from other tools.	Will be in the normal course of work by the team or will be planned as a separate activity; involves watching market players' behavior. Will also include informal discussions with market players.
In-depth Interviews	In-depth interviews are used to: gather qualitative information, explore processes of change, understand underlying reasons for changes, and explore attribution.	Are purposely chosen with the aim of maximising relevant information gathering, usually through a lead contact. A broad guideline that lists what CLIP needs to find out is prepared; in the interview, questions are detailed, a lot of time is taken for getting explanations. Facts are validated through details. There is much probing which leads to eliciting more and sometimes unexpected details.
FGDs (Focus Group Discussions)	FGDs are used to: gather qualitative information, explore processes of change, understand changes in more depth, and explore attribution.	Group of 8-15 people; respondents for each group are chosen to be mostly homogenous in terms of topics for discussion and who will feel comfortable together. The meeting is conducted in a convenient and comfortable location for the respondents, with arrangements for refreshment, and a good system for recording the discussion. FGDs are a good tool for getting the common view of attendants but it is weak in understanding individual cases and socially sensitive cases.
Formal Surveys	A formal survey is used to: validate the findings of in-depth interviews or FGD with a larger, more statistically significant sample size, or to cover areas that CLIP staff cannot cover.	Sample size generally ranges from 50-200 but may be larger; respondents are selected randomly. The questions are simple and are directed to get solid facts.

4.5.5 Aggregating Data

In order to understand CLIP's progress towards its targets at the project level and collect data on indicators from Table 1, it will be necessary to aggregate the results of all the individual interventions in the project. For ease of aggregation, data collected from each intervention is going to be reported in the same format.

Then these data from interventions are added together to reflect CLIP's contribution to the targets in its logframe (indicators as per Table 1).

Aggregations need to be done carefully to take into account any overlaps in outreach.

Overlaps due to CLIP's interventions are likely since CLIP farmers might be involved in more than one intervention, as these interventions in many cases occur in the same geographical locations and hence are likely to reach the same beneficiaries. Therefore, when aggregating data the team will identify the overlapping interventions and the areas where overlaps are likely and properly account for those. A proper mapping of beneficiaries is part of this process: interventions' beneficiary groups and their geographical locations are checked to identify interventions that can have overlaps. After identifying these interventions the figures are corrected for overlaps by counting only once the beneficiaries that have been reached by

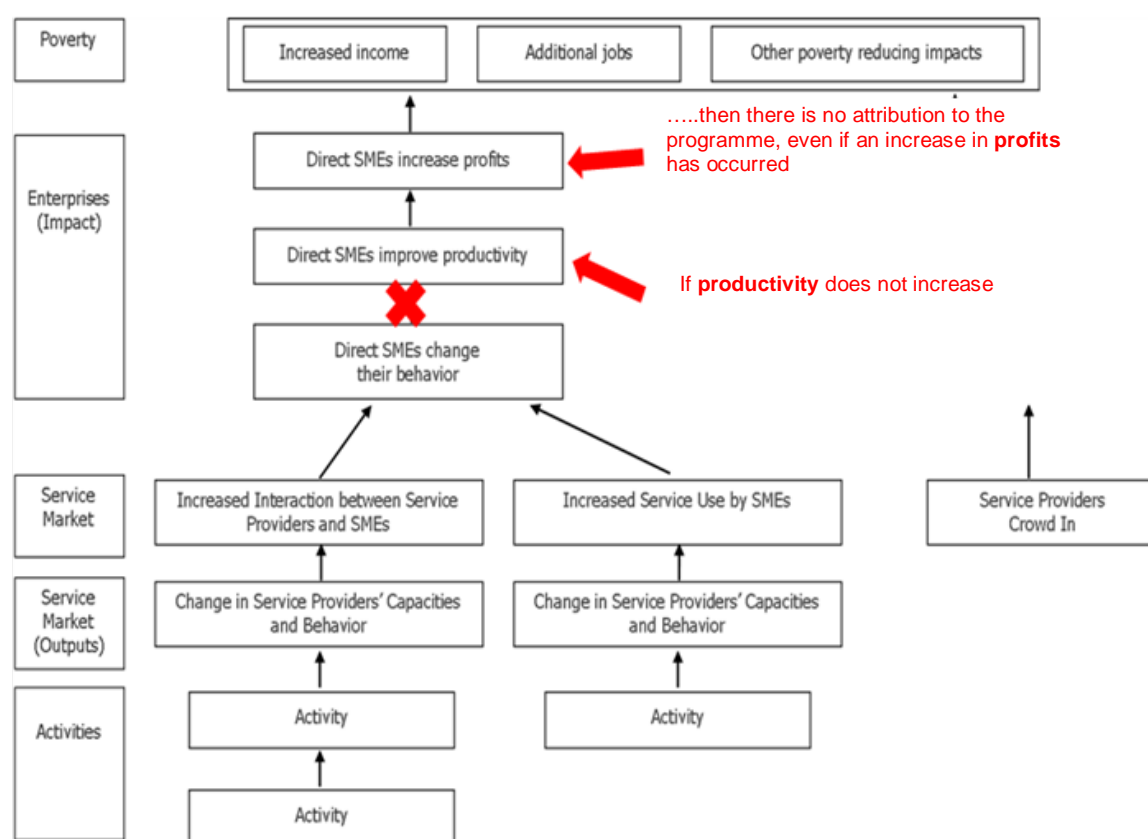
a more than one intervention. After this, the beneficiaries of other interventions are then added in order to come to a total number of beneficiaries reached.

4.5.6 Attribution

Well-constructed results chain by virtue of showing how project activities lead to impact already attributed to CLIP. They clearly show the change that is expected to happen due to the planned activities.

Thus by carefully measuring the changes for each box in the results chain (for each intervention) and also in checking through various qualitative means how each box in the results chain leads to the next, the attribution of changes at higher levels is done.

Therefore, if change is happening at one level of a results chain, but not the next, then the impact chain is broken (as per **Fig. 3 below “Dealing with Attribution”**), and CLIP cannot attribute the next result up. A few things need to be considered when dealing with attribution:



(1) Establishing that the expected intermediate changes are happening which would lead to later changes and finally an increase in income is the foundation for estimating the contribution of CLIP to the higher level changes.

(2) Understanding and examining the chain by collecting qualitative information on why changes are happening also provides a basis for examining the processes through which the changes are occurring. In-depth interviews done by the two M&E Advisers will generally be used to explore why and how changes that resulted at the various levels due to CLIP activities have occurred.

However, changes in the market may be due to changes in the market situation, weather conditions, etc. or it may be due to other players in the market such as government or other donor projects also implementing interventions that are aimed at solving the same problem that CLIP is targeting. Both of these cases are handled in the manner outlined below:

- CLIP collected baselines to make a comparison of impact data with the previous market situation. If not collected, then through in-depth interviews conducted during impact assessments, CLIP will collect past information of practices of the beneficiaries and service providers to compare changes they have experienced with their past practices.
- Compare against others in the area who have not been touched by “CLIP”, thus using them as a control group to see if changes are really due to CLIP activities. Collect information through observation and in-depth interviews of other programs undertaken by the government, other donor projects or private sector working in the same area.

Thus through these methods CLIP manages to firmly establish that changes have been introduced into the market by the program, and these changes are unique or new for the beneficiaries and also establish that these changes were not as a result of other players acting differently in the market. By consistently adhering to this process, CLIP can not only understand changes but also estimate and report the impact of CLIP activities.

4.5.7 Displacement

CLIP interventions benefit some farmers, but others may suffer as a result. It is therefore necessary to determine if displacement effects occur, are they outweighed by the positive effects of the intervention. However it is envisaged that displacement will be minimal, as CLIP works in a growing market. However CLIP M&E Advisers will identify if this occurred and report it during CLIP periodic impact assessments.

4.5.8 Indirect impact benefits

Indirect impact benefits represent changes generated by CLIP that can be linked to CLIP activities through crowding in or copying. Indicators related to indirect changes are seen in the CLIP's result chains and changes are captured by the M&E system. Moreover crowding-in and copy-cat have been accounted for in the targets for key project indicators.

4.5.9 Documents and Reporting results

There are three basic target audiences for the information produced by the system. These are (1) CLIP's Management, (2) AusAID and (3) the wider community.

Therefore there are a number of different documents that are generated in CLIP either for management purposes, for the purpose of keeping records, or for the purpose of communicating CLIP's work to different audiences.

This section will list some of the major documents produced by the program but will give details only on the main documents that are used for monitoring, evaluation and reporting purposes.

These main documents include for audiences (1) and (2):

Intervention Plan: This is the prime document used for outlining the background of an intervention, planning intervention monitoring, and for keeping track of periodic revisiting of intervention activities. It contains: (1) a short description of the intervention; (2) the result Chain; (3) the RMP; and (4) predictions with support calculations for them.

Intervention Status Report: This document is prepared periodically and is a report on the intervention that outlines how it was implemented and what impacts were achieved. It is a compilation of: (1) the result chain with its quantified indicators; (2) an update on the progress of implementation; and (3) the results of the output check and any other relevant observations made by the CLIP team. This report is used to re-assess the intervention's potential to deliver the impact that it originally intended.

Six-monthly Intervention Report, and Six-monthly CLIP report to AusAID: The former report is produced semi-annually mainly to give a snapshot of the intervention. This document contains an outline of what the intervention has achieved in the last six months, what it plans to do for the next six months and aggregated figures of impact to date, estimated impact at end of program, and estimated impact at the end of the last monitoring period. This intervention report would inform *the latter*, CLIP six-monthly report to AusAID.

Annex 4 provides the templates for these reports.

Publications for the wider community:

- Newsletter
- Case study
- Press release/briefing
- Briefing documents

4.6 Intervention M&E System Management

All interventions under CLIP will go through an internal review every three months where the “intervention status report” is going to be prepared. This review will revisit the interventions and the underlying strategies in the light of impact of interventions, and changes in the market environment.

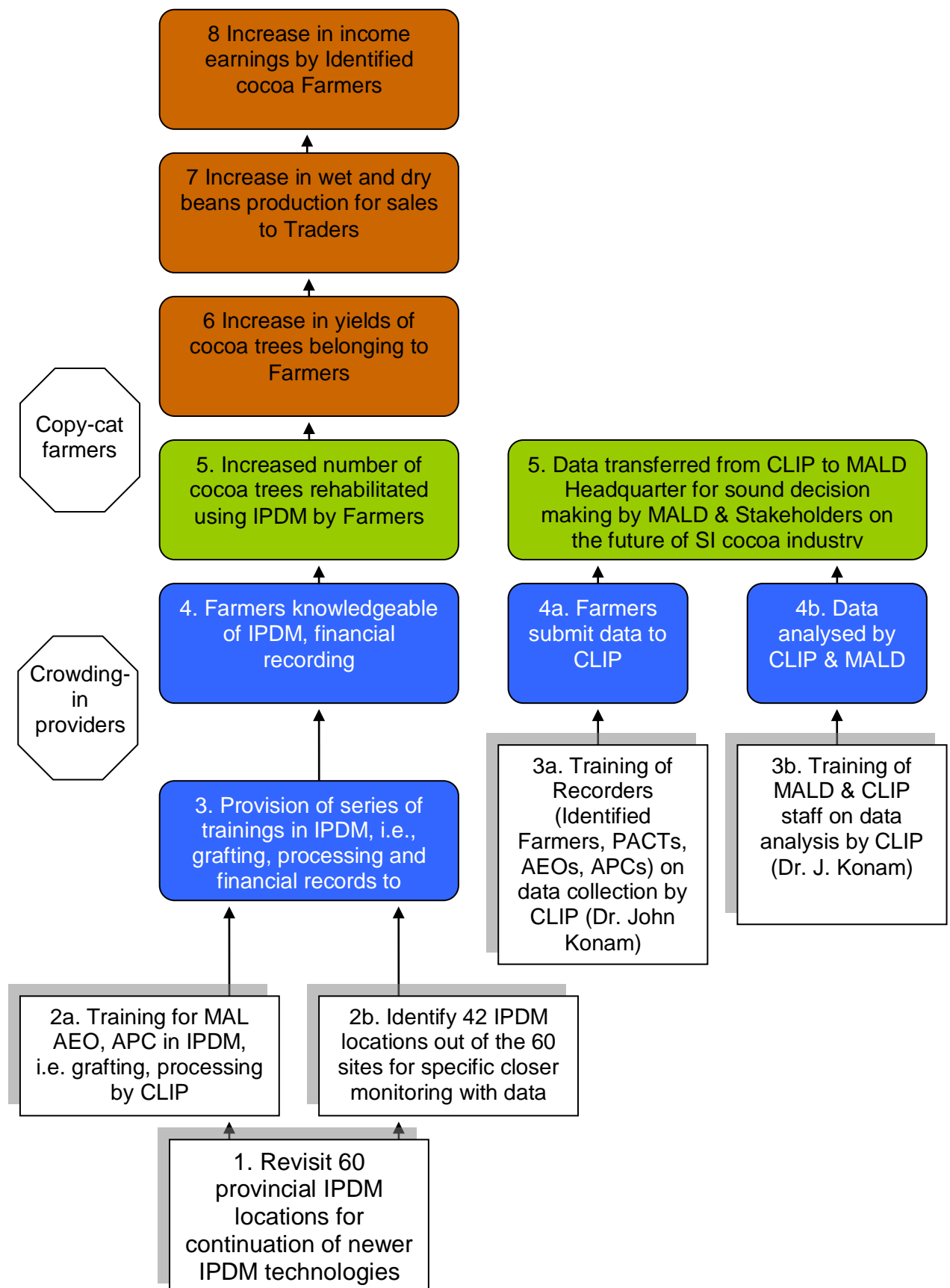
This does not mean that progress in interventions is not analysed more often or that decisions are not made more often under CLIP. In fact, the Project Manager and CLIP staff regularly analyse progress and results and make decisions on next steps.

The quarterly internal review aims to be a thorough review that gives staff and the CLIP Project Manager an opportunity to take an in-depth view of the effectiveness of the interventions and its strategy.

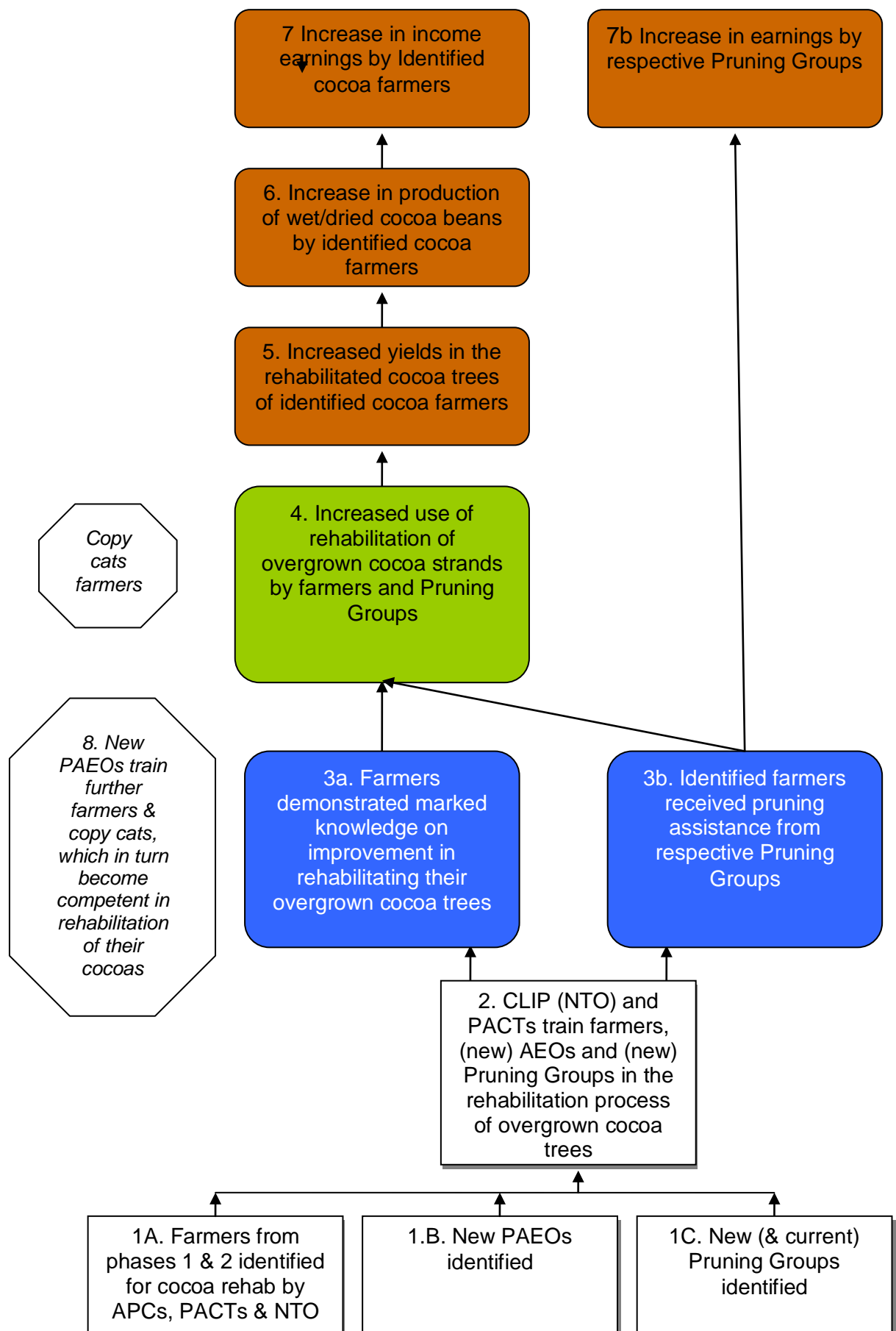
The review is done over a day meeting. Generally it consists of going through the details of the intervention, with the Program Manager, the CLIP technical staff and ***those responsible for the interventions***, and an M&E Adviser (if available). A presentation of the intervention status (achievements or impediments) then takes place. A number of suggestions and feedback is then given by staff not directly involved in the intervention on how to improve the intervention.

Any changes in interventions are documented as a result of these reviews, and areas where predictions and estimates have to be updated are identified and plans made for updating those. If changes are made, the Intervention Plan is updated.

Annex 1 - Result Chain 4: IPDM (non-recording-left diagram: and recording – right diagram- sites)



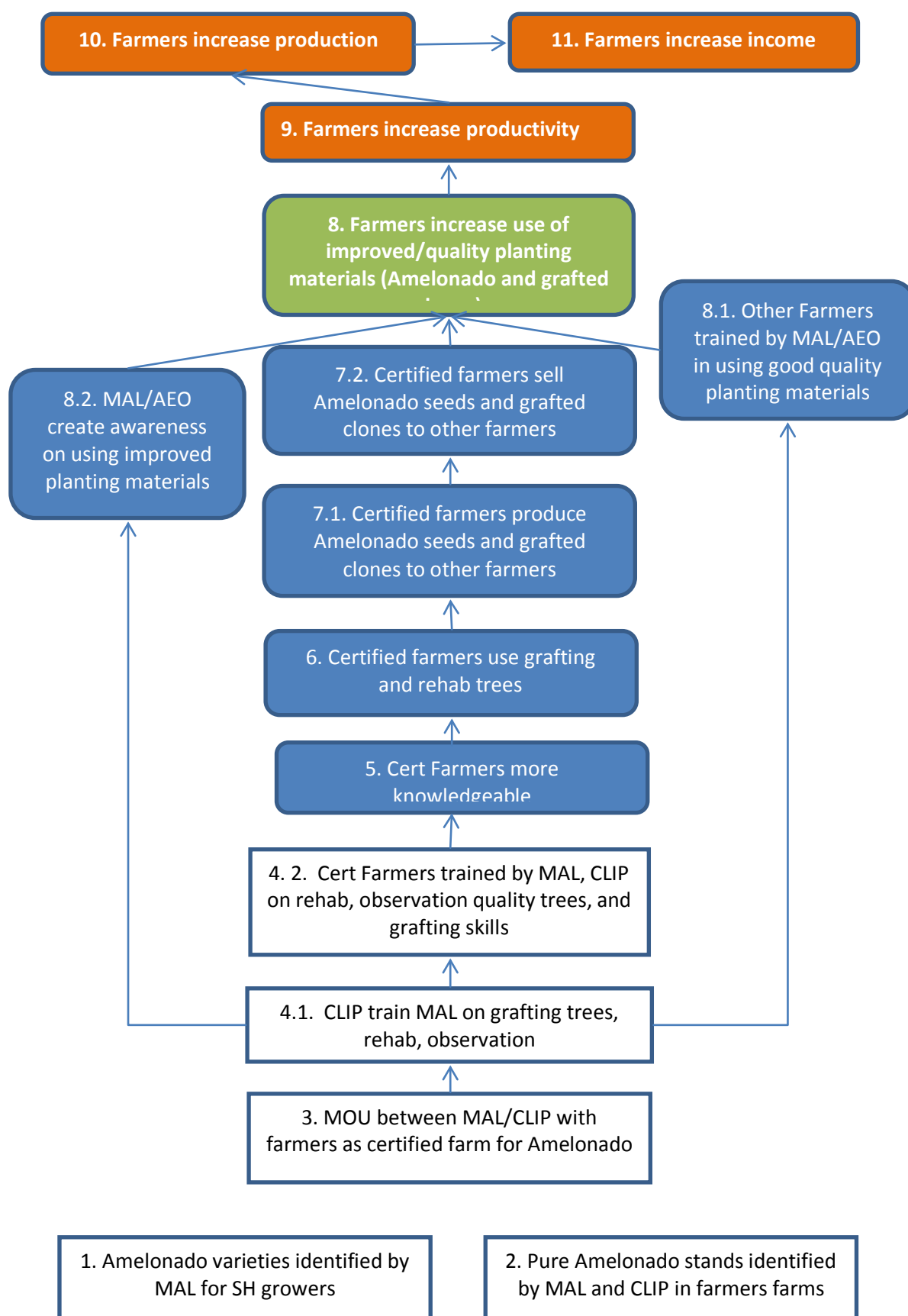
Result Chain 5: Cocoa rehabilitation



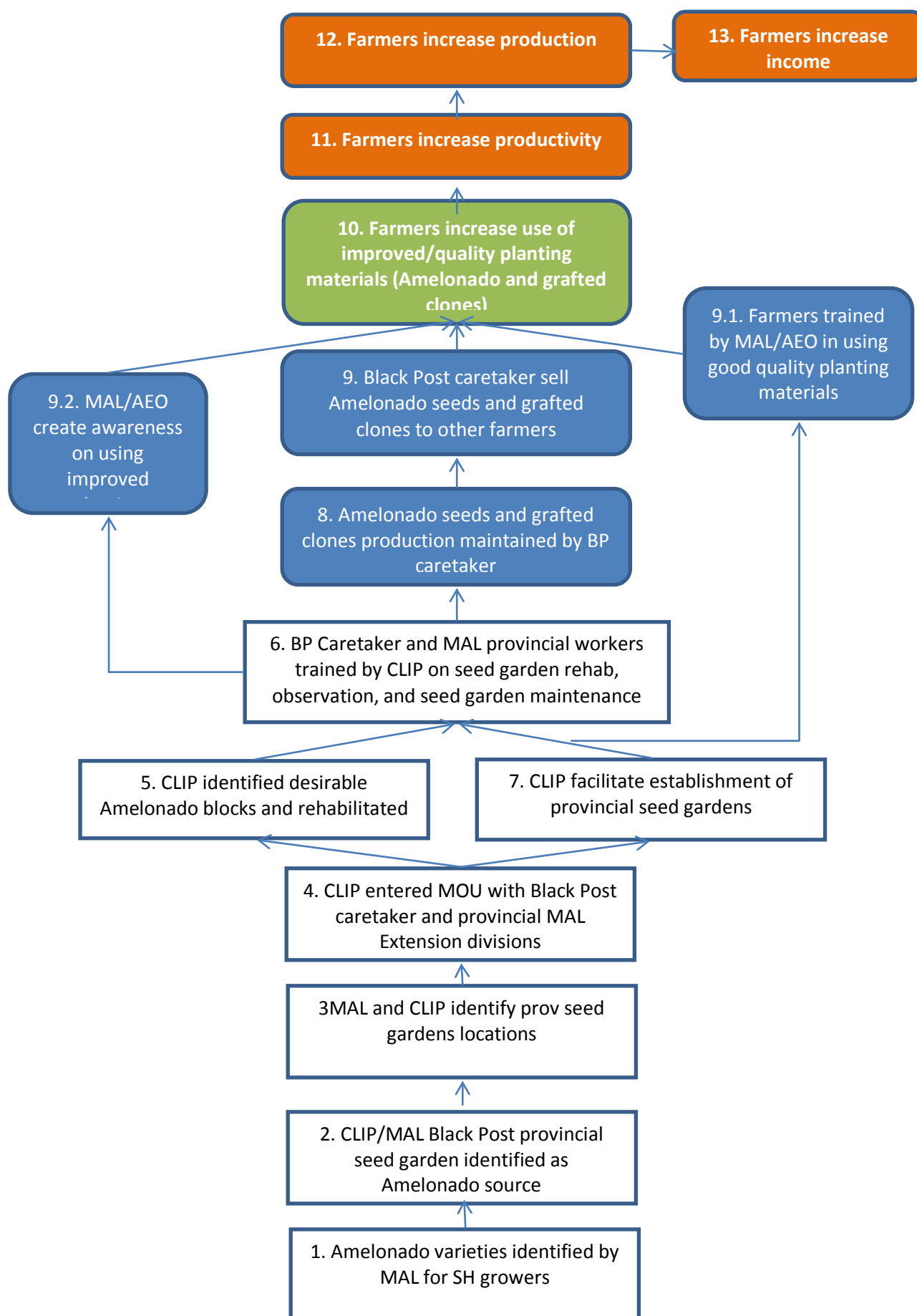
Annex 1: Result Chain Processing



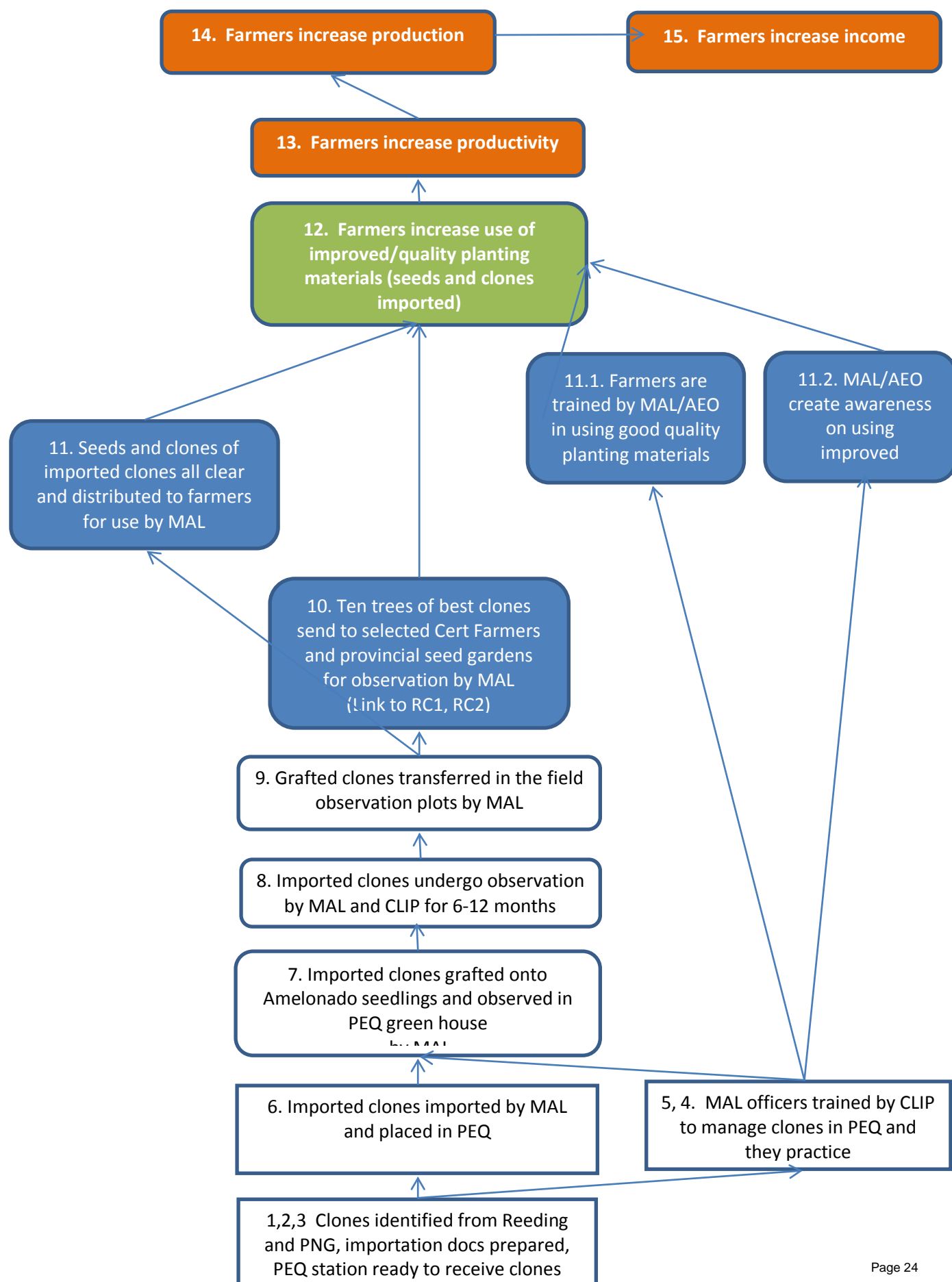
Annex 1: Result Chain Planting Materials 1: Certified Amelonado Farms



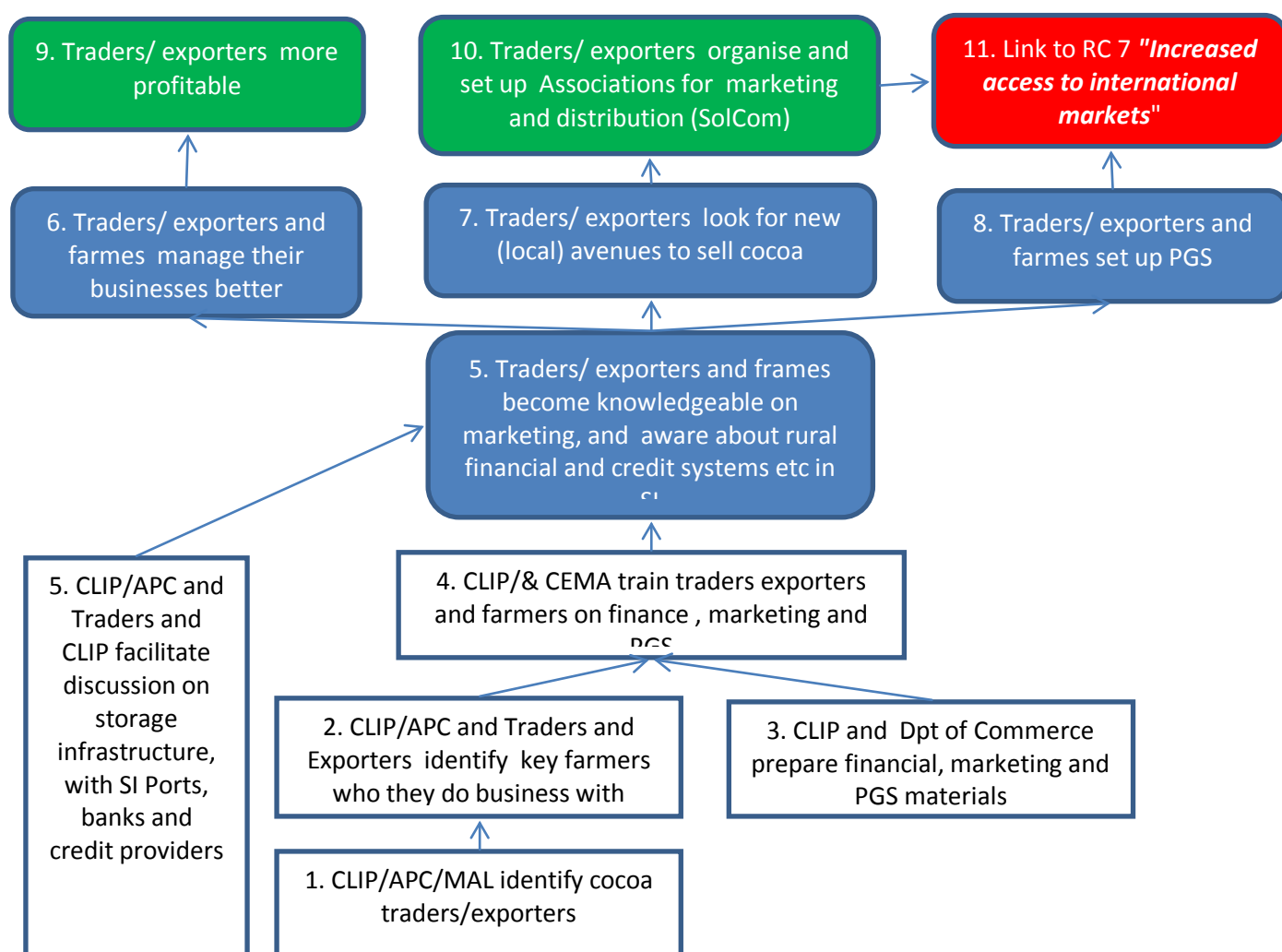
Annex 1: Result Chain Planting Materials 2: Provincial seed gardens



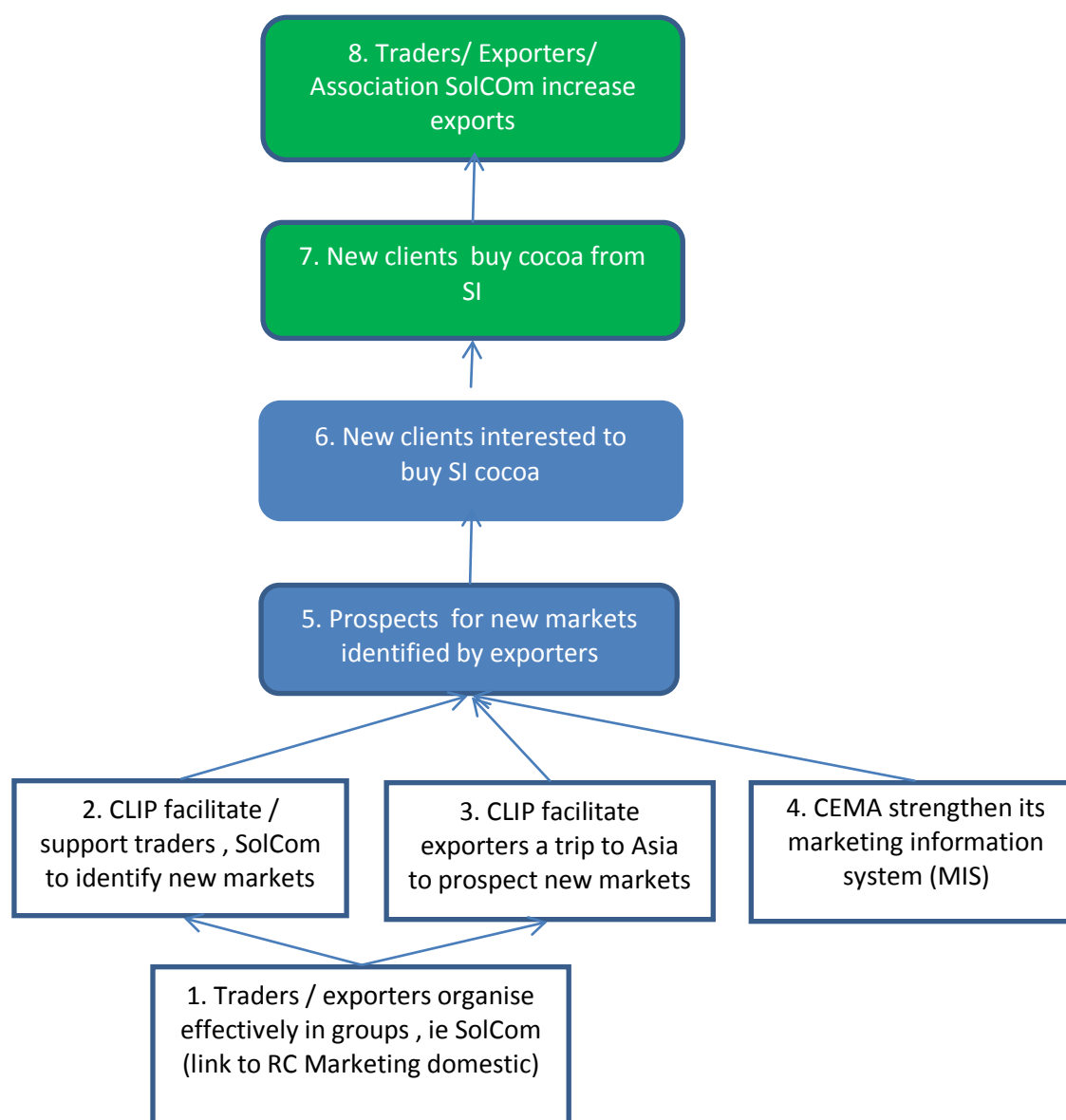
Annex 1: Result Chain Planting Materials 3: Imported Clones (Reeding, PNG)



Annex 1: Result Chain Marketing: Domestic marketing system



Annex 1: Result Chain Marketing: International markets



Annex 2: CLIP Result Measurement Plans

Result Measurement Plan: Processing

BOX	RESULT CHAIN	INDICATOR (S)	DEFINITION	DATA COLLECTION	WHEN & FREQUENCY	RESPONSIBILITY
1	Identify farmers (current and future processors)	Number of farmers selected For each category	How many identify from target group to train	CLIP field assessment record MAL record	Before training	CLIP staff
2	CEMA train cocoa farmers	Number of farmers trained	Number of farmer successful attend & complete training	CEMA Cocoa Processing Participants Registry	At the end of course	CLIP staff
3	Farmers upgrade processing facilities	No of farmers who upgraded processing facilities Type of processing facilities upgraded		CLIP records In-depth interviews	Quarterly	CLIP staff
4	Processors more knowledgeable	Number of trained processors knowledgeable Number of trained farmers apply knowledge received	Processors passing the assessment test How many processors apply methods on processing the beans/basic on quality & Marketing	CEMA Trainer record Observation/ interview	After 1- 3 months course	CLIP staff
5	Processors register their facilities with CEMA	No of processors registered		Desk review CEMA records In –depth interviews	quarterly	CLIP staff EO

BOX	RESULT CHAIN	INDICATOR (S)	DEFINITION	DATA COLLECTION	WHEN & FREQUENCY	RESPONSIBILITY
6	Processors improve processing of cocoa	No processors with improved processing skills		Observation	quarterly	CLIP staff Enumerators/EO
7	Processors improve Quality of beans produce	Number of trained processors produce 1 st grade cocoa bean Volume of High quality beans produced	How many trained processors produce and sell 1st grade beans Total beans 1 st grade sold	Inspection & Grading records from exporters/CEMA Collect information from selected farmers sales receipts	Monthly bases	CLIP staff Enumerators/EO
8	Processors increase production	Metric tonnes of beans produced per processor per year and cumulatively		Collect information from selected farmers sales receipts In depth interviews Annual survey	Quarterly bases Annually	CLIP staff Enumerators/EO M&E Advisers

BOX	RESULT CHAIN	INDICATOR (S)	DEFINITION	DATA COLLECTION	WHEN & FREQUENCY	RESPONSIBILITY
9	Increase Income	<p>Metric tonnes of beans sold per processor per year and cumulatively</p> <p>Additional income</p> <p>Number of trained processors receive high gross profit margin</p> <p>Premium Price receive</p>	<p>Income less expense = net profit</p> <p>Collect information from selected farmers sales receipts</p>	<p>-Collect information from selected farmers sales receipts</p> <p>In depth interviews</p> <p>Annual survey</p>	<p>Quarterly bases</p> <p>Annually</p>	<p>CLIP staff</p> <p>Enumerators/EO</p> <p>M&E Advisers</p>
10	Increase exports	SBD \$ value of exports		<p>CEMA records</p> <p>Annual survey</p>	<p>Quarterly</p> <p>Annually</p>	<p>CLIP staff</p> <p>Enumerators/EO</p> <p>M&E Advisers</p>

Annex 2: CLIP Result Measurement Plans

(1) Result Measurement Plan : IPDM non-data recording

BOX	RESULT CHAIN	INDICATORS	DEFINITION	DATA COLLECTION TOOLS	RESPONSIBLE	WHEN & FRQUENCY
1	Provincial sites located	No. of provincial sites located by provinces	IPDM sites established in 2009/10. 5 provinces where CLIP operates – Malaita, Guadalcanal, Makira, Western, Choiseul	Actual field visits to sites	CLIP APCs and MAL AEOs, IPDM Specialist and National Training Officer (NTO)	August/September 2011, once for the 5 provinces
2	Specific provincial sites identified	No. of selected sites identified, named and recorded for the 5 provinces	Specific focused sites- proactive sites out of the original 60	Actual field trips with observation and farmer interviews	ditto	August/September 2011. Once for each of the 5 provinces
3	Provision of series of trainings	No. of respective trainings held with records on IPDM & copy cat farmers	Training series- Data recording , financial records, cocoa grafting, cocoa processing, IPDM practices,	Monthly/Quarterly and training reports submitted to CLIP Office Administrative reports	ditto	September-November 2011 Monthly and end of each training

BOX	RESULT CHAIN	INDICATORS	DEFINITION	DATA COLLECTION TOOLS	RESPONSIBLE	WHEN & FRQUENCY
4	Farmers knowledgeable on IPDM, management of own cocoa trees	1. No. of farmers with evidence of real treatment (adoption) and fixing of overgrown cocoa trees 2. No. of trees actually receiving quality IPDM treatment per farmer	IPDM standard regime consisting of shade management, various types of pruning techniques, ring-weeding and pest and disease sanitation	Actual farm field inspection of randomly selected cocoa plots whose owners have attended CLIP IPDM training	ditto	January-April 2012 3 of each of the training series for the 5 provinces
5	Increased number of cocoa trees actually rehabilitated by trained farmers	1. No. of over-grown cocoa trees being subjected to IPDM practices per trained farmer 2. No of copy cat farmers practicing rehabilitation (IPDM)	Copy cat farmers – farmers not trained by CLIP on IPDM but have adopted the practice after seeing work done by CLIP trained farmers	Actual field inspection of plots belonging to a good number of trained IPDM and copy-cat farmers	APCs, MAL AEO, Cocoa Enumerators	January-February 2012. One time field inspection of a randomly selected number of IPDM and copy-cat farmers in each of the IPDM (randomly selected) provincial plots
6	Increase in yields of rehabilitated cocoa trees	No. of ripened pods per rehabilitated cocoa tree	Respective trained IPDM and copy-cat farmers over-grown cocoa farms	Records kept by farmers Actual field observation and counting of ripened pods from sampled trees	Farmers APCs MAL AEOs Cocoa Enumerators	January-February 2012. One time field inspection of randomly selected IPDM (randomly selected) provincial plots

BOX	RESULT CHAIN	INDICATORS	DEFINITION	DATA COLLECTION TOOLS	RESPONSIBLE	WHEN & FRQUENCY
7	Increase in wet/dried beans production for sale	1. Weight of wet beans (Kg) produced 2. Weight of dry beans (Kg) produced	Wet bean-unfermented cocoa beans taken from ripe cocoa pods Dry beans-fermented wet beans and dried	In-depth interviews quarterly Records from traders or CEMA Follow-up survey annually	Farmers APCs Traders CEMA	November-December 2011, March and April 2012 two times field counting in randomly selected IPDM and copy-cat provincial plots
8	Increased farmers income	1. Net additional income from wet beans 2. Net additional income from dry beans	Net income-Current (post - IPDM practice) income minus pre-IPDM practice income of IPDM and copy-cat farmers	In-depth interviews of farmers Income records on cocoa sales kept by respective farmers Records kept by cocoa trader or CEMA	Farmers APCs Traders CEMA	November-December 2011 and March-April 2012 Twice collected of income data

(2) Result Measurement Plan : IPDM Data Recording

BOX	RESULT CHAIN	INDICATORS	DEFINITION	DATA COLLECTION TOOLS	RESPONSIBILITY	WHEN & FREQUENCY
1	Provincial sites visited	1. No. of sites visited per province 2.Names of provinces visited	IPDM demo sites established in 2009/10 Provinces- Malaita, West, Guadalcanal, Makira, Choiseul	Actual field trips to the sites to the 5 provinces	IPDM Specialist, NTO, APCs MAL -AEO	August-September 2011 1 field trip to each of 5 provinces
2	Specific provincial sites identified	1. No. of identified and recorded site by each of the 5 provinces	Only IPDM proactive sites out of the original 60	Actual field trips with observations and interviewing of farmers	ditto	August-September 2011 1 field trip to each of the 5 provinces
2a	CLIP trained MAL AEO, PACT, APC on IPDM	1. Number and names of persons trained 2.No. of more IPDM knowledgeable trained persons	MAL-Ministry of Agriculture & Livestock AEO- Agriculture Extension Officer APC- CLIP Assistant Project Coordinator CLIP- Cocoa Livelihood Improvement Project PACTs- Provincial Agriculture Cocoa Trainers	Training reports	IPDM Specialist NTO PACTs APCs	At the end of each training course

BOX	RESULT CHAIN	INDICATORS	DEFINITION	DATA COLLECTION TOOLS	RESPONSIBILITY	WHEN & FREQUENCY
3a	Training for Data recording	1. No. of farmers trained on data recording 2.No. of farmers more knowledgeable about data recording	Only proactive farmers engaged for data recording Data actually entered & recorded from their own farms as prescribed	IPDM Training reports forwarded to CLIP HQ	GRM and CLIP engaged TAs M&E Advisers	September-October 2011 2 rounds of training for each of the 42 selected IPDM proactive sites
3b	CLIP & MAL staff trained on data analysis	1. No. of trained and named staff from MAL and CLIP		Records in training reports	GRM and CLIP engaged TAs M&E Advisers	December 2011- February 2012 1 round of training
4a	Farmers are able to record and submit to CLIP	1. No. of farmers keeping quality records of data of their farms 2.No. of farmers submitting their records to CLIP HQ		Field visits and observations of respective farms Face to face interview of respective farmers by CLIP/MAL officers	APCs MAL -AEOs	September-November 2011 January-May 2012 4 rounds of visits to each of the farmers involved in data recording
4b	Data analysed by CLIP and MAL staff	1. Analytical data reports done by CLIP and MAL staff 2. Types of analytical reports produced and distributed to end-users	Simplified information stored electronically for printing and distribution	Records of data analysis reports disseminated by CLIP	GRM and CLIP engaged TAs M&E Advisers	April- May 2012 1round ach for analysis and production for printing
5	Data transferred from CLIP to MAL HQ	1. Analysed data (electronic) transferred to MAL information network centre. 2. More cocoa data available	Electronic data stored at MAL information Centre and available to all stakeholders	MAL information network Centre	GRM and CLIP engaged TAs M&E Advisers NPM	May 2012 1 round of transfer

Annex 2: CLIP Result Measurement Plans

(1) Result Measurement Plan: Planting materials 1 Certified Amelonado Seed Supplier Farms

Box in RC	Result Chain	Indicators	Data Collection Tools	When and Frequency	Responsibility
1	MAL identified Amelonado cocoa variety for SH farmers	MAL policy decision	MAL policy document report	Once at the beginning	CLIP staff
2	Strategically located potential farms with good Amelonado stands identified by MAL and CLIP	No. of farms screened, screened and accepted Locations of the farms accepted	CLIP/MAL report	Once at the beginning	CLIP staff
3	Certified Amelonado farms established by signing of MOUs signed by CLIP/MAL with farm owners	No. of MOU signed	CLIP/MAL record/report	Once at the beginning	CLIP staff
4.1.	CLIP train MAL on grafting, rehab, observation	No of MAL trained No MAL staff knowledgeable	CLIP/ record/report Test In depth interviews	After the training	CLIP staff
4.2.	CLIP/MAL train owners of farm on rehabilitation, observation techniques and grafting	(a)-No. of training conducted (b)-Types of training conducted ©-No. of farm owners trained	MAL/CLIP records	Once at the beginning	CLIP staff EO
5	Farm owners more knowledgeable on farm management and grafting skills	(a)- No of farmers more knowledgeable and skilled in farm management and grafting skills	Observation and in-depth interviews	1-6 months after the training (test knowledge)	CLIP staff Enumerators/EO
6	Farm owners rehabilitate farms and practice grafting skills	(a)-No. of farms rehabilitated (b)-No. of grafted nurseries established	Observation, MAL/CLIP report	Monthly or Quarterly	CLIP staff Enumerators/EO

Box in RC	Result Chain	Indicators	Data Collection Tools	When and Frequency	Responsibility
7.1 7.2.	Amelonado seeds and grafted clones produced and sold to other farmers	(a)-No of Amelonado pods produced and # sold (b)-No of farmers buying Amelonado pods, clones, and quantity bought (c)-No. of grafted clones sold to farmers (d)-No of farmers buying grafted clones	Certified farmer records and MAL/CLIP report	Monthly or quarterly	CLIP staff Enumerators/EO
8.1.	Farmers trained by MAL/AEO in using good quality plating materials	No farmers trained No of farmers knowledgeable	CLIP, MAL records	Quarterly	CLIP staff Enumerators/EO
8.2.	MAL/AEO create awareness on using improved planting materials	Number and type of awareness campaigns conducted No of farmers reached by the campaign	CLIP MAL records Followed by a survey six-monthly	Quarterly	CLIP staff Enumerators/EO
8	More farmers planted Amelonado seeds and grafted clones from the Certified farms	(a)-No. of farmers planting quality Amelonado seedlings (b)-No of farmers planting quality Amelonado seedlings planted (c)-No of farmers planting grafted clones (d)-No of grafted clones planted	Observation and MAL/CLIP report Owners report	Monthly or quarterly	CLIP staff Enumerators/EO
9	Increase Productivity	(a)-No. of pods per tree	In –depth interviews quarterly Follow up Survey annually	Quarterly Annually	CLIP staff Enumerators/EO M&E Advisers
10	Increased production from farms planting quality Amelonado seeds and clones	(a)-Weight of wet beans (Kg) produced (b) Weight of dry beans (KG) produced	In –depth interviews quarterly Follow up Survey annually	Quarterly Annually	CLIP staff Enumerators/EO M&E Advisers

Box in RC	Result Chain	Indicators	Data Collection Tools	When and Frequency	Responsibility
11	Rural income increased substantially	Net additional income from wet beans from dry beans Net additional income from sale of Amelonado pods and grafted clones	In –depth interviews quarterly Follow up Survey annually	Quarterly annually	CLIP staff Enumerators/EO M&E Advisers

(2) Result measurement Plan: Planting materials 2 Provincial Cocoa Seed Gardens

Box in RC	Result Chain	Indicators	Data Collection Tools	When and Frequency	Responsibility
1	MAL identified Amelonado for SH cocoa growers	MAL policy decision document	MAL/CLIP records	Once at the beginning	CLIP staff
2	CLIP/MAL Black Post seed garden identifies as Amelonado source	MAL/CLIP decision document	Observation and CLIP report	Once at the beginning	CLIP staff
3	MAL and CLIP identify provincial seed garden locations	No. of prov. Seed garden locations identified	MAL/CLIP reports	Once at the beginning	CLIP staff
4	CLIP entered MOU with Black Post caretaker and respective Provincial MAL Extension Divisions	No. of Signed MOU or management documents	MOU document and MAL/CLIP reports	Once at the beginning	Enumerators/EO
5	CLIP identified desirable Amelonado blocks and rehabilitated	(a)-No. Amelonado variety blocks identified by MAL/CLIP	CLIP report	Once at the beginning	CLIP staff
6	Black Posts Caretaker and MAL provincial workers trained by CLIP on seed garden rehabilitation, observation techniques and seed garden maintenance and grafting	(a)-No. of training conducted by CLIP (b) Types of training conducted (c)- No. of participants trained per training (d) No participants knowledgeable	CLIP report In –depth interviews	Time of conclusion of training 1-6 months after the training (knowledge)	CLIP staff Enumerators/EO
7	CLIP facilitated establishment of Provincial seed gardens	(a)- No. of provincial seed gardens established	Observation and CLIP records	Once at the beginning	CLIP staff Enumerators/EO
8	Amelonado seeds and clone production and maintained by Black Post caretaker	(a)-No. of Pods production (b)-No. of grafted clones nurseried	Observation and caretakers records	Monthly quarterly	CLIP staff Enumerators/EO

Box in RC	Result Chain	Indicators	Data Collection Tools	When and Frequency	Responsibility
9	Amelonado quality seeds and grafted clones sold to CLIP farmers and others by care-taker	(a)-No. of Amelonado pods sold (b)- No. of farmers buying Amelonado pods (c)-No. of grafted clones sold (d)-No. of farmers buying grafted clones	Caretakers records and CLIP records	Monthly Quarterly	CLIP staff Enumerators/EO
9.1.	Farmers trained by MAL/AEO in using good quality plating materials	No farmers trained No of farmers knowledgeable	CLIP, MAL records In depth interviews	At the end of the training 1-6 months after the training (knowledge)	CLIP staff Enumerators/EO
9.2.	MAL/AEO create awareness on using improved planting materials	Number and type of awareness campaigns conducted No of farmers reached by the campaign	CLIP MAL records Followed by a survey six-monthly	Quarterly	CLIP staff Enumerators/EO
10	Quality cocoa seeds and clones planted by cocoa farmers	(a)- No of farmers planting of Amelonado from Black Post (b)-No. of Amelonado from BP planted (c)-No. of farmers planting grafted clones from BP (d)-No. of clones planted	BP Care-taker records and CLIP/MAL records and reports	Monthly or Quarterly	CLIP staff Enumerators/EO M&E Advisers
11	Increase Productivity	(a)-No. of pods per tree	In –depth interviews quarterly Follow up Survey annually	Quarterly Annually	CLIP staff Enumerators/EO M&E Advisers
12	Increased cocoa production from farms using quality planting materials	(a)-Weight of Wet beans per harvest (b) Weight of dry beans per harvest	In –depth interviews quarterly Follow up Survey annually	Quarterly Annually	CLIP staff Enumerators/EO M&E Advisers

Box in RC	Result Chain	Indicators	Data Collection Tools	When and Frequency	Responsibility
13	Rural income increased substantially for cocoa farmers	Net additional income from wet beans from dry beans Net additional income from sale of Amelonado pods and clones # farmers who increased income (scale)	In-depth interviews quarterly Follow up Survey annually	Quarterly annually	CLIP staff Enumerators/EO M&E Advisers

(3) Result measurement Plan: Planting materials 3 Imported Quality Cocoa Planting Materials

Box in RC	Result Chain	Indicators	Data Collection Tools	When and Frequency	Responsibility
1	High performing clones identified by CLIP/MAL from Reading and PNG for import	No of clones identified	MAL/CLIP report	Once at the beginning	CLIP staff
2	MAL (Research +Quarantine) and Reading consulted by CLIP to import clones	No of meeting and correspondences	Observation and MAL/CLIP records	Once at the beginning	CLIP staff
3	CLIP facilitated MAL PEQ station readied to receive clones	Type of maintenance done by CLIP	CLIP/MAL records and reports	Once at the beginning	CLIP staff
4	MAL (Research and Quarantine Officers) trained by CLIP to manage clones in PEQ	(a)- Types of training conducted by CLIP (b)-No of officers trained by CLIP	CLIP records	Once at the beginning	CLIP staff
5	CLIP and MAL officers trained and practice grafting prepare for imported clones	No of officers trained No knowledgeable	CLIP reports	Once in the beginning 1-6 months after the training (knowledge)	CLIP staff /EO
6	Imported clones arrive and placed in PEQ	No of clones imported to Solomon Islands	MAL/CLIP reports Import documents	Once in the beginning	CLIP staff /EO
7	Imported clones grafted onto Amelonado seedlings and observed in PEQ green house	(a)-No. of imported clones grafted (b)- no of imported clones successfully grafted	Observation and CLIP Report	Monthly and quarterly	CLIP staff /EO
8	Imported clones undergo observation by MAL and CLIP for 6-12 months in PEQ green house	Observations conducted	CLIP/MAL observation reports	Monthly and quarterly	CLIP staff/EO
9	Grafted clones transferred to field observation plots at the PEQ station	No. and clone types transferred	CLIP MAL reports	Monthly and quarterly	CLIP staff Enumerators/EO

Box in RC	Result Chain	Indicators	Data Collection Tools	When and Frequency	Responsibility
10	10 trees per best clone to selected certified farmers and provincial seed gardens for observation by MAL Research and Extension	(a)-No and volume of Clone identity transferred (b)-No of farmers involved	CLIP/MAL reports	When it happens	CLIP staff Enumerators/EO
11	Seeds and clones of imported clones distributed to farmers	(a)-No and volume of clone identity transferred (b)-No of farmers involved	CLIP/MAL reports	Monthly quarterly	CLIP staff Enumerators/EO
11.1	Farmers trained by MAL/AEO in using good quality plating materials	No farmers trained No of farmers knowledgeable	CLIP, MAL records	After the training 1-6 months after the training (knowledge)	CLIP staff EO
11.2	MAL/AEO create awareness on using improved planting materials	Number and type of awareness campaigns conducted No of farmers reached by the campaign	CLIP MAL records Followed by a survey three-monthly	Quarterly	CLIP staff EO
12	More farmers plant newly imported improved clones	(a)-No of farmers receiving and planting imported clones	In –depth interviews quarterly Follow up Survey annually	Quarterly annually	CLIP staff EO M&E Advisors
13	Increase Productivity	(a)-No. of pods per tree	In –depth interviews quarterly Follow up Survey annually	Quarterly Annually	CLIP staff EO M&E Advisors

Box in RC	Result Chain	Indicators	Data Collection Tools	When and Frequency	Responsibility
14	Increased Production from farms	(a)-weight of wet beans produced from imported clones (b) weight of dry beans produced from imported clones	In –depth interviews quarterly Follow up Survey annually	Quarterly Annually	CLIP staff Enumerators/EO M&E Advisers
15	Rural income increased substantially	(a)- income from sale of grafted clones (b)-income from sales of wet bean from imported clones (c)-income from sales of dry beans from imported clones Volume of planting materials sold	In –depth interviews quarterly Follow up Survey annually	Quarterly annually	CLIP staff EO M&E Advisors

Annex 3: Projections on CLIP outreach and impact for Extension Phase

By June 2012 CLIP has contributed to an accumulated **additional¹² income** increase of nearly SBD\$24 million (2011+2012) for over 2,800 farmers who sell wet beans, providing full time labour equivalents in employment¹³ (FTE) for over 370 people in 2011 and over 1,000 in 2012.

Additional production of wet beans (due to CLIP) will increase from over 1,200 tonnes in 2011 to over 2,700 tonnes in 2012. At the same time, additional production of dry beans (due to CLIP farmers buying and selling dry beans to exporters and traders) will increase from over 560 tonnes in 2011 to over 1,200 tonnes in 2012.

Projections, presented in Table 1 below, are based on a number of **assumptions** and Trevor's report findings (interim results):

- Assumption 1(A1): For 2 CLIP farmers, one non-CLIP farmer will copy (seeing the benefit of CLIP farmers, other non clip farmers will follow the practices)
- Assumption 2 (A2): We assume that out of 2,119 assisted by CLIP (with tools, training etc), only 82% will have an increase in production (Trevor's report may 2011)
- Assumption 3 (A3): of the copy-cats which follow practices, only half (50%) will have an increase in production

¹² Numbers have been adjusted with the baseline data. In the "Additional" column are reported just the **additional benefits (baseline data has been taken out)**.

¹³ self-employment

Table 1: Calculation of CLIP projected impact (outreach, production, income, employment)

	<u>Jun-11</u>	<u>Jun-12</u>	<u>ADDITIONAL</u> <u>Jun-11</u>	<u>ADDITIONAL</u> <u>Jun-12</u>
# CLIP Farmers assisted with training, tools etc by CLIP	2119	2619		
# Copy-cats (farmers which seeing the benefit, copy CLIP farmers practices)(A1)		1310		
<u>Of which:</u>				
# CLIP Target group which increased production(A2)	1738	2148		
#Other farmers will copy CLIP farmers(A3)		655		
<u>PRODUCTION</u>			<u>Increase in productivity</u> from 5 pods to 20 pods/tree	<u>from 5 pods to 25 pods/tree</u>
productivity (# pods per tree)	20	25		
# trees per farmer (average) per farm	650	850		
<i>Total # of trees</i>				
CLIP Target group	1,129,427	1,825,443		
Other farmers will copy CLIP farmers	0.00	556,538		
Production (pods)				
CLIP Target group	22,588,540.	45,636,075		
Other farmers will copy CLIP farmers	0	13,913,438		
Production in wet beans (tonnes)			<u>Additional production</u>	<u>Additional production</u>
CLIP Target group	1,673	3,380	1,255	2,704.09
Other farmers will copy CLIP farmers	-	1,031		
Production in dry beans tonnes)				
CLIP Target group	753	1,521	565	1,216.96

	<u>Jun-11</u>	<u>Jun-12</u>	<u>ADDITIONAL</u> <u>Jun-11</u>	<u>ADDITIONAL</u> <u>Jun-12</u>
Other farmers will copy CLIP farmers	-	464		
	753	1,985		
Price of wet beans (SBD) 5,000				
<u>Income from selling wet beans (SBD)</u>			<u>Additional income</u> <u>farmers wet beans</u>	<u>Additional income</u> <u>farmers wet beans</u>
CLIP Target Group farmers	8,365,289	16,900,560	6,273,967	13,520,447.82
Copycats	0	5,152,610	0	4,122,087.75
	8,365,289	22,053,169	6,273,967	17,642,535.57
<i>Income per farmer selling wet beans</i>				
per farmer SBD	5,276	11,253	3,957	9,002.08
Per farmers AUD	659	1407	495	1,125.26
1 SBD/AUD 8				
<u>Income from selling dry beans (SI\$)</u>				
% farmers selling dry beans				
# CLIP Target group selling dry beans	152	188		
CLIP copy-cats	0	57		
			<u>Additional income</u> <u>farmers buying and</u> <u>selling dry beans</u>	<u>Additional income</u> <u>farmers buying and</u> <u>selling dry beans</u>
Income for standard cocoa dry beans(SBD)	11,520,155.40	23,274,398.25		
premium cocoa	0.00	1,422,324.34		
substandard cocoa	1,024,013.81	1,034,417.70		
Total Income target group	12,544,169.21	25,731,140.29	9,408,126.91	20,584,912.23
<i>Other farmers will copy CLIP farmers selling dry beans</i>				
Income for standard cocoa	0.00	7,095,853.13		
premium cocoa	0.00	433,635.47		
substandard cocoa	0.00	315,371.25		
Total income Other copy cat farmers	0.00	7,844,859.84		6,275,887.88
<i>Income per farmer selling dry beans</i>				
per farmer SBD	82,577.79	137,049.00	61,933.34	109,639.20

		<u>Jun-11</u>	<u>Jun-12</u>	<u>ADDITIONAL</u> <u>Jun-11</u>	<u>ADDITIONAL</u> <u>Jun-12</u>
Per farmers AUD		10,322.22	17,131.12	7,741.67	13,704.90
1 SI\$/AUD	8				
Export Sales (SBD)		14,456,665.60	29,207,088.00		
AUD		1,807,083.20	3,650,886.00		
Employment¹⁴					
Full time equivalent (FTE)		370	1,032		

¹⁴ Employment- it is not considered formal employment here- just self-employment

Annex 4 - Intervention Plan

The intervention plan is prepared for internal purposes.

What does it include?

Page 1:

1. Intervention Title
2. Intervention Overview (short description of the intervention)
3. Responsible Person
4. Key Impact information (targets)
 - a. No. of Farmers reached
 - b. Additional Income increase (in US\$)

Page 2 - etc:

5. Result Chain
6. Supporting Calculation (Calculation sheet for targets)
7. Result Measurement Plan

Annex 4 - Intervention status report (ISR) Three monthly or/and six-monthly

ISR is a collection of intervention up-to-date data. The aim is for the team to periodically collect follow-up data on activities, problems and findings from the field. This ISR will be presented at the quarterly or six-monthly meeting or as often as required by the CLIP Project Manager or team.

This report presents progress made by an intervention, whether it is implemented according to plan (refer to intervention plan and targets).

ISR Outline

1. Intervention Title
2. Intervention Overview (short description of the intervention)
3. Responsible Person
4. Small survey results/observation about the intervention activity and service market outputs – if possible outcome data
5. Early signs of impact (outreach, enterprise level, poverty reduction if the case); or assessment if targets could be reached
6. Intervention impact story (were all the expected results of the intervention in different levels of the intervention result chain met)
7. Lessons learnt so far
8. Challenges, problems
9. Next Steps

10. Any other issues

Who writes it? Intervention responsible staff – with help of M&E Adviser

Who is the audience? Other staff, Project Manager

Who approves it? Project Manager

ANNEX 5 – CLIP MEMORANDUM 8 JULY 2011

MEMORANDUM

8th July 2011

TO : All CLIP Staff
: CLIP TAs
: MAL, CEMA

FROM : National Project Manager

RE : BRIEF FOR CLIP 4TH EXTENSION PHASE (July 2011-June 2012)

1. Introduction

As you are all aware, AusAID has decided to fund CLIP for another 12 months starting from 1st July 2011 to June 30th 2012. There are many changes including management, reduction of funding as well as intended focus that is reflected in the workplan and the activities for this phase.

This is reflected in our “Mission Statement” for this phase being;

“CONSOLIDATION OF CURRENT ACHIEVEMENTS, PROMOTION OF UP-TAKE AND IDENTIFYING AND TESTING OUT SUSTAINABLE OPTIONS FOR THE INDUSTRY BEYOND CLIP.”

While your familiarisation with the key documents, listed below and distributed to those not accessible to email, will help you know and guide you about what this CLIP extension purpose and strategic activities will be and the outcomes expected to be attributed to CLIP at the end of the 12 months and beyond, this brief highlights some of the key elements of focus, strategic activities and mode of operation in order to achieved the desired results in terms of implementation and outcomes.

Documents and references	What Relates to CLIP Extension Phase
Quality Assessment Implementation (QAI) June 2011	<ul style="list-style-type: none">○ External Assessment on ALP for AusAID○ CLIP was 12 months old○ Plausible attributes to CLIP questioned○ Need for verifiable indicators for plausible attributes (relevant quantifiable data) emphasised
CLIP 4th Extension Phase Proposal (July 2011-June 2012, GRM International, June 2011	<ul style="list-style-type: none">○ Purpose and Justification, Focus○ WorkPlan Activities○ Budget○ Risk Management
ALP Independent Completion Report (ICR), June 2011 Dr. J. Fallon and Mathias Herr	<ul style="list-style-type: none">○ External assessment of early CLIP phases (July 2009 – September 2010)○ Assessment mainly during GHD Management as a component of a bigger programme (ALP)○ ICR observations and recommendations for CLIP
CLIP Monitoring and Assessment Report , July 2010 –June 2011 by CLIP external M&E Advisors, Tony Jansen and Phyllis Maike	<ul style="list-style-type: none">○ Impact Assessment of CLIP for 15 months, July 2010 – June 2011○ Assessment mainly after CLIP has operated 13 months and during the next 6 months○ Mainly under GRM Management (13 months) and GRM (8 months)○ Observations and recommendations

Documents and references	What Relates to CLIP Extension Phase
Two Activity Completion Reports by Trevor Clarke, CTA. JMarch 2011 and June 2011	<ul style="list-style-type: none"> ○ Observations and recommendations in March Report ○ Data Base analysis, observations and recommendations in the June Report
Other non-report consultations during the last three phases of CLIP	<ul style="list-style-type: none"> ○ On-going consultations with AusAID through GHD and GRM ○ CLIP Management guidance from GHD and GRM ○ Continuous consultations with key partners MAL (HQ and Provincial) and CEMA ○ Resolutions from four National Cocoa Steering Committee Meetings ○ Various consultative workshops/meetings and discussions with stakeholders – SIG Ministries, MPs, MPAs, CBSI, Banks, Commercial Banks, SICUL, Exporters, Traders and growers, Provincial governments ○ Consultations with associated service providers- farm input suppliers, drier –parts fabricators, shippers and other transport providers, international shipping agents ○ Contacts with International traders and expertise-cocoa traders, cocoa grinders, chocolate manufacturers, cocoa researchers ○ Consultations with other development partners- RDP, IFC, ADB, WB, EU/RAMP, EU/ FACT, SPC, Finance Inclusion ○ Consultations with other AusAID funded cocoa related projects- PHAMA, PARDI, ACIAR, Economic Challenge Fund, ○ Cocoa interested individuals ○ CLIP Management and staff meetings

2. Focus for CLIP Extension

The above references leads CLIP to focus on the following key elements while implementing the project for the next twelve months.

- Encourage/Facilitate dialogue between SIG/MAL and AusAID to map out mutually accepted mode of operation for CLIP
- Promote SIG recognition for the National Cocoa Steering Committee
- Encourage and facilitate alignment of CLIP activities with SIG cocoa work plan by collaborating or filling in “gaps” wherever appropriate in order to maximise assistance to cocoa farming and stimulate growth in the industry throughout the country
- Consolidation through ensuring that activities already started or developed previously are continued save new assessments and direct support to farmers such as subsidised tools, drier parts and use of pruning teams. Refer to Workplan activities
- Outstanding delivery of tools and engagement of pruning teams for farmers that had paid their 25% equity contribution to be completed by November 2011 or earlier
- Continue various trainings (IPDM, other cocoa husbandry practices, cocoa processing and Finance literacy and management, etc) through CLIP-trained trainers and CEMA to cover as many of the CLIP farmers as possible
- Improve on course or training materials and mode of teaching for more effectiveness
- Increase farm visitations by MAL extension, CLIP cocoa enumerators and other private facilitators to encourage CLIP farmers and other potential adaptors of CLIP practices to use their tools properly, construct their driers properly, ferment and dry improved quality cocoa beans, keep simple farm records and adopt IPDM practices that they had learn from courses, demonstrations and other awareness modes conducted b CLIP and MAL officers

- Conduct more farmers-to-farm field visits amongst farmers- taking groups of interested farmers to visit farms that have adopted the CLIP practices
- Continue Quality Research in line with market demand including overseas visit to South East Asia with key stakeholders
- Continue to preach about IPDM practices and consolidate efforts on the 53 IPDM established groups so that IPDM is institutionalised as good practice in cocoa farming in Solomon Islands
- Promote use of improved planting materials through use of certified Amelonado seed gardens and grafting of high performance trees to lesser yielding ones.
- Speed up importation of improved genetic material from Reading and PNG
- Know our target clients better through interviews, farmer profiling and external indirect information sourcing
- Continue with Market access and efficiency activities per WP activities. Strengthen the loyalties “lower level partners (growers)” partnership of Community companies that export to ensure quality of products and not being “grasshoppers”.
- Establishment of a reliable and effective market information and intelligence system and internationally recognised quality assurance management system with CEMA
- Re-establish cocoa processing unit registration as part of PGS and “track and trace” mechanism to facilitate marketing options such as “single Origin” and certification and also to facilitate domestic and international cocoa trade information data base for M&E and planning purposes
- Concentrate on promoting increased adoption/adaptation for those involved in the lower value-chain level so that they impact on their respective upper value-chain outcomes. Refer to the CLIP Strategic Framework or Value Chain or Make Market Work diagrams of your choice.
- More effort on M&E – improve on systems of data collection, collation, analysis and dissemination to provide quantifiable plausible attributes to CLIP for appropriate changes/impacts on the cocoa industry
- More effort in updating, analysis and dissemination to end-users of the current data base
- For the sustainability of relevant services to the cocoa industry, actively promote, facilitate and demonstrate and mentor the involvement of other alternative (perceived or potential) providers of services that CLIP is currently providing, in particular, the industry, other associated private sector and relevant government agencies and NGOs, given that CLIP exits after June 30th 2012.
- Actively consult with other potential sources of support assistance for the cocoa industry where CLIP does not cover. These potential players include the private sector, especially the cocoa industry (domestic and international) as well as financial institutions, bilateral and multi-lateral development partners and organisations, SIG (MAL, MPs and MPAs).
- Increase educational awareness of CLIP activities to SIG and the public through presentations, discussions to key stakeholders (MAL Ministry, Caucus, Cabinet and MPs and Provincial governments as well as other development partners and private sector service organisations) as well as the general public through the media and Field Days or Trade shows.
- Promote and facilitate the formation of cocoa farmer groupings.
- Support/facilitate monitoring of incursion of Cocoa Pod Borer including trip to Bougainville.

- In consultation with appropriate bodies such as SICUL, CBSI and Commercial banks promote savings clubs, Credit unions for strongly bonded cocoa farming groups who have formed legal group entities. Let us do something tangible for farmers on managing their income by encouraging them to save and access their own levels of loans at the micro-level so that they can graduate to commercial banking when their income increases.
- Optimum use of project Technical Assistance resources as well as SIG and other organisations to build the capacity of CLIP team to implement the project successfully.
- Ensure cordial working relationship with AusAID, GRMA and key partners (MAL and CEMA) during the phase.
- Ensure that CLIP Team is effective, efficient, transparent and accountable in all its dealings with the industry and optimise the use of the funds to achieve the project's objectives and the key goals of increasing the volume of high quality cocoa to 10,000 tonnes by 2013 and increasing substantially sustainable rural income for cocoa farmers.

3. CLIP Implementation mode of operation

- CLIP will be managed locally with relatively less in-country supervision from GRM during this phase. This give CLIP management team the onus to perform at an expected higher degree. GRM to support a Project Manager and a Coordinator
- Better compliance to procedural and systems policies and operational manuals
- Finance accountability and transparency
- More collaboration with MAL and CEMA in Planning
- Asset management
- Reporting-Standardisation of reporting formats from (a) Field partners; (b) APCs; (c) Tas and NPM
- More M&E and analysis of changes
- In-service capacity building for staff will be organised using resources within the team and out-sourced from GRM where necessary.

4. Strategic Plan of Action to promote and facilitate sustainability of services to the industry beyond CLIP

It is important to accept that CLIP as a project will end on 30th June 2012. We must therefore pro-actively pursue the promotion, facilitation, initiating and mentoring of possible options of other players being involved and continuing what CLIP has already done or initiated. The table below summarises some of the activities that we will undertake for the above during this phase.

Aspects/services needing sustainability	Likely players	Strategic Actions	Progress to date (July-August)
1.Training on cocoa husbandry	-Initially MAL Trainers -Private /retired extension officers -Group trainers	-Train MAL Trainers and retired Extension officers -Lead farmers of groups -Provide training materials	-Last ToT for MAL trainers Sept 5 th -

Aspects/services needing sustainability	Likely players	Strategic Actions	Progress to date (July-August)
2.IPDM	-IPDM Groups -Individual farmers practising IPDM	-Training and more frequent visitations -Include IPDM in SICHE curriculum -More farmer-to-farmer visits	-Ongoing training for group leaders -to start in August
3.Cocoa Quality Assurance	-CEMA -MAL Trainers -Farmer groups -Traders and Exporters	- Training for all players -Activating proposed CEMA Quality Regulations -Promoting "Track and Trace" approach	-Consultation continues. Effective date January 2012 -Ongoing with PGS groups
4.Business Management	-MAL Trainers -MCILI Business trainers -Private Business trainers -Farmer Group leaders	-Train MAL Trainers -Adaptation of training materials with other Trainers -Mentoring Farmer group trainers	-Initial consultation made -PGS groups ongoing -IPDM and PGS groups
5.Marketing & Trading	-CEMA -Exporters and Traders -Growers -SOLKOM	-Increase capacity of CEMA in providing Quality Assurance and Market information services -Mentoring exporters and traders -Encourage interaction between growers and importers through PGS /"Track and Trace" -formation of other "SOLKOMs" -Work with CCorps; "Pooling Groups" -Work with SINSA's group	-PGS activities -Discussion stage
6.Farm input supplies	-Private suppliers -Farmers Group -CEPA -commercial entities	-Consultation with farmer groups to move into commercial entities	-Talked with Honiara Hardware Ltd positive -PGS groups
7.Drier parts fabrications	-3 fabricators and SSSL -Other potential fabricators	-Consultation with SSSL and 3 fabricators to work together -Create demand for drier parts by contacting potential funders -Formalise arrangements -Lease purchase for rollers	-Initial contacts made -Very positive response MRD, EU-RAMP, RDP -Spoken one other fabricator -To discuss with AusAID

Aspects/services needing sustainability	Likely players	Strategic Actions	Progress to date (July-August)
8.Farm development & rehabilitation support	-SIG-MAL and MRD -Dev. Partners-RDP, EU-RAMP, ROC, UNDP -Private- Logging communities -Provincial MPAs -Holcom/Exporters	-Liaise with MAL Cocoa Dev. Project -Tap MPs Funds by developing Constituency cocoa dev. profiles for MPs -Aligning with other dev. Partners programs on cocoa eg work closely with RDP -Facilitate quality seeds and technical advice to logging communities -Provide quality seeds for private nurseries and monitoring services for private nursery suppliers -Involve in RDP review to include cocoa in their next phase	-Initiated “gap filling” options with MAL extension -Facilitate technical and training support to 2 MPs and 3 MPAs with clear cocoa programs -RDP funds CLIP courses in Temotu and Trade show Choiseul in October as well as other trainings in the provinces -MRD fully supportive of CLIP strategy on cocoa -Distributed 50 cocoa books for 50 CDOs
9.Income savings and credit accumulation	Commercial Banks, CBSI, RDP, SICUL, farmer groups	-continue with FL&BM training to growers, traders and exporters -Promote saving clubs & Credit Unions for farmer groups -Sector recognition by banks -Facilitate access to RDP and CBSI guarantee schemes by growers and exporters	-Initial discussion with SICUL -Two farmer groups to start savings club/CU
10.Quality planting material services	Black Post care-taker, Certified farms, private nursery suppliers	-Mentoring and FL&BM for BP care-taker to re-invest income into Maintaining BP -Closer technical advice to BP caretaker -Observation training for certified farms and BP -Grafting of quality materials -Facilitate supply of pods from BP for private purchasers	-initial work with BP -increasing demand for purchases esp. Logging communities

5. Conclusion

Our purpose and focus in this phase of CLIP are as suggested by the Mission Statement are to:

- To consolidate what we have achieved and initiated in the previous phases of the project through mentoring and regular interaction and encouragement
- Promote and facilitate increase uptake of adoption and adaptation of the practices that CLIP by championing early adopters and adaptors and lead farmers as models for the “doubting Thomases”. Make corrective measures where appropriate
- Be on a constant “look out” for other players at all levels of the industry, private sector, government and development partners who will be likely to continue sustainable services now provided by CLIP and government. Encourage and promote them by facilitation, initiation where appropriate, mentor and identify the linkages that will establish them.

Finally, as we all recognised early in the project, CLIP is a Team- a team of like-minded local staff, Technical expertise with support from GRM, AusAID, government and most of all from our cocoa industry. Therefore as a team, doing our best together is crucial to the success of this project implementation and achieving its overall goals. I therefore look forward to your full support and cooperation as you have already given me in this new phase.

Thank you.

Pitakia M Pelomo
National Project Manager