



# **Kastom Gaden Association**

## **STRENGTHENING FOOD SECURITY FOR RURAL LIVELIHOODS PROGRAM**

### **REVISED PROJECT DESIGN DOCUMENT**

**JUNE 2011**

## TABLE OF CONTENTS

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Table of Contents	2
Abbreviations and Acronyms	3
Executive Summary	4
Recommendations	4
Priority Activities	6
Program Description	7
Program Goal	7
Program Objectives	7
Outcomes	7
Components	7
Component Overview	8
Component 1: Partner Capacity Building and Networking	8
Component 2: Food Crops and Organic Farming	11
Component 3: Small Livestock	15
Component 4: Marketing and Value Adding	18
Component 5: Women and Nutritional Health	21
Component 6: Youth in Agriculture and Urban Agriculture	24
Component 7: Communication and Information Services	26
Component 8: Program Management	28
Program Budget and Timeframe	34
Milestone Payments	34
<b>Appendices</b>	
Appendix 1: Aide Memoire	
Appendix 2: Revised Logframe	
Appendix 3: Revised Budget	

## ABBREVIATIONS AND ACRONYMS

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ABV	Australian Business Volunteer
ACIAR	Australian Centre for International Agricultural Research
ARDS	Solomon Islands Agriculture and Rural Development Strategy
AusAID	Australian Agency for International Development
AVI	Australian Volunteers International
AVRDC	Asian Vegetable Research and Development Center
CBO	Community-based organisation
CBTC	Community-based training centre
CePaCT	Centre for Pacific Crops & Trees
CGIAR	Consultative Group on International Agricultural Research
CIP	International Potato Institute
CSO	Civil society organisation
EU	European Union
EUYFA	European Union Young Farmer Apprenticeship Project
FAO	Food and Agriculture Organization of the United Nations
FPDA	Fresh Produce Development Agency
HF	High frequency
HIES	Household Incomes and expenditure survey
ICCO	Interchurch Organisation for Development Co-operation
ICR	Independent Completion report
KGA	Kastom Gaden Association
M&E	Monitoring and evaluation
M4P	Making Markets work for the Poor
MAL	Ministry of Agriculture and Livestock
MCH	Maternal and Child Health
MFFN	Melanesian Farmer First Network
MHMS	Ministry of Health and Medical Services
MSC	Most significant change
NARI	National Agricultural Research Institute
NDMO	National Disaster Management Office
NGO	Non-government organisation
PC	Program Coordinator
PMN	Planting Material Network
PROLINNOVA	Promoting Local Innovation
PSO	Program support officer
QAI	Quality at Implementation
RTC	Rural training centre
SEAREM	Searem Niu Plant Long Gaden Program
SIBC	Solomon Islands Broadcasting Commission
SICHE	Solomon Islands Collage of Higher Education
SIG	Solomon Islands Government
SLIRAP	Sustainable Livelihoods for Isolated Rural Areas Project
SPC	Secretariat of the Pacific Community
TC	TerraCircle
TSAP	Transitional Support to Agriculture Program
VARTC	Vanuatu Agricultural Regional Training Centre
VBMS	Vois Blong Mere Solomon
VCED	Strengthening Rural Value Chains Through Enterprise Development
YFP	Young Farmers' Program

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**Executive summary**

Kastom Gaden Association is a national non-government organization (NGO) whose main focus is on family food security and rural livelihood development. Its overall Mission is “To strengthen village-based food security in Solomon Islands using participatory, practical, grass-roots approaches that enable village people to examine, understand and develop their own solutions to improving household food security and village-based agriculture economy.

The organisation has a network of rural farmers who are members of the Planting Material Network (PMN) with a current total membership of 2,039 registered members throughout the country. With the PMN members being the core target group as beneficiaries, its service delivery mechanism is through a partnership arrangement with rural Community Based Organisation's (CBO's) within various provinces. These CBO's are tasked to deliver different KGA activities to PMN members and rural farmers within their catchment areas. The activities include bulking and distribution of virus-free, introduced, and best local crop varieties, small livestock husbandry, vegetable farming, food processing, organic farming methods/techniques, pest and diseases management, and advocacy. Certain services were targeted on women and nutritional health, youth, isolated areas and small rural household farmers who were engaged in subsistence agriculture and living on the fringe of the cash economy.

The original project was designed in 2009 and an independent review was undertaken in June 2011 to revise the program design for the last three years of the program. The review was undertaken using a participatory workshop approach, engaging all program management staff in the process. The project design was reviewed in detail down to activity level. This process defined the focus of the design and ensured the logic of the design through its goal, purpose, objectives, outputs, outcomes, activities, inputs and budgets. Throughout the process, the team also discussed and agreed certain parameters, targets, management arrangements, roles and responsibilities and internal capacity development requirements to facilitate quality implementation. Required resources, success factors and measurable outcomes were also identified and agreed.

**RECOMMENDATIONS**

Overall, the integrity of the original design has been maintained as the design was appropriate to KGA and the context in Solomon Islands. A number of recommendations to KGA and AusAID were made during the review and these have been incorporated into this revised project design. In summary, the main recommendations for KGA from the review process included:

- Maintain the current KGA program components (8): Partner Capacity Building and Networking; Food Crops and Organic Farming; Small Livestock; Marketing and Value Adding; Women and Nutritional Health; Youth in Agriculture and Urban Agriculture; Communication and Information Services; and Program Management. These

comprise the organizational program framework, within which the AusAID funded program is contained.

- Maintain the current Program objectives, however the outputs need to be adjusted to provide a more targeted focus.
- Develop a deeper engagement with its most capable partners – up to one key partner per province will be supported to become an independent civil society organisation (ie. With their own source of income) by the end of program. This includes providing increased support to partners by PSOs in the field and also through the creation of a provincial coordinator position based in the provinces to provide in depth support to the key partners and to institutionalize improved planning and management processes. This includes the development of an exit strategy for key partner support as they become self-sustaining, and then bring on new partners as appropriate. At the end of 3 years there will be 5 key partners established and up to 10 other partners receiving lower level support in the program.
- Focus on technical, research and advisory services and build the food security evidence base in the Solomon Islands and reduce hands on outreach activities across the country. Hence, KGA will need to develop partner capacity to take on greater implementation responsibility for providing outreach services in the field.
- Increase its focus on internal staff capacity development, developing a resourced and targeted capacity development plan for implementation.
- Build the current KGA activity management system (developed in year 1 and implemented in year) into a comprehensive M&E system that allows KGA to also monitor outcomes and impacts and hence more clearly demonstrate the benefits of KGA programs. This is to be done in partnership with Terracircle in Q1, 2011. In addition, an M&E officer position will be created to further support this area.
- Using the improved M&E information, KGA should continue to build greater internal capacity in information and communication.
- Target its advocacy activities (1-2 key areas per year).
- Strengthen KGA management systems, especially annual planning, reporting systems and performance review. This includes a review of the organizational structure to ensure appropriate management oversight across all KGA activities.
- Develop internal capacity and skills in understanding and documenting value chain systems to develop market-driven interventions to alleviate poverty and spur economic growth (through a narrow focus on a small number of products).
- Include people with disability into the program, as appropriate.
- Improve strategic involvement of Terracircle for targeted backstopping. The KGA annual plan will include agreed inputs for the year and activities will be reported on in program reports.
- With Board assistance, KGA to focus on diversification of funding to improve sustainability.

- Program funding for the remaining three years of the program should remain at or near proposed levels. This is in line with the recommendation from the ICR. Organizational growth is a long term development strategy and as such, KGA needs a consistent level of confirmed funding to maintain its current program and to invest in organizational growth. Also, there have been significant cost increases in the Solomon Islands in recent years which have increased implementation costs, for example travel costs.
- Introduction of some simple milestones into the contract to ensure contract responsibilities are met. See Budget section below for details.

## **PRIORITY ACTIVITIES**

In order to improve the overall management of the program by KGA, a number of priority management activities were identified and agreed for immediate implementation to ensure that the revised design is implemented as proposed from 1 July, 2011. These activities have been included in the revised design and the budget. Activities include:

- Annual planning process implemented (now)
- Clear management roles and responsibilities established, including regular meetings and standard reporting formats (now)
- M&E system development (Q1, Terracircle)
- Recruit information and communication PSO (Q1)
- Recruit a Monitoring and Evaluation Officer to report to the Information and Communication PSO (Q1)
- Recruit a Provincial Coordinator position to be based in the field, reporting to the Partner Capacity Building and Networking PSO (Q1)
- Downgrade the Youth PSO to a Youth Coordinator position who ensures that youth are integrated across all program activities and to transform that component to be youth-led (Q1)
- Immediate recruitment of Program Development Officer (Q1)
- Board involvement in planning of commercial activities (Q1)
- Completion of baseline information and required evidence across components
- Determine priority partners and revise partnership agreements (now)
- Adopt SINPA stories reporting practice as part of reporting to AusAID (Q1)
- Reinstate KGA Annual General Meetings (September each year).

In undertaking the independent review, the Consultant worked closely with the KGA management team to review the program design and implementation in line with the objectives of the consultancy. The following documentation was used to guide the review process and hence this design is consistent with their principles, recommendations and priorities:

- Program Design Document (2008)
- Six Monthly Review (Nov 2009)
- KGA Corporate Plan And Constitution (2009)
- Agricultural Livelihoods Program ICR (2011)
- AusAID Quality at Implementation (QAI) Report for Improved Economic Livelihoods (2011)
- KGA PMN Member survey 2011

As the rationale and background for the program remains unchanged from the original design document, this design document purely outlines the program design description, revised logframe and budget rather than duplicating a complete design document.

## **Program Description**

### **Program Goal**

The Program goal is: *Self-reliance of rural people through sustainable agricultural development.*

### **Program Objective**

The Program objective is: *To strengthen family food security and income generation using a livelihoods approach.*

### **Outcomes**

The Program is designed to address two intermediate outcomes:

- Farmers have access to relevant technical services for food security and income generation
- Increased capacity of KGA and rural farmer organisations to deliver services to their membership

### **Components**

The Program has eight components:

- Partner Capacity Building and Networking
- Food Crops and Organic Farming
- Small Livestock
- Marketing and Value Adding
- Women and Nutritional Health
- Youth in Agriculture and Urban Agriculture
- Communication and Information Services
- Program Management.

These comprise the organizational program framework, within which the AusAID funded program is contained.

## COMPONENT OVERVIEW

### COMPONENT 1: Partner Capacity Building & Networking

**COMPONENT OBJECTIVE:** To improve the capacity of KGA partner organisations and networks to provide advice and information to rural households

#### Overview:

As a membership organisation, Kastom Gaden Association (KGA) works through its networks and partners to deliver appropriate services. This network, the Planting Materials Network (PMN) is the main vehicle for delivering services to farmers. The organisation provides training, seed and other planting materials and encourages sharing of information, skills, ideas and knowledge among members. It also encourages the formation of producer and marketing groups and farmer schools managed by lead farmers. Activities include study tours, exchange visits, farmer attachments and farmer-run training. KGA Regional Coordinators (RC) and field staff facilitate linkages and strengthen local partnerships and networks in order that they, increasingly, become involved in decision making about local priorities and matters concerning program implementation. The biennial PMN farmers' conferences will be revived and become the central point for program planning and review for KGA. They are scheduled for November 2011 and October 2013.

#### What's new:

There will be a more targeted approach to partner development in the final three years of the project. The aim is to work closely and more deeply with those partners that have the greatest promise to become sustainable civil society organisations and to work across most, if not all of the components in an integrated approach and to continue to build local capacity and provide outreach services in their geographic location. Partner selection criteria will be improved and implemented more stringently, providing the focus on capacity building activities.

In year 3, KGA will work closely with two key partners and this will be extended to five key partners, one per province, by the end of the final year. One provincial coordinator will be hired and placed within the provinces to provide full time capacity building support to the key partners, coordinating activities at a province level, bringing in technical advice from KGA when necessary. Partners will be evaluated regularly against the criteria and through their management and financial reporting. If necessary, partners who do not meet quality standards of implementation may become ineligible for KGA support. Training will be provided to partners to improve reporting and financial management, using standard templates and information to improve implementation as a requirement for future funding.

As partners become independent organisations, new partners will be included where they meet the criteria. At the end of the program (year 5), it is envisioned that there will be five key partners who have become sustainable CSOs and up to 15 partners in total will be receiving KGA support.



At present, partners are involved in joint quarterly planning of activities but there will be a move to strengthen longer term planning with a move to joint annual planning workshops, instead of quarterly, but more focused support on an ongoing basis at the local level. The development of an exit strategy to ensure the key partners are sustainable in the long term is a critical part of this component.

**OUTPUT 1.1: Decentralising of KGA extension program to PMN farmers organisations**

**Overview:**

Partnership agreements will become more stringent and define the level of assistance required by the different organisations; in some instances, KGA staff will increase their localised support to the partner for a defined period. Selection criteria will be revised and partner agreements will be more rigorous to ensure quality implementation and reporting by the partners. A socio-economic survey at the start of the Program will determine the level of assistance required by the selected partners – perhaps 15-20 in the first year.

A Provincial Coordinator position will be based in one of the key partner provinces and will provide local support to the key partners on a full time basis. The position will facilitate improved, longer term planning and implementation as well as improved monitoring and evaluation information and reporting so that KGA can better document programs outcomes and impacts.

The following activities will be undertaken:

1. Review and improve partners selection criteria (design farmer field school criteria), including partner agreements, explore different level of support to partners and assessment of potential partners to participate in the partnership program.
2. Coordinate partnership signing arrangements
3. Coordinate KGA and Partners quarterly and annual planning meeting
4. Train Partners coordinator on annual report writing
5. Conduct governance training for partner board members

**OUTPUT 1.2: Training of trainers program for partner trainers/ staff well established.**

**Overview:**

As mentioned above, there will be increasing support to key partners and this will include a deeper program of engagement and capacity building with key partners. A training needs analysis will be conducted to develop a targeted training program to assist key partners to become sustainable civil society organisations that can provide improved outreach services to the community. Areas of capacity development support will likely include training in: management, financial management, planning, training of trainers, reporting, monitoring and evaluation, governance and technical skills across the various components.

Activities include:

1. Conduct training needs assessment (TNA) for partner staff and trainers.
2. Development of partners training and learning manual (Pest and Disease and Community facilitation trainers manual) to be tested out as well as Climate change awareness information will be tailored into partners training manuals.

3. Building capacity of master trainers on P&D on plant health clinic with selected partners including establishment of facilities.
4. Capacity building support to master trainers to carry out farmer to farmer visits, market, garden visits, this is also including support of training kits to local trainers.
5. Conduct planning and facilitation skill training to partners, trainers and trainees. Including team-building and skill training.

**OUTPUT 1.3: KGA- Local Partner Organisations are well-established and operational**

**Overview:**

Years 3-5 of the program will see improved localized support to the partners through increased time spent in the field by PSOs and the recruitment of a provincial coordinator to be located locally to support and mentor the key partners. Activities will be based on an organizational capacity and performance assessment to target capacity building to meet individual needs. However, where possible training activities will be shared to provide economies of scale and ensure opportunities to share lessons learned and strengthen networks. KGA will facilitate longer term planning as well as improved reporting.

A small grants scheme will operate for certain types of partners, particularly farmer schools, farmers' and women's groups. These grants will increase the capacity of the partners and, at the same time, further KGA's objectives of providing extension services to rural areas.

Activities include:

1. Assist local partners to develop an effective organisational structure/ procedures and processes for the management of partner program services.
2. Provide small grant scheme for PMN program.
3. Provide mentoring support to partner staff to conduct monitoring and impact assessment quarterly including monitoring of partners trainers.
4. Attachment program of partner trainers to VARTC, including FUI organic farming.
5. Carry out partner organisational capacity and performance assessment including partners, staff and local trainers/trainees

**OUTPUT 1.4: Farmer network through partners and national networking activities of PMN established**

**Overview:**

As well as taking responsibility for local partners and networks, the PSO will also take charge of the PMN, which has national coverage. This will ensure the services, such as planting material sharing, training, farmer exchanges, diversity fairs, etc., continue to receive the attention they deserve. The introduction of a user-pay strategy for some services will ensure sustainability. To be successful, this will require new budgeting and financial control guidelines.

Sub-networks for needy areas will be provided with appropriate resources; these might include separate networks for remote highland communities on Guadalcanal, Isabel, Makira, Malaita and possibly northwest Choiseul. It is likely that isolated weather coasts would also be included. Management of these funds will be improved to ensure activities are carried out within the approved plans. The sub-networks will allow active farmers and local networks to share innovations in agriculture, share planting materials and technologies to overcome chronic production and marketing constraints. These networks will also have an advocacy role, assisting governments to recognise the special needs of these isolated communities.

Farmers' schools will become the lynchpin of rural networks. They will be resourced to hold annual meetings for planning as well as providing support to each other; the meetings will also determine the support required from KGA. A sub-group of women from each of the farmer schools will be assisted by the Women & Nutritional Health PSO to ensure that activities at farmer schools and in villages around are suited to the needs of women farmers.

The MFFN will assist the work of the PSO. It will support the development of Participatory Innovation Development trials and facilitate a reciprocal exchange between NGOs in Solomon Islands and those in other Melanesian countries.

Activities include:

1. Conduct diversity fairs and exchanges programs
2. Conduct PMN conference, including support to the provincial PMN network meeting and development of PMN network plan. PMN Conferences are scheduled for November 2011 and October 2013.
3. Documentation of stories and share information among network groups.
4. Advocate on social infrastructure (road) for rural farmers

## COMPONENT 2: Food Crops and Organic Farming

COMPONENT OBJECTIVE
To strengthen sustainable organic food production by provision of elite germplasm and information on new appropriate technologies particularly for sustainable land management

### Overview:

The fundamental driver of agricultural change in Solomon Islands is land use intensification as a result of population growth. To address the degradation of soil and decline of yield that is the consequence, varietal improvement, crop diversification, new technologies for soil improvement and better pest and disease management are required. Support is needed not only because a vast majority of people in the country grow their own food, but also because people derive their main source of income from fresh produce.

The overall aim of the work is to diversify food staples, provide farmers with access to open-pollinated vegetables (through the PMN), and also legumes for food production, sale and soil improvement.

SLIRAP and Searem were supported (until mid-2009) germplasm centres and farmer schools for the collection, bulking and distribution of root and tuber crops, and vegetables. Diversity fairs, workshops and exchange visits will be undertaken. PMN seed distribution centres will be supported, so that members can access planting materials and information.

Working with germplasm centres and farmer schools, the training of trainers program will be continued to demonstrate methods of maintaining soil fertility. Complementary funds from ACIAR IPPSI were provided for pest and disease control (IPPSI ended December 2009) and also for vegetable training near urban areas (ACIAR AVRDC). Preparation for disasters/ emergencies and for climate change will demonstrate model gardens at farmer schools, in collaboration with the NDMO and SPC. A livelihood survey of atolls and small islands will be done in year 3, possibly leading to a food security program; other remote locations may also be surveyed. In isolated areas everywhere, selected spice crops will be promoted as a source of income. KGA will continue to support research at the Masilana Seed Centre, Malaita, on seed production of selected crops as a livelihood strategy for highland areas

Expected outcomes include:

- Increase in the diversity of crops in farmer's garden and the wide distribution of the diversity of crops across the country to PMN members.
- Increase in participation of isolated farmers in the program and increase participation of women and youth in the planned activities.
- Increase of farmer's practices organic farming and carry out collections of diversity of crops and dissemination of the varieties across the country.
- Increase self-reliance and reduces dependency.
- More local knowledge document and shared with farmers.
- Increase sustainable production for family livelihoods and Improve family nutrition.
- More trials established and documented and share between farmers and KGA.

### **What's new:**

As the cornerstone of the KGA program, the food crops and organic farming component is of critical importance to the success of the program. The original program design was well thought out and has to date proved successful so no significant revisions were required. Some activities have been slightly reduced as they were ambitious. There is also a greater focus on documentation of information and lessons learned for better monitoring and evaluation and hence, improved evidence to present to farmers, partners, government and donors. However, the outputs and most of the activities remain unchanged.

**OUTPUT 2.1:** Shared seeds & staple food crops, alternative cash crops, fruit and nut trees are available and distributed to farmers through PMN, partners and farmer germplasm centres network

Under this output, KGA provides all the seeds and planting materials to farmers through PMN, partners and farmer germplasm centres. KGA develop and distribute a range of improved varieties, which are approved by the relevant bodies for use in the Solomon Islands.

Activities include:

1. Collection and bulking of planting materials (crop root, vegetable, fruit and nut trees and alternative cash crops in collaboration with PMN farmers.
2. Distribution of planting materials (crop root, vegetable seeds, fruit and nut trees) to farmers & partners & germ plasm centre.
3. Develop germplasm centres
4. Establish management system or guidelines for growing, distribution and monitoring of the crops for germplasm (including partners)
5. Research other possible spices and root crops for isolated areas eg weather coasts
6. Established trials plots with partners of the SPC sweet potato varieties.
7. Evaluation of the SPC varieties
8. Establish promotional stall at the central market (awareness and promotion of KGA activities.
9. Partners to establish promotional stall at the market during diversity shows (awareness and promotion of KGA activities), exchange advice, varieties etc
10. Liaise with MAL for import permit for planting materials from SPC
11. Liaise with SPC and CIP to determine best way to pathogen-index best local sweet potato varieties
12. Comparison of PT and Non PT varieties
13. Contract lead farmer for involvement in seed saving activities - build skills to produce seeds for PMN.
14. Identify list of dedicated expert PMN farmers to help in distributions monitoring of crop varieties and contracted.
15. Look and learn visit for OF staff to Vanuatu (see plant breeding program).
16. Liaise with CIP, AVRDC, MAL, SPC & TC, AQIA
17. Deliver training on Pest and disease to PMN members
18. Collect, preserve and identify most common and important pests and disease.
19. Training on Kava and Coffee for Isolated farmers.
20. Exchange program for isolated farmers for Kava & coffee farmers
21. Exchange programs for lead farmers

**OUTPUT 2.2:** Indigenous knowledge documented & shared

**Overview:**

Indigenous knowledge that promotes improved farming practices, for example the use of different varieties or planting, harvesting or post-harvest practice will be collected, documented, tested and distributed using different media, for example website, radio programs, handout materials and incorporated into training programs.

Activities include:

1. Records system for seeds, root crop and fruit trees disseminated from KGA to partners and from partners to individual farmers.
2. Document and share successful stories, information on farmer experiences, innovations, resistant plants.
3. Identify & describe different models of food crop production.
4. Organic farming training

### **OUTPUT 2.3: Intensification of agricultural systems**

#### **Overview:**

KGA will support the development of a number of farmer-run demonstrations on the use of legumes, conservation of organic materials, retention of soil loss, organic pest control, etc at farmer schools in priority geographic areas. The PMN and partners will distribute seeds and offer advice on legumes for soil fertility improvement to at least 1000 farmers per year.

Activities include:

1. Distribute legume plant to farmers
2. Set up demonstration model gardens on different organic garden practices with lead farmers & partners.
3. TOT training for Organic master trainers.
4. Exchange program with farmers
5. Farmer to farmer attachments
6. Research on impacts of legumes on the soil - small trials on most degraded land areas

### **OUTPUT 2.4: Disaster/emergency awareness**

#### **Overview:**

KGA will support partners to develop model gardens comprising common traditional disaster-resistant staple root crops such as wild yams, kakake, tree crops, local/wild vegetables and these will be developed in the germplasm centres for distribution to farmers.

Activities include:

1. Food security assessment on atolls.
2. Support germplasm centre for testing crop varieties adapted to low and high rainfall and to atolls
3. Increase seed production
4. Collection and distribution of fruit tree seeds & wild food crops for isolated farmers.
5. Trial plots on salt tolerant varieties for atolls

## COMPONENT 3: Small Livestock

COMPONENT OBJECTIVE
To develop and disseminate technologies to improve low input management systems for pigs and poultry (chickens and ducks)

### Overview:

There is need to increase production of pigs, chickens and ducks for income, and also to combat specific nutritional problems. Eggs, in particular, make a convenient and healthy supplement to infant' diets and this could be a useful adjunct to foods where there are weaning problems, for instance, the highlands of Malaita.

KGA's work on livestock in recent years has paid dividends. There has been a good response to practical farmer-to-farmer training on improved management of poultry and pigs, involvement of young people raising livestock as a specialised rural livelihood, and to the results generated from research on improved feeding regimes, management of poultry and pigs, and improved breeds. All these strategies need to continue.

The chicken unit at Burns Creek will continue to be supported, and this will backstop selected farmer schools to supply batches of 50-100 local chicks/pullets for purchase and rearing by PMN members. The Burns Creek unit will become a commercially viable operation supporting a trainer/operator. ABV will be asked to help develop a business plan. A technician will continue to be employed at the unit to continue the ACIAR/SARDI feed trials, working with a network of farmer schools and lead farmers to evaluate the results and provide training for young people through attachments (collaboration with PSO Youth in Agriculture). The results will also be published in the PMN newsletter.

Hand-driven milling equipment for locally available feed ingredients will be sourced with assistance from SARDI and tested at Burns Creek and farmer schools with involvement of the poultry farmers' research committee.

One of the farmer schools will be selected to become KGA's centre for training in pig husbandry and research, with a paid technician in residence (50 percent of time). The farmer school may become the base of the livestock PSO. Extension leaflets on pig problems will be written with help from local experts.

There will be radio programs on improved chicken management and feeding. The PSO Marketing & Value Adding will develop pathways for eggs and chickens to reach Honiara where demand is high for the meat and eggs of local breeds; this will include assistance to peri-urban groups. KGA will continue to produce simple handouts on livestock management issues.

### What's new:

Outputs have been rationalised down from 6 outputs to 4 outputs but overall the component remains quite similar with the aim being to ensure that rural smallholders produce and sell increasing numbers of livestock using sustainable techniques. There will be more integration with the marketing and value adding component which will seek to assess market access opportunities for farmers as appropriate. In addition, this component includes the opportunity to research other livestock opportunities e.g., fish, bees, and goats if appropriate.

### **OUTPUT 3.1: Viable farmer research and training centres for small livestock**

#### **Overview:**

KGA will provide support to farmer research training centres to ensure they become and remain viable businesses independently of KGA. Three lead centres will be developed to provide farmer training in poultry and pigs. The Burns Creek centre will develop new technologies for pig and poultry management and disseminate to lead farmers and farmer school. The Burns Creek centre will be developed to become a viable commercial enterprise.

#### **Activities include:**

1. Develop partnerships with three livestock models) to be lead training and research venues for PMN members. Assist them to become commercially viable enterprises.
2. Undertake research trials of relevance to low, medium and high care livestock farmers (at Burns creek, Guanafiu, Vanga and with other lead farmers in livestock network).
3. Farmer visits to PMN members identified with more intensive livestock systems or who are experiencing livestock problems. Visits are carried out by Livestock centre resource people where possible.
4. Focus on women and Youth.
5. Assist KGA partners to established livestock models (Capacity Building)
6. Review current piggery models @ Vanga RTC (Partner)

### **OUTPUT 3.2: A network of skilled livestock trainers with improved pig and poultry models (low, medium and high care examples) are accessible for local farmer to farmer training and demonstration. Strong focus on isolated areas where livestock is one of few cash earning options**

#### **Overview:**

Fifty (50) lead farmers are identified according to agreed selection criteria to be resource people for local training in poultry and pig breeding. Ten (10) lead farmers per year are progressively trained and their skills upgraded.

#### **Activities include:**

1. Identify Lead Livestock farmers (based on criteria and using results of PMN household surveys).
2. Develop training course content and materials/ manuals / handouts for lead farmers
3. Conduct lead farmer training courses - held at livestock model centre/s or lead farmer models.
4. Undertake follow up visits to the farmers trained at the lead farmer models and to other PMN members.
5. Support lead farmers to conduct local area training of PMN members through 1 day workshops and field visits.
6. Facilitate exchange visits /look and learn.



### **OUTPUT 3.3: Distribution, sharing and conservation of different livestock breeds across farmer network**

#### **Overview:**

This output aims to share different, and improved breeds across the farmer network. Livestock diversity fair will be held by two partners per year to facilitate sharing. If appropriate, other livestock opportunities will be researched, for example bees, fish, goats for further development.

Activities include:

1. Hold livestock diversity fairs (2 per year) where farmers bring together and display local breeds of pigs and poultry.
2. Distribute different breeds (of pigs and chickens suited to low input systems) from KGA and other livestock model to farmers, farmers to KGA, and farmers to farmers.

### **OUTPUT 3.4: Information available to PMN members and other farmers on improved management of pigs and poultry, including documentation of local farmer knowledge on livestock health and management**

#### **Overview:**

KGA will continue to develop appropriate information and materials on improved small livestock management through its networks, utilising lead farmers. Manuals developed on good practice will be developed and disseminated widely. Innovative local knowledge of pig and poultry farming, including documentation of local foods, medicines and cures, will be documented and shared with farmers through a range of media, website, radio program, leaflets, training courses etc.

Activities include:

1. Write manuals and fact sheets and reprint existing out of print livestock information manuals and distribute widely
2. Collect, document and share local knowledge or innovations in livestock
3. Document local and different varieties of pig, chicken and ducks
4. Documentation of local foods, medicine for livestock health and nutrition
5. Research other livestock opportunities e.g., fish, bees, and goats if appropriate. Network with international organizations to develop livestock focussed projects in animal health and pig feeding and management.
6. Distribution of livestock information to partners & farmers focussed on information for low care, medium care and high care livestock models
7. Lessons learned on livestock are shared across the network

## COMPONENT 4: Marketing and Value Adding

COMPONENT OBJECTIVE
To increase capability of village enterprises to process and market agricultural commodities for local and export sales

### Overview:

It is well recognised that there are immense problems for farmers wishing to sell their products in Honiara and/or other towns. It is also realised that to be successful farmers need to improve their skills in business management, taking a market-chain approach. Some success has been achieved in adding value to agriculture produce – chips from banana and root crops, in particular and some jams – and the enthusiasm for these endeavours needs to be further encouraged with KGA testing new methods and technologies, and ensuring farmers have access to market information, improved organisational, financial and literacy skills.

In general, converting perishable produce into lighter, less perishable and more valuable products, has potential, and there are economies of scale to be had if producers work together in reaching the market. But people lack business skills, have difficulty in obtaining credit and also in managing money. Much training is required, as well as a need to learn from the work that has been done.

KGA will extend its successful approaches (group marketing, value adding, farmer exchanges, etc.) across the networks. It will aim to work with the regional AusAID Market Development Facility. In addition, there will be training in business and marketing skills, helping producers understand the difference between simply selling a product and planned marketing, including financial management. It will involve control of income and expenditure, profits and losses and how to construct and maintain a simple balance sheet. Farmer Fresh, the marketing arm of KGA will be outsourced to the private sector by tender. The terms will ensure PMN members remain the primary beneficiaries (suppliers) of fresh produce and processed products that Farmer Fresh will sell. KGA will provide integrated food processing training. It is expected that those trained, and who become successful entrepreneurs, will help to train others by sharing their experiences. Training of trainers and value chain approaches will be provided by FAO through a regional network of which KGA is a part.

Village entrepreneurs will be supported with micro-loans for purchasing equipment – e.g., solar driers - and with training in value chain concepts as well as budgeting and marketing. There will be exchange visits, and selected entrepreneurs travelling to FPDA in PNG. There is the possibility of collaboration both with MFFN and FAO.

### What's new:

This component has undergone some significant changes, reducing the number of outputs from nine to four. This has been done to reduce the scope, rationalize the activities and be more targeted in its approach. The food processing output has been deleted and instead will be replaced by an increased focus on developing internal capacity and skills in understanding and documenting value chain systems to develop market-driven interventions to alleviate poverty and spur economic growth. The aim is to document the value chains of a small number of products, highlighting gaps and bottlenecks, and provide targeted marketing advice to farmers. Some of these value chain studies may lead to development of specific projects to focus on overcoming the bottlenecks. On

the other hand, KGA can also provide advice to producers on where to source products from farmers. The business development output for KGA has been moved to Component 8: Program Management to elevate its importance by management and the Board.

#### **OUTPUT 4.1: Value Chain established for priority products**

##### **Overview:**

Internal capacity will be developed in value chain and market driven interventions to establish KGA as a market advisory service. KGA will focus on a few targeted products and undertake research to document and map value chains to identify gaps, future needs, bottlenecks for taking these products to market. Information will then be presented to farmers, partners and networks via a range of media: website, information leaflets, radio programs and through training courses.

Activities include:

1. Develop a methodology for mapping various commodity chains for priority products
2. Test the methodology, and review value chain mapping activities to identify gaps
3. Develop training modules, course materials, information
4. Engage a technical person in value chain and making markets work for the poor to build internal capacity in M4P /value chain programs

#### **OUTPUT 4.2: Market Advisory Service developed**

##### **Overview:**

KGA will develop its skills in the provision of market advice to members, partners and donors. Within its agreed priority products, and utilizing research development in the previous output, KGA will develop a range of information and materials, gather information on agriculture policies and standards, provide information on quality post harvest practice and map communication and infrastructure developments in the Solomon Islands. KGA will also collate information on product development in the Solomon Islands and provide information to farmers on possible market opportunities. Farmers will be able to request specific advice from KGA and KGA will explore the development of a fee-based advisory service. A small credit facility will be offered to farmers to promote commercial development. KGA will also explore the development of fee-based corporate partnerships to assist producers source quality primary materials from farmers.

Activities include:

1. Undertake Market survey to identify opportunities in priority product areas
2. Develop Value chain advice and training information and materials
3. Develop information on agricultural policies and standards relevant to local farmers
4. Mapping of communication and infrastructure and providing advice to KGA partners about planned and existing infrastructure
5. Mapping the development activities of related organizations to enhance cooperation
6. Develop corporate partnership strategy
7. KGA marketing and branding strategy: (promoting the KGA Market Advisory Service)

8. Develop appropriate business models for building farm based businesses that market processed foods, livestock and other products at a local, regional or national level
9. Help farmers access credit
10. Extend successful model across the network

#### **OUTPUT 4.3: Capacity Building for partners**

##### **Overview:**

KGA will build the capacity of partners to provide outreach services and advice to farmers in their local networks. Training will be provided on basic business management, financial skills, basic bookkeeping and cost/benefit of various farming practices to assist farmers manage their business and make informed choices about farming options. Information will also be provided on best practice post harvest production methodologies relevant to the Solomon Islands to assist with quality improvement of produce to market.

Activities include:

1. Develop business/marketing skills training materials
2. Develop materials and information on improved post harvest production relevant to priority product markets
3. ToT for partners in basic Marketing/Management skills( business skills, financial management/bookkeeping, cost- benefit)
4. Develop policies and standard on good management practices
5. Post harvest management capacity building (packing/handling, transport, materials, trainings)

#### **OUTPUT 4.4: Farmer Fresh**

##### **Overview:**

Farmer fresh is a good initiative that is not yet meeting income targets. Primarily, this is because marketing of farmer fresh has not generated enough clients. The supply side of the program is working quite well in that KGA can source quality produce, however, Farmer Fresh could definitely benefit from an increased focus on marketing. Growth targets will be identified and a business plan developed to guide and develop the initiative.

Activities include:

1. Develop Business plan for farmer fresh across Honiara
2. Strategic marketing of Farmer Fresh
3. Established network of Honiara PMN members connected to Farmer Fresh

## Component 5: Women and Nutritional Health

COMPONENT OBJECTIVE
To improve family health and nutrition among rural households through dissemination of information and skills by KGA partners, hospitals and clinics

### Overview:

Women need access to information, especially about sustainable land management practices, pest and disease control, adult and infant nutrition (consumption of 'junk' food, imbalanced diet and poor weaning practices are responsible for increased risks to health), food crop germplasm – root crops and vegetables – and ways to provide diverse, flavoursome meals, cooked on more efficient, smoke reduced, stoves to cut high rates of respiratory infections, and the need to collect large amounts of wood for fuel.

There are three areas where KGA will focus its expertise: first, promotion of leafy vegetables and fruits in the diets of people living in highland regions, Kwaio in particular (See *Unheard Voices of the Bush* 2007); second, awareness creation of the "Noodle Revolution" and its disastrous consequences on family health and income; and third, the detrimental effects on health caused by smoke from kitchen fires. None are solely the concern of women, but women suffer disproportionately from their effects.

A pilot *supsup* garden program will be carried out in Malaita, working with Atoifi Adventist Hospital in East Kwaio to deliver nutrition information and kitchen garden skills to bush communities - care of seeds, soil improvement techniques and low cost fencing. The program, aims *inter alia* to improve the nutrition of babies and infants, by linking growth monitoring at child welfare clinics with practical help to mothers to grow fruit and vegetables, and to understand the special needs of children. The program will utilise skilled PMN farmer trainers and nurses from Choiseul as well as those of KGA.

A coordinator based at the Hospital is budgeted, as well as the production of extension material based on KGA's experiences gained from the Sasamunga Hospital program.

The Program will also support women's outreach schemes from farmer schools; these will depend on need, but marketing strategies and techniques, smokeless stove demonstrations (two locations), exchange visits and group formation, are likely topics for funding. Collaboration with the local church groups and the SPC Community Education Training Centre will be explored.

A "Noodle Alternatives" program will be initiated: the Program will work with food processors and cooking specialists to develop a range of practical, healthy, convenient, flavoursome alternatives that can be made easily from local ingredients. The recommendations will be tested and disseminated through the PMN. Women's groups are already targeted to bulk root crops and seeds, and for food processing training under SLIRAP and PMN programs, and this will continue. To ensure compliance with the principles of KGA, gender indicators will be developed for each project and for the entire program, and built into the M&E system. A gender policy will be developed for the organisation.

**What's new:**

Linkages with the other seven components will be strengthened to ensure women are addressed in all components. There will be specific activities with women to improve market access and marketability of products in partnership with the Marketing and Value Adding PSO. This includes ensuring women are involved in training and also providing a small grants program for women.

**OUTPUT 5.1: Sup -Sup Gardens established in hospitals and clinics****Overview:**

Using formal partner agreements, Supsup gardens will be established at hospitals and clinics to provide nutritious food for the facilities and to demonstrate the methodology and knowledge local women. Women (15) will be trained in the development and maintenance of the gardens and how to disseminate that knowledge to women in the community.

Activities include:

1. Establish 2 model gardens
2. Outreach to clinics to do the same as hospitals. And to bush & isolated communities
3. Training of women trainers
4. Establish institutional arrangements with partner hospitals/clinics

**OUTPUT 5.2: Nutrition and health programs****Overview:**

Health and nutrition training programs will be developed to partners for dissemination among local communities. Information and nutrition program will promote leafy greens, fruit and orange-fleshed sweet potato linked to the PMN. The sup sup gardens will be used as demonstration plots. Linkages developed with other partners to promote the scheme and to include growth monitoring of children to assess improved nutritional status. Nutritional information and recipes will be included in the PMN newsletter (2 per year) and shared among local women and local partners.

Activities include:

1. Health & nutrition training (focussed on home food production) developed and delivered to KGA partners
2. Develop linkages with other NGO 's & MOH, Church for activities through workshops and meetings and Joint plans to scale up growth monitoring
3. 2 hospital & 3 clinics establish nutrition & health training focused on home production.
4. Training of partners and Promotional of orange fleshed sweet potato

**OUTPUT 5.3: IPDM training of trainers for women trainers****Overview:**

To support improved pest management practice in vegetable plots, women will be trained to provide training to other women on IPDM.

Activities include:

1. TOT training delivered to 15 women trainers
2. Follow up training and evaluate changes in home food production

#### **OUTPUT 5.4: Gender capacity building and annual gender audits of KGA program**

##### **Overview:**

KGA will formalize their gender policy, which will be approved by the Board. All staff will be trained in the policy and the PSOs will be responsible for implementation and monitoring of the policy within their component. KGA will undertake regular gender monitoring across all program activities and an annual gender audit will be conducted and results included in the annual program report.

Activities include:

1. Gender monitoring and KGA gender policy development
2. Training in gender policy
3. Undertake annual gender audit

#### **OUTPUT 5.5: Model kitchens and fuel efficient/reduced smoke stoves for rural households**

##### **Overview:**

Training will be provided to farmer schools and CBAs to test and demonstrate smokeless/reduced smoke and fuel efficient stoves. Information sheets will be provided on how to make the kiko stove. KGA will also demonstrate improved kitchen hygiene practice (raised fires, raised and clean food preparation areas, hand washing etc). Various media will be used eg. Radio, PMN newsletter, meetings and trainings, to increase awareness of the health risks of indoor smoke pollution and the burden of firewood collection on women's time.

Activities include:

1. Awareness rising on smoke pollution and kiko stove making
2. Models improved kitchen hygiene
3. Develop Model kitchens in isolated areas & bush villages.
4. Provide training on improved cooking techniques, sanitation and recipes

#### **OUTPUT 5.6: Improved market access for women (see component 4 also)**

##### **Overview:**

Women will be a specific focus for some of the marketing development activities carried out in Component 4: Marketing and Value Adding. Training will be provided on improved marketing practice and a small grant scheme will be established for women. See component 4 for more information.

Activities include:

1. TOT for women farmers' organizations on marketing and roles of FO in improving value chains.
2. Small grants to women's groups for market linking activities and capacity building

## COMPONENT 6: Youth in Agriculture and Urban Agriculture

COMPONENT OBJECTIVE
To strengthen the capacity of youth to improve family livelihoods

### Overview:

Youth have a special emphasis in this Program because of the demographic trend to a young population. The fact that more than 55 percent of the population is under 29 years of age is justification enough to make youth a focus for KGA programs. KGA has been working for a number of years to encourage youth to take up careers in agriculture – pigs, poultry and vegetable farming - under its *Young Farmers Program* in Kolombangara, Malaita and south Choiseul. KGA will continue this, building on the successes achieved so far.

To complement that work, the Burns Creek and farmer school (partly EUYFA funded) attachment program will be continued.

KGA will continue youth livelihood program in which they are assisted through farmer to farmer training, look and learn visits, follow up and supplies of tools, to start chicken, pig and other enterprises. This project and others will send youth to Burns Creek and to farmer schools for attachments on a variety of subjects, and will follow up to ensure that the training is put into practice to develop family-based agriculture livelihoods.

KGA will broaden the scope of its present program to include propagation and sale of fruit trees in choices available to youth as small-scale enterprises. This will include training in nursery and soil management techniques. In urban areas, training will be offered in green waste recycling/compost production and *supsup* gardening in order to encourage sales at local markets and reduction of waste.

The planned outcomes include: demonstration/ training of youth in both urban, rural and isolated areas by model farmers; training courses for youth on organic farming; networking of trainers to take on leading roles to facilitate trainings; and involvement of youth in urban agriculture. The targets groups are disabled people and youth living in both urban and rural areas, and young farmers living in isolated areas.

### What's new:

Although remaining a separate component, youth will be integrated across all components. For example, all training courses will have specific places available for young people. In addition, the youth program will become youth-led, ensuring that young people themselves have a role in the planning and development of activities to ensure they are relevant and of interest to young people. Disabled people will be included as appropriate.

<b>OUTPUT 6.1:</b> Networking with other organization to implement youth programs
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**Overview:**

Youth programs will be implemented across all KGA program components and support will be given to partners to include youths in their activities. A youth group will be supported to become a KGA partners and a youth trainer network will be developed to provide increasing services to young farmers. Youth trainers will be included in all training of trainer programs and youths will be attached to farmer programs for on the job learning. KGA will also develop its membership among young people, who will have improved access to information and support. As there are many organisations working with young people, increased collaboration and learning with them would promote increased effectiveness.

**Activities include:**

1. One Youth group established as KGA partner
2. Farmer attachments programs - 100 youths attached to farmer programs per year
3. Develop youth trainer Network
4. Youth trainers included in all TOT training courses
5. Youth become PMN members (20 per year)
6. Train young people from other organizations

**OUTPUT 6.2: Organic farming courses for youth****Overview:**

KGA will partner with Zaina Tina Organic farm to develop a formal organic farming course for young people. The curriculum and program will be developed which includes assessment, certification and home based projects after training. Certification options will be explored to see if the course can be accredited in the Solomon Islands.

**Activities include:**

1. Develop organic training Curriculum
2. Training delivery
3. Certification for the graduates.
4. Evaluation of the program

**OUTPUT 6.3: Youth involvement in urban agriculture green waste & fresh produce****Overview:**

KGA will re-establish two green waste recycling models to provide income generation opportunities for young people. KGA will build skills of the youth to plan and manage the enterprise themselves, as well as providing basic business skills such as basic bookkeeping/financial management and logistics. The aim is for this enterprise to be youth led.

**Activities include:**

1. Develop on green waste recycling models (2)
2. Develop Youth capacity for the waste recycling enterprise (2)

#### **OUTPUT 6.4:** Urban agriculture network

##### **Overview:**

An urban agriculture network will be established with plan and vision for a wide range of youth led activities to promote household gardening, green waste management and nutrition improvement within urban areas, particularly focused on settlements and low income households. One urban KGA partner will be included in Year 3.

Activities include:

1. Establish Vegetable gardens in schools (3 per year)
2. Awareness raising on organic standards (at least 2 per year)
3. Plan urban agriculture activities using youth led initiatives
4. Build youth capacity to plan & manage Urban organic vegetable production
5. Village training of youth in pig, poultry and vegetable and organic farming

## Component 7: Information Service Component

COMPONENT OBJECTIVE
To improve the quality of information collected and used by KGA & partners in the implementation of programs & components

### Overview:

Information needs for KGA fall into two areas: providing information to farmers on a wide range of agriculture issues; and collection of information for monitoring, evaluation and organisational learning. A full-time Information PSO is responsible for developing an information system for organisational learning (i.e., information collection on the program) and developing information services.

KGA will further add to its library at Burns Creek and set up libraries at its regional (or partner) offices in Makira, Malaita and Western provinces as well as at farmer schools. Staff will be trained to respond to requests from the rural areas. In order to reach a wider public, KGA will assess the potential of providing information on DVDs and via *WorldSpace* receivers. Members will be kept informed of KGA's activities by more conventional ways: the PMN newsletter will be produced biannually - this will include the types of seeds that can be ordered, and articles on KGA programs and farmers' innovations; and radio programs broadcast on SIBC in partnership with VBMS.

Importantly, KGA will seek volunteer village "information brokers" who will relay queries and responses between KGA and their communities. The KGA video unit will be revived.

An information system database linking all program areas and providing relevant information for organisational learning and reporting to donors is under development, with the assistance of TC, and this work will continue. KGA staff will continue to update the database in order to record quantitative and qualitative changes against program indicators. Used this way, the database will be an important monitoring tool for the Program.

All PSOs and RCs will be responsible for providing up-to-date information to the Information Officer; in return they will receive data, which will help them to monitor their components and to plan. Technical training and support for the database will be provided for all staff.

The Program will fund an information service, backstopping staff at headquarters, those in the field as well as farmers. There will be funds for equipment, technical support, libraries (Burns Creek and farmer schools), radio broadcasts, video productions, publications – printed and Internet - and training. An important aspect is data gathering, providing information on PMN members (a 3-month baseline survey at the beginning of the Program) that will be used throughout the Program for planning and monitoring impact of the Program.

### What's new:

Information provision to KGA members, donors, government and partners is a critical function for KGA. KGA use a range of media to disseminate information: information sheets, radio, website, training courses, videos and publications. KGA will continue to provide this information to partners and members across the provinces. The improved M&E system aims to improve the quality of

information, providing a clear evidence base for advice. It will also be used to monitor and make adjustments to KGA's program.

#### **OUTPUT 7.1: Program information & learning system**

##### **Overview:**

The program information and learning system will be strengthened to provide improved reliable information and reports to users (including management for reports to donors and the Board). The current activity management system will be upgraded to a monitoring and evaluation system which can track outcomes and impacts. This system will collect and store the information necessary to provide appropriate external information such as agriculture information services, assessment reports, management reports, baseline information as well as support the mid-term review, annual reviews and the annual report. Staff will be trained in the M&E system, including data collection, storage, management and retrieval to ensure information is used in the most appropriate manner.

Activities include:

1. KGA information system – Agriculture information services
2. M & E system (8)
3. Activity Management system
4. Impact Assessment
5. PMN baseline and follow up surveys
6. Mid Term Review
7. Annual report

#### **OUTPUT 7.2: Existing KGA information resources widely available**

##### **Overview:**

Two PMN newsletters are produced per year, which include a wide range of useful information. Partner experiences are gathered and well documented. All previous KGA training manuals, technical studies and assessments, old newsletters, fact sheets are available at partners and for members and are available for sale at KGA and to download on the web. KGA will develop plans and proposals for new publications including videos.

Activities include:

1. Document partners 2 x years
2. KGA materials available –library in Honiara and partners & schools
3. Emails and internet access
4. Websites – link to SPC websites program
5. Publications (year 3) (Video)
6. Radio program

#### **OUTPUT 7.3: Research and develop materials to support advocacy programs**

**Overview:**

KGA will develop plans and materials appropriate for carrying out advocacy in specific issues, to garner government, donor & other organisation support around food security. KGA will ensure it is well represented by the relevant people within organisation and partners at different types of meetings. The aim is to ensure the needs of rural farmers for food security are increasingly recognised by public, government, donors and other organisations. KGA will also provide well-researched papers and presentations on certain issues as appropriate. Please see Component 8 for more information on KGA's Advocacy initiatives.

Activities include:

1. Attending meetings
2. Raise awareness of the needs of farmers, government, and community etc.

## COMPONENT 8: Program Management

COMPONENT OBJECTIVE
To effectively and efficiently implement program components on schedule & according to budget through support to management, monitoring and reporting of component project

**Overview:**

KGA have implemented a range of program management improvements over the first two year of the program, however, KGA still needs to prioritise program management even further in the final 3 years. Some of the program management initiatives to date include:

- Recruitment of all positions as stipulated in the design document
- Implementation of quarterly partner meetings to establish quarterly workplans using a bottom up planning approach
- Development and approval of the KGA corporate plan and constitution
- Implementation of the first six monthly review
- Development and implementation of the activity monitoring system
- Development of a partnership agreement with the Ministry of Agriculture which is leading to increasing partnership opportunities with a range of donors
- Staff development activities taking place
- Regular staff performance reviews
- Involvement in advocacy initiatives
- Development and submission of funding proposals
- Monitoring visits being undertaken at field level
- Program management and financial reporting to Board and donors
- Arrange biennial PMN conferences
- Partner organisations have provided the local coordinators, rather than them being KGA staff, which promotes local capacity building
- Field office s have been supported with solar power, email communication (VSAT broadband connections will be installed in district offices depending on costs) and staff house to attract senior staff to be located with rural partners.
- Technical assistance (through TC and CSP) has been provided in a number of areas, for instance, M&E, root crops agronomy, sourcing of appropriate technologies for small scale feed processing and smokeless stoves.

- Adoption of a new constitution with an updated role for a manager who is more accountable to the board and has clearer roles and responsibilities; a clearer process for membership of KGA and the board.
- Strengthening of the board to the point that it is now actively involved in oversight of KGA strengthening the internal accountability structures and processes in the organisation
- Updates to the organisational manual of procedures

### What's new:

Program Management will have a much stronger focus in the remaining 3 years of the program. As KGA continues to develop, stringent management practices need to be implemented to ensure quality programs and maintain relevance to members. Hence, the remaining three years will focus on reviewing and improving management systems across the organization.

KGA will establish an improved system of reporting which includes reporting templates and staff and partners will be trained in their use.

An improved monitoring and evaluation system will be established that will provide the basis of information used for the reports. The M&E database will be designed, data collected on activities, outcomes and impacts and used, providing feedback on program outcomes against the logframe, allowing adjustments as necessary and organisational learning. The M&E system will also include promote a focus on the collection of stories and demonstrated changes in lives as a result of KGA. Terracircle will assist with this development in Q1 2011/12. A monitoring and evaluation officer will be recruited to implement this work.

In addition, while staff are very capable and skilled, an organizational development program will be implemented to build internal staff skills. Management, staff and the Board must be committed to ensuring that the activities are implemented as planned and staff allocate appropriate time to attend. Weekly in-house learning sessions will be trialled where different staff, partners, lead farmers and others are asked to present a topic of relevance that they are experienced in.

KGA will ensure a stronger focus on providing support to key partners at the local level, through ensuring PSOs spend more time in the field but also through the employment of a province-based provincial coordinator whose role is to assist in partner planning and capacity building.

KGA will also move to a longer term planning strategy to promote long term thinking within the organization and by partners. Annual plans will be developed and submitted to donors with the report on the previous years' activities and outcomes. The management team will do this collectively to ensure that there is improved coordination across the various components. Joint partner planning meetings are currently held quarterly but these will now be held annually but the provincial coordinators and PSOs will provide local support at least quarterly to review against the annual plans.

KGA will increase their strategic involvement of Terracircle. As part of the annual KGA planning process, technical requirements will be identified and agreed with Terracircle and a timetable and scope agreed. If there are other technical resources required to support the program, Terracircle will continue to assist to identify them.

Financial reporting will be available at activity level. The design recommends the introduction of some milestones to ensure objectives are met.

Project reviews will be conducted annually as per the original design. The mid term review is scheduled for May/June 2012, Annual Review for June 2013 and the final evaluation for May/June 2014.

KGA will develop a disability policy to guide its inclusion of people with a disability into the program. KGA currently include marginalized groups in their programs but do not feel that people with disability are addressed appropriately. The need for greater inclusion of people with a disability was identified through the women and nutrition component which identified women and children who did not have access to sup sup gardens due to their disability but still needed support to improve family nutrition. Hence, KGA will review various activities to assess how KGA can improve access and involvement of people with a disability. For example, KGA and its partners are now providing direct support to disabled people on how to develop their own sup sup gardens and providing advice on making kiko stoves.

KGA will also revise the organizational structure and review position descriptions for each staff member so they are in line with the revised design and the annual plan.

KGA will reinstitute holding Annual General Meetings in the interest of good governance, given that it is a member organization. The AGM's have been included as milestones, reflecting KGA's commitment to improved organizational governance and management.

Although included in the original design (but planned for year 3), KGA will increase its initiatives to increase organizational sustainability. KGA will develop a diversification strategy in consultation with the Board.

#### **OUTPUT 8.1: Organizational management system operational and delivering program objectives**

##### **Overview:**

KGA will undertake a review of its operational systems to ensure appropriate management systems are being utilized to deliver program outcomes and reports. The manual of operations will be reviewed and updated to reflect current and improved practice with staff and board involved in the process. Consistent reporting will be institutionalized with both KGA and partners.

The Project will be required to submit the following reports:

- Annual reports covering the same points as for the 6-monthly reports, but will include a detailed annual plan developed at the annual planning workshops (due July each year).
- A completion report to be prepared according to AusAID guidelines for final reports.

Activities include:

1. Establish and implement effective and appropriate management systems in the following areas:
  - a. Governance
  - b. Finance
  - c. Project
  - d. Annual work plan
  - e. Management system
  - f. Reporting
  - g. Regular meeting (monthly)
  - h. HR and performance management
  - i. Administration

- j. Risk management
- 2. Review and update KGA Management and Operations Procedures
- 3. Establish consistent report templates across the organisation and with partners
- 4. Develop KGA disability policy
- 5. Develop revised organisational structure, roles and responsibilities and review terms of reference for all positions in light of revised program design
- 6. Hold Annual General Meetings (September of each year)

#### **OUTPUT 8.2: Organisational Development**

##### **Overview:**

A key component of this program is the development of KGA as an organization that can drive its own destiny. For this to happen, it is essential that the management abilities of management, officers and staff be upgraded. These individuals are recognised for their technical abilities, but need to be able to think and work beyond the delivery of services. While some management skills are taught alongside technical skills—especially at the staff level—KGA’s officers and management need management and related training that is more tailored. Key to this will be the delivery, via workshops and mentoring, of training in various organisational development skills/techniques, such as strategic planning and management, corporate planning, project/program planning-writing-marketing, reporting, evaluation, etc.

During this program, KGA will conduct performance appraisals for all staff, the performance appraisals will be followed by capacity building activities to address weaknesses in skills and understanding of individual functions related to improving performance. The aim is to build their capacity to support KGA’s activities and at the same time transfer their skills to our partners’ staff. Staff training and development will involve on-the-job training, mentoring, tuition support and/or in-service training in skills that will improve their work abilities.

##### **Activities include:**

1. Undertake internal training needs analysis and develop strategic training plan. Training should include
  - Advocacy
  - Proposal writing
  - Budget development
  - Fundraising
  - Project management
  - Financial Management
  - Research capacity development
  - Market development

#### **OUTPUT 8.3: Monitoring and evaluation system implemented and producing outcome and impact information**

##### **Overview:**

KGA recognises the need to establish an M&E system for the organisation so that it can better report on its activities and their impact. At present, each component has a separate activity monitoring plan to serve its reporting needs. In many instances, however, data are collected but not recorded in a way that can demonstrate outcomes.



Terracircle will be assisting KGA to further develop its information system to greatly improve KGA's capability of assessing lessons learned to date and, in the process, to document what works and what does not.

Annual reviews of the Program will be held, and there will be collection of data as part of monitoring. This will include reviewing whether outputs are still relevant to the needs of the partners and, in turn, the farmers. It is the objectives of the Program, not the individual components that will decide success.

#### Information System:

A computerised database was installed in September 2008 to provide the basis for the KGA information system. The database is written in PHP/MySQL and is web-based. The aim is to collect and manage information on all of KGA's activities, taking into account the program-based approach adopted by the organisation. The database will provide KGA with the capability for monitoring, reporting and evaluating the Program. The major instrument for collecting information on PMN members is the PMN members' baseline household survey. This has recently been completed for almost 400 households and will be regularly updated to document adoption of practices promoted by KGA, and their effect on quality of life. The results of the survey will also be used to conduct better analysis of PMN member profiles and better target KGA services to different segments of the PMN user base.

Evaluation of the program will be undertaken by KGA in consultation with the SIG and AusAID. The timing for tripartite evaluations for the remaining three years is as follows:

- *Mid-term Review:* A mid-term evaluation will be held in May/June 2012. This is likely to take one month, including report preparation time and will include one external consultant and will require provincial visits.
- *Annual Review:* An annual review will be undertaken in June 2013. This is an internal review and is likely to take 2 weeks, including report preparation time.
- *Final Review/Evaluation:* A final evaluation will be conducted in May/June 2014. This will include an end of project survey to compare against the baseline. This will include provincial visits and an external evaluator as well as AusAID and SIG.

#### Activities include:

1. Develop current activity monitoring database to include outcome and impact indicators (Milestone, due November 2011)
2. Develop outcome and impact information to provide to Board, donors, government, members and the public, eg. Through website, proposals, marketing information, public information pieces
3. Train staff and partners on M& E system
4. Collect stories / Most Significant Change information
5. Annual review (June, 2013)
6. Mid Term review (May/June, 2012)
7. End of project survey to compare against baseline

#### **OUTPUT 8.4: Advocacy strategy implemented**

##### **Overview:**

KGA will identify key advocacy priorities (1-2) and develop research pieces to advocate using evidence grounded in the KGA program to key stakeholders in an effort to change government policy and donor support towards food security and sustainable agriculture. Advocacy will be tightly focussed on these 1-2 issues as it can become overwhelming for any organisation and needs appropriate resources. KGA will ensure senior representation at appropriate meetings.

Activities include:

1. Identify key advocacy priorities and develop research pieces to advocate using evidence grounded in the KGA program to key stakeholders
2. KGA representation at relevant meetings and forums

#### **OUTPUT 8.5: Organisational growth and improved diversification of funding**

##### **Overview:**

As a highly visible and important Solomon Islands civil society organization, sustainability of the organization is of high importance. KGA play an important role in the food security and rural livelihoods and often fill gaps that are currently unable to be filled by Government. KGA needs an appropriate level of funds from donors and government to advance the programs and implement the KGA corporate plan. Hence, investment in organizational growth is important now.

So far, a good basis has been developed by KGA, for example through its partnership with SIG, which from one joint project, has now expanded to three and other opportunities will continue for KGA. Further opportunities need to be identified, assessed and implemented to grow the organization. There are opportunities in the technical areas of market development approaches and climate change that are relevant for KGA. A program development officer will be recruited in Q1 2011/12 to drive this output and the Board will be required to provide significant support in this area. It is a very high organizational priority.

Activities include:

1. Develop diversification strategy in consultation with the Board. Areas to consider include:
  - Increase PMN members (and hence fees)
  - Provide training and advisory services (to farmers, partners, donors, NGOs, government)
  - Increase support from other donors (increase number of quality submissions)
  - Corporate partnerships (eg. Provide advice on sourcing produce from farmers)
  - Commercial activities (eg. Sale of seeds, chickens etc)
  - Research partnerships (with regional research institutes, donors, NGOs)
  - Further develop the partnership with Ministry of Agriculture to provide increased services.

- Submit increasing number of high quality proposals with donors
- Develop commercial activities as appropriate
- Increase PMN membership

## Program budget and Timeframe

The review recommends that program funding for the remaining three years of the program should remain at or near proposed levels. This is in line with the recommendation from the ICR.

Also, there have been significant cost increases in Solomon Islands in recent years ,which has affected KGA's ability to carry out its work program.

The proposed budget for the Program is:

Summary Budget (AUD)	Exchange rate	0.15		
LINE ITEMS	YEAR 1 (AUD)	YEAR 2 (AUD)	YEAR 3 (AUD)	TOTAL
<b>PERSONNEL INPUTS</b>				
<b>TOTAL - PERSONNEL INPUTS</b>	316,837	320,844	325,156	962,837
<b>Component Activities:</b>				
Networking & Capacity Building	73,950	48,510	67,515	189,975
Food Crops & Organic Farming	20,838	32,814	35,709	89,362
Livestock	19,330	23,185	23,976	66,491
Marketing & Processing	14,325	15,480	15,450	45,255
Women & Nutritional Health	27,150	30,600	33,525	91,275
Youth in Agriculture	18,218	19,605	21,428	59,250
Communication & Information Services	26,400	30,375	27,450	84,225
<b>Total component 1-7</b>	200,211	200,569	225,053	625,832
<b>TOTAL PROGRAM MANAGEMENT ACTIVITY COSTS</b>	80,250	97,500	124,620	302,370
<b>TOTAL SUPPORT SERVICES</b>	125,179	131,338	165,863	422,380
<b>TOTAL KGA (AUD)</b>	722,476	750,251	840,692	2,313,419
<b>TOTAL TERRACIRCLE (AUD)</b>	73,200	73,200	73,200	219,600
<b>TOTAL KGA AND TERRACIRCLE (AUD)</b>	795,676	823,451	913,892	2,533,019

This is a reduction in the overall budget in comparison to the previous program budget:

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>TOTAL</b>
<b>TOTAL KGA AND TERRACIRCLE (AUD)</b>	\$1,034,625	\$1,005,860	\$1,076,977	\$3,117,462

The budget has been significantly reduced in terms of the Australia dollar due to the changes in the exchange rate. The exchange rate used is SBD1 = 0.15 AUD. The rate has changed significantly even since June 2011, hence the exchange rate has already been changed from the previous draft budget (1.35 used). The budget has been developed using SBD costs using activity level costings. Appendix 3 provides a summary budget developed using inputs and a corresponding detailed budget developed using activity level budgets.

Organizational growth is a long term development strategy and as such, KGA needs a consistent level of confirmed funding to maintain its current program and to invest in its future. Whilst KGA have already built a good foundation for increasing donor support and donor diversification, more work needs to be done and hence, increased resources have been allocated to support that growth.

In addition to this budget for the AusAID-funded part of the program, KGA will develop income targets that correspond to the business development/organizational growth strategy, which will incorporate a reduction in AusAID's contribution to the overall program.

### **Milestones**

The review also recommends the introduction of milestones into the contract to ensure contract responsibilities are met. As NGOs do not yet have the capacity to forward fund program implementation in the case of a shortfall by donors, it is recommended that the full allocation for year 1 be provided to KGA to ensure implementation of the 2011/12 plan as budgeted. During each year KGA need to meet the following milestones:

- Submission of the annual report (including the annual plan and the financial report) (June)
- Annual General Meetings (September each year)
- PMN Conference (November 2011, October 2013)
- Organisation of the Mid Term Review (2012)
- Organization of the annual reviews (2013)

If these three milestones are not met then AusAID can withhold 10% of the following year budget until the milestones have been completed. Please note that if there are any delays of the reviews that are outside the management of KGA (eg. SIG or AusAID involvement in the review), then the milestone payment can not be withheld. Milestones will be reported on as part of the Annual Report. Separate milestone reports are not required.