

KASTOM GADEN ASSOCIATION OF SOLOMON ISLANDS

Strengthening Food Security for Rural Livelihood Program

Mid-Term Review: 22nd – 30th October 2012

Final Report

Review Team

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Commissioned by Australian Agency for International Development – Honiara, Solomon Islands

Acronyms

CBO	Community Based Organization
KGA	Kastom Gaden Association
HR	Human Resource
MAL	Ministry of Agriculture and Livestock
MHMS	Ministry of Health and Medical Services
PMN	Plant Material Network
M&E	Monitoring and Evaluation
NGO	Non-Government Organizations
PMN	Plant Material Network
PSO	Project Support Officer
RAMSI	Regional Assistance Mission to Solomon Islands

Executive Summary

Kastom Gaden Association (KGA) is a non-government organization (NGO) whose focus is on family food security and rural livelihood development. The KGA has a network of rural farmers who are members of the Plant Material Network (PMN). Up to the time when the mid-term review was conducted, there was, a total of 3,867 registered PMN members throughout the country. KGA's main target group, are the PMN members, with services delivered through partnership with community based organizations (CBO's). These CBO's are selected partners in the provinces that deliver various activities on behalf of KGA to members and farmers within their catchment areas. The activities include bulking and sharing of best varieties of seeds and planting materials, domestic livestock husbandry, food processing, organic farming methods/techniques, pest and disease management and advocacy.

KGA has been supported by AusAID since 1995. A design review was conducted in June 2011 on the first two years of implementation of KGA's Strengthening Food Security for Rural Livelihood Program. This design review resulted in a three-year AUD2.53 million funding agreement between KGA and AusAID. As part of the agreement, a mid-term review was carried out by the Monitoring and Evaluation (M&E) Advisor for AusAID and RAMSI and an agricultural consultant. The purpose of the mid-term review was to assess the progress over the last year against the recommendations in the design review document.

The TOR for the mid-term review clearly stated the three main areas the review will look at. The review team mainly looked at the achievements and changes under each of the following:

- a) Assess implementation of the program
- b) Assess relationships of KGA with relevant stakeholders
- c) Assess the finance and Human Resources Management.

There has been significant achievement in the past year in building of the capacity of PMN members under the program. With improved skills in farming systems, trainers have gained confidence to conduct workshops for farmers in their catchment areas. Beneficiaries of the program are now more aware on the value of preserving local varieties and their significance in food security. The impact of the program can be seen in the increase of new PMN members and people in remote areas having more access to planting materials and technical information to grow food closer to home.

Market opportunities have also opened up to farmers despite the logistic difficulties faced. People have access to market information provided by KGA and surpluses are sold to meet other family needs. KGA has built the capacity of partners to manage funds provided under the program. Simple book keeping trainings were conducted for the administration officers of selected partners. KGA has also extended its network with the inclusion of the Ministry of Health and Medical Services (MHMS) under the Youth, Women and Nutrition component. This partnership is promoting the eating of local food to help prevent non-communicable diseases, which are now among the main health problem in the country.

To achieve their objectives, the following issues need to be addressed by KGA when implementing program activities. Annual plans for KGA and PMN partners must have clear activities and outputs linked to the objectives. It was difficult to determine KGA's implementation progress due to lack of information provided to verify activities against budget lines. At the time of the review, there was no evidence provided on expenditures against program activities. While 24 staff are employed by KGA, there is still gap in the lack of technical expertise in key areas important to food security (soil management, entomology & pathology, livestock-poultry and piggery, and research on new crops).

These are the main recommendations for both KGA and AusAID to consider:

- The KGA board must continue to take a leading role in overseeing the management of the organization and setting of performance targets for KGA management to achieve.
- KGA and AusAID should work closely together to address important issues that are identified in this review and outstanding issues from the 2011 design review.
- There is a need to do a staff training needs assessment to build on the capacity of KGA staff to enable them to provide appropriate technical advice to farmers.
- KGA to provide relevant training to staff on the use of the M&E Framework including standardizing its monitoring tools, reporting processes, data analysis and dissemination of information.
- Conduct training needs on PMN members and lead farmers to ensure relevant trainings are delivered to address priority needs.
- KGA to work closely with MAL especially in agricultural technical services to provide adequate support to rural farmers in addressing food security.
- TerraCircle to continue providing support to KGA in food security technical advice and monitoring and evaluation.
- Component budgets to be revised with more assistance provided for partners and lead farmers to implement program activities.
- KGA to set up a database on all service providers with proper contracts to be made when engaged by the organization.

Table of Contents

Acronyms

Executive Summary

- I. Introduction
 - II. Key Findings
 - IV. Progress against 2011 Design Review
 - V. Recommendation from the Mid-Term Review
 - VI. Conclusion
 - VII. Annexes
 - Annex 1 - TOR for KGA MTR
 - Annex 2 - List of Documents Reviewed
 - Annex 3 - List of People Consulted
 - Annex 4 - Interview Schedule
 - Annex 5 - Interview Guide
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I. Introduction

KGA is an NGO whose focus is on family food security and rural livelihood development. The KGA has a network of rural farmers who are members of the PMN. KGA has been supported by AusAID since 1995. A design review was conducted in June 2011 on the first two years of implementation of KGA's Strengthening Food Security for Rural Livelihood Program. This design review resulted in a three-year AUD2.53 million funding agreement between KGA and AusAID.

The overall goal of the Program is self-reliance of rural people through sustainable agriculture development and the Program objective is to strengthen family food security and income generation using a livelihoods approach. The Program is designed to address two immediate outcomes; 1) Farmers have access to relevant technical services for food security and income generation and 2) Increase capacity of KGA and rural farmer organizations to deliver services to their members. The funding supports eight (8) components to achieve the objectives. The components are; 1) Partner Capacity Building and Networking, 2) Food Crops and Organic Farming, 3) Small Livestock, 4) Marketing and Value Adding, 5) Women and Nutritional Health, 6) Youth in Agriculture and Urban Agriculture, 7) Communication and Information Services, and 8) Program Management.

As part of the agreement, an independent review of the KGA's Strengthening Food Security for Rural Livelihoods in Solomon Islands was conducted from 22-31 October 2012 by the M&E Advisor for AusAID and RAMSI with technical assistance provided by a private consultant. The mid-term review was to assess progress against the reforms outlined in the design review of June 2011.

The purpose of the mid-term review is to assess the performance, progress and achievements of KGA's Strengthening Food Security for Rural Livelihoods Program after the first year of implementation and make recommendations for improvement in the following areas:

- Implementation
 - Review implementation progress against the program objectives after the first year
 - Identify lessons learned in program implementation and outlined any necessary adjustments in program implementation
 - Assess whether the M&E Framework is being used effectively to measure progress towards program outcomes.
 - Assess whether gender and disability are being appropriately addressed within the program.

- Relationship with partners
 - Assess the effectiveness of KGA's implementation arrangements with its partner Community Based Organization (CBOs)
 - Assess whether the support provided by TerraCircle is meeting the needs of KGA and identify areas where further support might be required.
- Financial and Human Resource Management
 - Assess the robustness of the financial management system and processes for ensuring financial accountability.
 - Assess the effectiveness of the HR system for recruitment and performance management of staff.
 - Assess whether current staffing levels are adequate to manage the program, with particular reference to the workload of the program manager.
 - Assess whether training and capacity building of staff over the last year has been effective in addressing priority needs within the organization and identify any additional training and capacity building requirements.

The consultant for the mid-term review worked closely with the Economic Livelihoods team in AusAID, who provided documents for the assignment. The M&E Advisor for AusAID/RAMSI was the Team Leader and the mentor of the review team. The KGA management was also engaged and they provided updates on the progress of the program and arranged field visits to partners in Malaita Province. The mid-term review team also took the opportunity to consult with relevant stakeholders in this case, Ministry of Agriculture and Livestock (MAL) staff from Extension, Quarantine and Research Departments, KGA staff, representative of the KGA board, lead farmers, service providers, and farmers.

II. Key Findings

1. Implementation Progress

There have been significant achievements in the past year in building the capacity of PMN members and lead farmers through the eight (8) program components. Lead farmers and PMN coordinators expressed gratitude and satisfaction to KGA and its partners for improving their capacity – in terms of instilling new skills and knowledge on better methods of farming in rural areas.

Partner Capacity Building and Networking

KGA have excellent relationship with Partners, PMN members and the lead farmers, particularly in sharing information, providing training, coordinating learning and sharing workshops. There is some evidence of increased capacity among PMN members and lead farmers in applying various farming methods to increase produce (especially organic and root crop), while at the same time, controlling pests and other crop diseases.

KGA provides training and mentoring on basic book keeping to all PMN Partner administration officers in keeping track of spending, acquittals and reporting to KGA finance section. This has improved submission of acquittals and reports on time by the PMN Partners.

The main achievement over the past year is the capacity building of PMN members under the program. Lead farmers were trained to be trainers in their respective zones. Practical skills ranging from organic farming systems, pest management, food and nutrition, livestock husbandry, marketing and value adding to financial management has prepared partners to manage funds for their activities. New members were able to improve soil fertility and produce nutritional food closer to home.

Food Crops and Organic Farming

The component implementation was very slow due to constraints within the various organizations (KGA, Partners and PMN Members). The delay in submission of reports by partners has also contributed to the delay in the continuity of most activities. Currently, there is only one farmer group identified in Makira with six farmers involved. Apart from that group, there are partners involved in organic farming especially in the Northern (Takwa) and Central (Gounafiu) region of Malaita at the initiative of their lead farmers and local associations. There is continuous training for PMN members in composting, mulching, pest and disease management and organic vegetable production. KGA are also implementing National Activities that target PMN members and farmers who are not selected partners under the current funding phase (1st Year).

Small Livestock

While there have been confirmation of training conducted in the rural areas, it is difficult to verify the quality of delivery as trainings are normally done in a shorter period of time than expected. Most rural farmers are involved in small livestock and subsistence farming mainly for family consumption. Some farmers also expressed satisfaction in raising small livestock (pigs and poultry) and said they are able to sustain their businesses – including managing funds received from the sale of the livestock. As a result of the program, farmers have been encouraged to increase productivity to sell surpluses for income generating and consumption. Through the PMN network, there have been exchanges of different breeds of chicken and pig between members.

Market and Value Adding

The inclusion of this component have benefited more than 500 PMN members in five provinces. Activities are very much in-line with achieving the Component's objectives, such as developing training materials, a market study, observation and planning. Studies conducted include a value chain study for various crops, market research and survey at Honiara central market, creation of farmer friendly training

materials specifically for post-harvest & value chains as well as a market linkage study. The trainings and studies aim to provide relevant knowledge and skills for farmers to exploit market opportunities both at the local level and in urban areas. Some success stories for the component are improvement in post-harvesting of crops, linking to farmers to markets especially the selling of potato chips, building of market houses at the community level and access to market information and prices by farmers.

Women and Nutritional Health

While there is no report available to support this component, the MTR team through discussion with the PSO responsible has identified some achievements in this component. One major achievement is the use of the Kiko stove that uses less wood and charcoal and produces less smoke. This reduces the risk of women being exposed to smoke inhalation. KGA under this component is also liaising with the MHMS in combating the increase in communicable disease by conducting awareness on the importance of growing organic food, preserve nutritional value during processing (cooking) and eating healthy meals.

Youth in Agriculture and Urban Agriculture

There is no clear information on the progress of this component. During the visit to the Northern part of Malaita, the review team was informed that youth are involved with management of school farms in the area. It is worth noting that there was no clear indication on this arrangement by KGA. Youth involved need to be informed if they should have a contract with the school or KGA as they have taken time out from assisting their families with food production.

Communication and Information Services

During the time of the review, the PSO responsible for this component had just joined the KGA management in the past two weeks. With his past experience working for NGOs, this component will be strengthened to coordinate all components in terms of reporting, information sharing and dissemination to relevant stakeholders and PMN members.

Program Management

The KGA Board is committed to the success of the program and is currently very involved with approval of component activities and budgets, staff recruitment and meets once a month to discuss the progress of KGA. With the recruitment of the human resource and assistant finance officer, there will be adequate staff to deliver the services under the program to achieve the objective. Three provincial coordinators for Malaita, Western and Makira are also in place since September 2012.

There appears to be good progress in implementation of some activities in priority areas identified in the project design. The MTR team was informed by several PSOs that each component has annual plans and budgets to achieve the expected outputs and outcomes of the program. However the team could only sight a few component plans and budgets. Despite the uncertainties, the team has concluded that there are some achievements in the program.

Achievements

- The KGA board has been active in holding monthly meetings. The board is also involved with the approval of component plans and budgets. The board has also involved in the staff recruitment process.
- At the time of the midterm review, there are a total of 3,867 PMN members (including 320 old members who renewed their membership and 550 new members) between September 2011 and September 2012 throughout the country.
- There is an increase in interest by new PMN members joining the network and potential members whom have shown interest since the program started. This may have been the result of impacts seen in the communities from trainings conducted by KGA.
- Increase in new membership means they have a wider network to access planting materials, access to information and technical services available. More than 9,600 seeds have been distributed and 2,719 (1,120 female and 1,599 male) farmers benefited through this network.
- The M&E framework is in place. The framework could be revised once tested to capture the maximum relevant information and data required to measure the impact of the program.
- Increase in the number of women involved under the women and nutrition component, means women have access to information and advice on food and nutrition therefore, improve the standard of health in the family and the community. A PMN partner (Rokotaniken) made up of 200 women involved in establishment of two bulk centers, making and distribution of economical stoves, facilitating of food and nutrition trainings and increasing their income capacity through the selling of livestock to meet other family needs.
- Access to market information results in farmers directly linked to market outlets. Farmers can send their produce to KGA who then delivered it to the buyers. This is working well for a group of women from the weather coast of Makira who are increasing their production of banana chips to meet market demand both locally and for hotels and supermarkets in Honiara. The market component should include common crops such as Taro, Sweet potato and livestock (pigs) which have demand in the catering businesses.

2. Relationship with Partners

While there is mutual relationship with MAL in information sharing and trainings provided, KGA needs to consult more with the relevant technical divisions

(extension, quarantine and research) on technical issues that is of interest for food security purposes and interest of the agriculture sector. KGA can utilize MAL's technical expertise and also logistic resources (sea and land transport, two way radios and information manuals & posters) that are available both in Honiara and in most provinces.

KGA on the other hand should take a leading role in building strong and informative relationships with other NGOs who are at the same time addressing similar issues on food security. If well-coordinated, the NGOs would have complement each other and avoid duplication of programs especially if working in the same area.

TerraCircle is the organization that can provide backstopping and technical support to KGA as required. Their expertise could be better utilized if technical needs of KGA staff are prioritized. For the first year of the program, TerraCircle have provided advice and training only on two occasions. These were for setting up of the organization's database and the plant clinic. It was raised by the staff that support provided was not adequate. They would prefer that consultation fees be paid upon delivery of services and report. KGA management would like part of the budget allocated to TerraCircle be used to engage local technical service providers as they could also provide backstopping support.

3. Finance and Human Resource Management

Finance: It was difficult to verify the expenditure against the planned activities of the program to achieve the expected outcomes and objectives as there were no documents available to the team during the review. The review can only relay on the information provided during consultation with the staff. It is worth noting that the 70:30 percent in budget allocation in favor of the PSOs is a concern taking into account the catchment areas of partners selected and the number of members they provide service to in their respective areas. The logistic difficulties faced in most remote areas, is a factor that needs to be considered when implementing the program's activities.

Human Resource Management: The program is currently paying 24 full time staff of KGA and still in the process to recruit a Human Resource Officer. With the current staff, there is limited technical expertise available to provide much backstopping in agricultural technical advice to both PSO's and partners (including PMN members and farmers) when required. Because of this, recruitment of service providers are done on an ad hoc basis and at the discretion of the PSO facilitating the training. The recruitments can be done without the knowledge of management or the KGA Board. It is a concern that service providers recruited are not required to submit their curriculum vitae for the records or have legal contracts with KGA to deliver services. This is necessary for the transparency and accountability of the engagement of individual contractors.

There is also lack of staff development plan in place to address the need within the organization. This has resulted in staff attending trainings that are either beyond their capacity or not relevant to their field of responsibility. The oversight to have regular staff and management meetings meant that there is little communication between the various components with staff not committed to particular roles of the program. The lack of coordination and planning, have resulted in PSO staff going to the same areas with separate budgets instead of sharing costs.

4. Capacity Development and Sustainability

KGA staff members seem to have adequate access to training opportunities. However, the review team has not sighted any staff development plans. Staff are attending trainings at the discretion of KGA management. The ad hoc attendance meant courses attended are not always relevant to their components. There is no systematic process for updating the rest of the staff on what has been learnt at trainings, resulting in important information not being shared. There is also a lack of consistency in staff attending longer trainings. Different staff attended different phases of workshops and therefore there is no continuity. With limited technical background in agriculture, it is difficult for staff to follow-up on activities and demonstrations.

There is also no training needs analysis for partners and lead farmers to ensure the delivery of relevant training to address the need of the communities. Trainings conducted need to be upgraded or made more innovative to suit the different location and needs of the partners.

5. Monitoring and Evaluation and Reporting

With the documents available from KGA at the time of the review there was limited data to properly assess the implementation progress because reports are either incomplete or have not been updated with relevant information. While there have been continuous trainings done by PSOs for lead farmers, it was difficult to quantify due to unavailability of data (annual report not available). There are also limited evaluations of trainings by participants making it difficult to assess if there are impacts at the community level.

The M&E Framework prepared by TerraCircle has never been used out in the field making it difficult to follow up on the progress of each component. The unavailability of reports from the organization at the time of the MTR was a concern as information gathered does not reflect the overall progress of the program.

An M&E officer was recruited however will need further training and full support of the PSO's to carry out efficient and effective monitoring of the program activities. She will also have to build her basic technical skills as she would be expected to provide advice on problems faced by farmers in the rural areas during M&E visits.

With the information and communication officer in place, he will be able to assist the M&E officer and ensure that relevant data and information are collected and distributed to all relevant stakeholders of the program.

6. Promoting Gender Equality, Youth and Disability

KGA promotes gender equity in capacity building and training activities. Support to women and youth has increased over time. This was evident through one of the PMN groups made up of all women. With over 200 members involved in livestock raising, women expressed positive changes, including better nutrition and earning extra income through the sale of their livestock. The nutrition component is working with Ministry of Health in supporting rural women to farm food varieties that meets their nutritional requirements. This is mainly awareness on non-communicable diseases and the importance of growing and eating local food.

Youth are engaged under the school farm projects and the establishment of the fruit tree center at the San Isidro School which is an institution that provides trainings for children with special needs. The school is used as a site to bulk fruit trees, but it is not very clear what roles students of the school are involved in. Information gathered from some PSOs indicate that the nun involved with the project has since left the institution.

III. Progress against 2011 Design Review

- In the independent review of the KGA design conducted in June 2011, there were concerns identified which include management lacking vision to effectively manage the operations of the program. This is evident in the lack of regular meetings between staff and management to update each other on the progress of activities to achieve the project objectives. There is also limited communication between program component managers to ensure the activities delivered complement each other. Better coordination between component managers could provide more insight on the importance of the technical trainings provided and the links to other components.
- With the eight (8) components maintained, a communication and information officer as well as monitoring officer were recently recruited to fill the previously vacant posts. The posts of the human resource officer and assistant finance officer were advertised during the time of the midterm review. With these positions filled, KGA will have the full management team in place.
- Despite the recommendation to realign outputs to meet the program objectives, it is still difficult to quantify as limited data was available at the time of the review. The team felt that there is still a need to adjust KGA activities to achieve expected outputs and objectives.
- Currently, there are thirteen (13) partners including three (3) newly selected groups in the first year of the program. Note the three (3) partners suspended have not yet been notified despite the decision being made in June 2012. There is still a lot KGA

has to do to support partners at the rural level. This is in terms of technical and management trainings, budgets, report writing and technical advice. At the time of the midterm review, there were three coordinators recruited for Malaita, Western and Makira Province. It is important for KGA to encourage and assist CBOs with their own constitution to secure funding as that is a requirement to qualify them for support from donors and the government. Most CBOs have the capability to be sustainable as members remain in the rural areas where community support and commitment is effective. By doing so, KGA will be able to include new partners and spread the benefits of the program.

- Technical, research and advisory services were not fully utilized especially those available at MAL. KGA can use the technical expertise available if and when required as farmer's expectations are high especially addressing a problem that threatens their food security and economic activities.
- KGA staff does attend trainings but with no report or data to quantify, it is difficult to see if workshops attended will build their capacity to deliver services to PMN members and farmers. There was no record of staff training needs assessment in place and record of trainings attended so it was difficult to check against this recommendation.
- Advocacy activities needs to be more innovative and upgraded as partners and farmers felt that trainings are repeatedly conducted over time.
- KGA management systems in term of annual planning, reporting and performance review remains a concern and a priority task. At the time of the midterm review, there was no organizational structure provided to the team therefore, difficult to see their decision making powers at the various level of the program.
- There are some positive activities with market value adding especially for women in rural Makira with the increase in demand for their potato chips sold to hotels and supermarkets in Honiara and locally. Farmers also have access to information on market prices, outlets and products in demand after surveys done by the PSO responsible. Challenge remains with changing the mentality of market approach by farmers for bulk payment, prices and delivery of goods on time.
- Diversification of funding is still to be implemented. Currently, the only funding available is that provided by AusAID.
- KGA needs to work on its cost cutting measures and share costs where necessary especially when traveling to the same area. Should KGA involve MAL in its program, they could use the transport (boats, engine and vehicles) for free but pay only for the fuel and the driver. Staff needs to check around for cheaper options when going on missions.
- Milestones on all components of the program, needs to be verified. AusAID can work closely with KGA to make sure they achieve these milestones. With the 70:30 of budget sharing in favor of KGA, it was difficult to predict how these milestones could be achieved. The annual report which could give the MTR team an overview of the program was not available at the time.

IV. Recommendations

- The KGA board must continue to take a leading role in overseeing the management of the organization and setting of performance targets for KGA management to achieve.
- KGA and AusAID should work closely together to address important issues that are identified in this review and outstanding issues from the 2011 design review. AusAID needs to ensure that agreed milestones are delivered by KGA. This can be through provision of short term technical support in the field of management, finance, monitoring and evaluation and delivery of services to partners (PMN members and lead farmers).
- There is a need to do a staff training needs assessment to build on the capacity of KGA staff to enable them to provide appropriate technical advice to farmers. The current staff numbers (once recruitment of the Human Resource Officer is completed) will be sufficient to oversee the implementation of the program activities.
- KGA to provide relevant training to staff on the use of the M&E Framework including standardizing its monitoring tools, reporting processes, data analysis and dissemination of information. This includes the setting up of a baseline for every component, developing tools to capture outcome and impacts in the community and use the information to make decisions. A short term technical input would be required to set up adequate M&E system.
- Conduct training needs on PMN members and lead farmers to ensure relevant trainings are delivered to address priority needs. Training Manuals to be developed in consultation with MAL so that updated and relevant information is shared with farmers.
- KGA to work closely with MAL especially in agricultural technical services (research, quarantine and extension) to provide adequate support to rural farmers in addressing food security.
- TerraCircle to continue providing support to KGA in food security technical advice and monitoring and evaluation.
- Component budgets to be revised with more assistance provided for partners and lead farmers to implement program activities. Currently component management gets 70% of the budget while partners are provided with only 30% for delivery of services. Partners should take the lead in delivering program activities to members and farmers, with the PSO's role being to monitor the progress and impacts.
- KGA to set up a database on all service providers with proper contracts to be made when engaged by the organization. This is to ensure the engagement of individuals is fair and transparent and that the best person selected for the job.

V. Conclusions

Overall, it would appear that the intention of the KGA program serves the interests of the target group in supporting food security and increasing livelihood opportunities, with impacts felt at the community level. The program also provides an avenue to build the capacity of CBOs and lead farmers. In return, these partners delivered activities on behalf of KGA that benefited PMN members and farmers.

The challenge remains to improve the management of the program and better coordination between components. Management and staff needs to meet regularly to update each other and at the same time share information. Monitoring and evaluation of program activities using the M&E Framework still needs to be tested in the field. This has resulted in lack of reports and information provided to give an overview on the progress of the program. It is difficult to say whether KGA is on track in its delivery against the program objectives.

KGA can build on the technical capacity of MAL and work on its relationship with other NGOs working on similar projects. This way they complement each other and share the benefits evenly through the country. Staff capacity should also be increased through targeted training and development opportunities. This could be better organized by having a staff development plan in place.

AusAID must work closely with KGA management and the board, to oversee the success of the program. There should at least be combined monitoring of project activities during the implementation phase.

VI. Annexes

Annex 1	Terms of Reference
Annex 2	List of Documents Reviewed
Annex 3	List of People Consulted
Annex 4	Interview Guide

**MID-TERM REVIEW OF THE KASTOM GADEN ASSOCIATION (KGA)
“STRENGTHENING FOOD SECURITY FOR RURAL LIVELIHOODS IN SOLOMON
ISLANDS” PROGRAM**

Purpose

Review KGA’s “Strengthening Food Security for Rural Livelihoods Program 2011-2014”.

Background

KGA registered as a Solomon Islands NGO in 2000. It came into being as a result of an AusAID- funded program that started in 1995. Australia has supported KGA through several different phases over the past decade. Following a design review of the first two years of KGA’s Strengthening Food Security for Rural Livelihoods Program in June 2011, AusAID and KGA signed a three-year AUD\$2.53 million funding agreement. As part of this new agreement, it was agreed that AusAID would conduct a mid-term review of KGA’s program to assess progress against the reforms instituted in the design review.

Objectives

The objective of the mid-term review is to assess the performance, progress and achievements of KGA’s Strengthening Food Security for Rural Livelihoods Program after the first year of implementation and, as needed, make recommendations for improvement in the following areas:

Implementation

- Review implementation progress against the program objectives after the first year.
- Identify lessons learned in program implementation and outline any necessary adjustments in program implementation.
- Assess whether the M&E Framework is being used effectively to measure progress towards program outcomes.
- Assess whether gender and disability are being appropriately addressed within the program.

Relationships with Partners

- Assess the effectiveness of KGA’s implementation arrangements with its partner Community Based Organisations (CBOs).
- Assess whether the support provided by TerraCircle is meeting the needs of KGA and identify areas where further support might be required.

Financial and Human Resource Management

- Assess the robustness of the financial management system and processes for ensuring financial accountability.
- Assess the effectiveness of the HR system for recruitment and performance management of staff.
- Assess whether current staffing levels are adequate to manage the program, with particular reference to the workload of the program manager.
- Assess whether training and capacity building of staff over the last year has been effective in addressing priority needs within the organisation and identify any additional training and capacity building requirements.

Diversification of Funding Sources

- Assess progress of KGA in diversifying its funding sources.

Terms and Resource

The review team will comprise

- a. RAMSI M&E Adviser (Lead) with responsibility for satisfactory conduct of the review; technical guidance; and finalisation of all reports.
- b. External Consultant with primary responsibility for providing core technical expertise in Food Security and Rural Livelihood; ensuring consistency with the international best practice; and technical input to reports, including drafting the report and aid memoire.
- c. AUSAID Program Manager in the economic Livelihood Program will be also part of the team and also provide assistance to the review team and will make available relevant information on the implementation of the strategy and identify key internal and external stakeholders.

Documents for literature review (3 days)

- Aide Memoire of June 2011 Design Review
- KGA Revised Design Document
- KGA Monitoring and Evaluation Framework
- KGA Work Plan and Partner Work Plans
- KGA Corporate Plan And Constitution
- PMN Member survey 2011
- KGA M&E reports
- Audit Report(s)

In-Country Field Visit (7 days)

The consultant will conduct a review mission in the Solomon Islands:

- Meet with KGA program manager and staff
- Meet with KGA board members
- Meet with KGA CBO partners
- Meet with AusAID livelihoods program staff
- Visit field locations in Malaita

Reporting Requirements (5 days)

The consultant will submit to AusAID and KGA the following reports:

- Evaluation Mission Aide Memoire - to be presented to AusAID and KGA at the completion of the in-country mission (up to four pages).
- Draft Independent Evaluation Report – to be provided to AusAID and KGA one week after the field visit to Solomon Islands. Feedback from AusAID and KGA will be provided within 14 days of receiving the draft report (up to 10 pages plus annexes).
- Independent Evaluation Report - final document within 7 days of receiving the feedback, incorporating any advice received from evaluation (up to 10 pages plus annexes).

Consultant Skills and Background

The reviewer will have the following skills and background:

- Several years of experience in program management, monitoring and evaluation
- Senior management experience with non-profit development assistance organisations, including financial systems, corporate structures and accountability mechanisms.
- Experience in the design of program proposals.

- Ability to work with other organisations to help them to achieve their goals.
- Knowledge of agricultural systems and/or rural development.
- Familiarity with AusAID systems and procedures would be an asset.

Annex 2 LISTS OF DOCUMENTS REVIEWED

- Aide Memoire of June 2011 Design Review
- KGA Revised Design Document
- KGA Work Plan and Partner Work Plans
- KGA Corporate Plan and Constitution
- PMN Member Survey 2011
- PMN Member Survey 2012
- Component Annual Reports (Livestock, Partner Capacity Building and Networking, Marketing and Value Adding, Food Crops and Organic Farming)
- Report on Indicators
- Interim Review Report (Vanga RTC and Sausama Farmer Field School)

Annex 3 LISTS OF PEOPLE CONSULTED

- AusAID Economic Livelihood Staff - Adviser and Program Manager
- KGA Management - Project Manager, PSOs, Administration and field staff
- KGA Board - Board member/representative
- KGA Lead farmers & farmers - Busrata Bible School, Gounafiu and Baetolaua
- KGA Resource person - Dr. Shane Tutua, Soil expert
- MAL (Extension) - Honiara & provincial extension staff
- MAL (Quarantine) - Biosecurity and staff
- MAL (Research) - Entomologist, pathologist & food security research staff

Annex 4**INTERVIEW SCHEDULE**

DATE	TIME	ACTIVITY	VENUE
22/10/2012	9:00am – 10:00am	Briefing with AusAID Economic Livelihoods Team	White Haus meeting room
	10:00am – 12:00n	Meeting with KGA Manager & PSOs	KGA Building
	12:00n – 1:00am	Lunch	
	1:00pm – 2:00pm	Meeting with KGA Board Representative	KGA leaf haus
	2:00pm – 5:00pm	Meeting with KGA farmers in Burnscreek & provincial (Peter Usi, Teddy Baega, Johnson Ladoka & Janet Airahui)	KGA leaf haus
23/10/2012	8:30am – 9:30am	Meeting with KGA Manager	KGA Leaf Haus
	9:30am – 10:30am	Meeting with M&E officer & Information and communication officer	“
	10:30am – 12:00n	Meeting with Finance Officer	“
	2:00pm – 3:30pm	Meeting with Soil Expert (Dr. Shane Tutua)	“
24/10/2012	8:00am – 11am	Travel to Auki on 360 Discovery	
	2:00pm – 6pm	Travel to Oibola village, Oneoneabu village & Ngaligagara Bible School	
25/10/2012	8:00am – 10am	Transport arrangement in Auki	
	10am – 4:30pm	Travel to Malu'u by truck and then by boat to Takwa	
	5:00pm – 6:30pm	Visit families and youth at their water melon farms.	
26/10/2012	9:00am – 4:30pm	Visit two different groups of farmers in Takwa (Baetolaua Association Members)	
	4:30pm – 7:00pm	Return Takwa to Malu'u by boat and then by truck to Auki	
27/10/2012	2:00pm – 7:00pm	Return Auki to Honiara via 360 Discovery.	
29/10/2012	8:00am – 12:00n	Meeting with MAL (Extension, Quarantine & Research)	Tom Yu Building, Head Office & Research Office
	1:00pm – 4pm	Meet with Network staff, PSOs present and farmers.	KGA Network Office
30/10/2012	3:30pm	Discussion on the Aide Memoire with AusAID	White Haus
20/11/2012		Submission of draft report	

Annex 5

INTERVIEW GUIDE

1. PMN Network

- a. Observe and ask questions around implementation progress on each component.
- b. Observe and ask about achievements, (ask to provide data if they have to back this up) and lessons learnt, challenges
- c. Observe and ask about Monitoring and Reporting on their activities (what tools used for monitoring, reporting, how often reporting on their activities). Observe whether gender and disabilities has been integrated into PMN activities.
- d. Observe and question around their relationships with members and community based organisations (especially building capacity of farmers, implementation arrangements)
- e. Observe and assess support provided by TerraCircle and whether further support is required.
- f. Observe and assess (ask) about financial management, acquittals and reporting back to KGA – kind of support on basic book keeping, etc. provided by KGA. Any documents and supporting reports on financial management and spending will be good too.
- g. Observe and assess how PMN develop farmers and its members in enhancing their skills in every component.
- h. Any documents or recent data since September 2011. Meetings minutes with farmers, association members, frequency of meetings.

2. Farmers and Association Members

- a. Observe and assess what components members or farmers are implementing and ask how they are benefiting, good stories would be great.
- b. Observe and ask about their partnership with CSOs, partners, service providers, community leaders and general relationship, benefits, etc
- c. Observe and ask about how much support they get from PMN and how it is benefiting them.
- d. Observe and ask about whether members or farmers are reporting to PMN and what they are reporting.
- e. Observe and ask about trainings attended and how these have improved their skills (types of trainings)
- f. Observe and ask about access to markets to sell their produce, if any, how much on average they earn, each month.
- g. Observe and ask about women access to nutritious food from farms – how this helps women, and families in improving health and wellbeing.

