

SOLOMON ISLANDS
GOVERNMENT



MINISTRY OF AGRICULTURE AND LIVESTOCK
Corporate Plan 2011-2014



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Executive Summary

The Ministry of Agriculture and Livestock (MAL) visionise on *enhancing and promoting a sustainable agriculture and rural development in the Solomon Islands for economic stability, food sovereignty and improve rural livelihood* is a concept direction geared towards food security, economic growth, and development. As such, once MAL is supported with efficient service delivery mechanisms; agriculture will be the ‘engine’ for socio-economic growth and rural development through semi- and commercial-agriculture programmes intended to nurture the growth centers in the country. To realize this vision, the following key areas should be emphasized:

- Develop policies with strategic planning, implementation, and coordination
- Foster increased agricultural productivity
- Promote semi and commercial agriculture through Private Sector, and Associations
- Improve Research and Development and Extension Service Delivery
- Promote effective and efficient Resource (financial, physical, and human) Management
- Mainstream cross-cutting issues: gender, women and youth promotion, farmer participation issues, climate change adaptation and mitigation, food nutrition and safety, environment, bio-security, land issues, training and development, and natural sustainability

Solomon Islands is endowed with sufficient land mass. However, its limited arable land size, low export of fresh agricultural produce, factors relating to market access and high intensity of subsistence farming are seen as major hindering factors to the low rate of increasing productivity. With the added effects of climate change, changing environmental conditions, less access to land, and few agro-ecologies suitable for wide variety of crops and livestock; these challenges contribute enormously to the slow agriculture development in the country. Despite that, there are a lot of opportunities for promoting small- to large-scale holders to benefit from and have linkage to market economies. With added advantage, Solomon Islands agricultural products have high demand at local and international markets and as such, there are numerous market opportunities available for investors to participate within the sector. With the high potential level of political commitment for investments in the agriculture sector, Solomon Islands Agriculture Industry has a bright future in supporting economic growth.

As a government initiative, in order to organize, attract and coordinate investments to the sector, the MAL Corporate Plan 2011 – 2014 has been formulated to provide a road map to short-, medium- and long-term investment programmes to support the sector. These programmes hope to ensure economic growth is improved and increased revenues are realized by households, farms, investors, and the country, hence basic services (health, education, transport, telecommunications, etc.) will be provided to benefit the country-wide populace of Solomon Islands.

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ACRONYMS

ACIAR	- Australian Centre for International Agricultural Research	NARI	- National Agriculture Research Institute
ANU	- Australian National University	NATI	- National Agriculture Training Institute
ANUE	- Australian National University Enterprise	NCRA	- National Coalition for Reform Advancement
AOA	- Agriculture Opportunity Areas	NGO	- Non Government Organizations
ARDD	- Agriculture Research and Development Department	OIE	- Office International des Epizooties
CBSI	- Central Bank of Solomon Islands	PACC	- Pacific Adaptation to Climate Change
CEMA	- Commodities Export Marketing Authority	PACER	- Pacific Agreement on Closer Economic Relations
ASP	- Agriculture Strategic Plan	PG	- Postgraduate
CITES	- Convention on International Trade in Endangered Species	PICTA	- Pacific Island Countries Trade Agreement
CU	- Credit Union	RDP	- Rural Development Project
EIA	- Environment Impact Assessment	RIPEL	- Russel Islands Plantation Entreprises Limited
FAO	- Food and Agriculture Organization	ROC – TTM	- Republic of China - Taiwan Technical Mission
GDP	- Gross Domestic Product	RTC	- Rural Training Center
GMO	- Genetic Modified Organisms	SDP	- Staff Development Plan
GMP	- Good Manufacturing Practice	SDTP	- Staff Development and Training Policy
GPPOL	- Guadalcanal Plantations Palm Oil Limited	SIG	- Solomon Islands Government
HACCP	- Hazard Analysis Critical Control Point	SIIARD	- Solomon Islands Information for Agriculture and Rural Development
HRM	- Human Resource Management	SINAIC	- Solomon Islands National Agriculture Information Center
HOD	- Head of Department	SINARI	- Solomon Islands National Agriculture Research Institute
HTFA	- High Temperature Force Air [Treatment]	SPARTECA	- South Pacific Regional Trade and Economic Co-operation Agreement
IRRI	- International Rice Research Institute	SPS	- Sanitary and Phyto-sanitary
KOA	- Key Outcome Areas	TA	- Technical Advisor
LMO	- Labor Market Opinion	TLTS	- Traditional Land Tenure System
LUP	- Land Use Planning	UG	- Undergraduate
M&E	- Monitoring and Evaluation	UN	- United Nation
MAL	- Ministry of Agriculture and Livestock	UNDP	- United Nations Development Programme
MDG	- Millennium Development Goal	WTO	- World Trade Organization
MIS	- Marketing Information System		
MSG	- Melanesian Spearhead Group		

FOREWORD



As Minister responsible for the Ministry of Agriculture and Livestock (MAL), I am proud to present to you the Ministry's 2011 - 2014 Corporate Plan. This Corporate Plan sets out MAL's priorities and plans for the years 2011 to 2014 operation and financial period. The Ministry's activities, in achieving goals identified in the plan will support major Government priorities, including contributing to economic growth and rural sustainable development, and supporting the public sector at large.

As one of the key partners in the productive sector, MAL remains as one of the key Ministries to the economic development. With the support of other industries and policies put in place to specific economic strategies; food security and income-generation will be realized especially in the rural areas. These major policy initiatives, which are being developed with sector stakeholders and our regional and international partners, will promote our goal of fostering growth and sustainable development within the productive sector.

Agriculture plays a significant role in the Solomon Islands to achieve a sustainable national and rural agriculture development in the country for food sovereignty and a better living environment. As such, communities expect a vibrant and viable agriculture sector that provides food security, safety, nutrition, and income-generation. Employment opportunities and cash income to the rural areas will boost agriculture industry to be highly productive, competitive and set a broad economic base.

MAL technical officers are capable of developing economic and scientific studies where appropriate technologies can be used to enable farmers achieve higher production outputs. Our approach includes genetic improvement of plants and animals, biological ways of controlling diseases, weeds and pests, sustainable cultivation methods, vegetation and grazing management (including both improved and native pastures), soil and water management, and cultural and husbandry methods to minimize the use of chemicals and unwanted residues.

In order to achieve the goals of the National Coalition for Reform and Advancement (NCRA) Government Policies, MAL's Programmes of Actions are aligned to achieve the goals through the implementation of plans and strategies are organized to address specific issues.

As we move forward in the 21st century, I know MAL will continue to play a vital role in national sustainable development and I would like to foresee a successful implementation of this plan. It is hoped that the successful implementation of the Corporate Plan will ensure the sector plays its role as the engine for socio-economic growth. I therefore wish to present this plan to all key players in the agriculture sector including our hard-working farmers, the private sector, development partners and friends. I entreat you all to endorse this plan and invest accordingly in the sector for better living in the future.

.....
Hon. Connelly Sandakabatu (MP)

Minister

MINISTRY OF AGRICULTURE AND LIVESTOCK

Permanent Secretary’s Note



I have the pleasure, as the Permanent Secretary of the Ministry of Agriculture and Livestock to present the MAL Corporate Plan 2011 – 2014 for implementation.

This Corporate Plan serves as a guiding tool to achieve the NCRA government policies of 2011 – 2014. As such, its existence requires implementers and stakeholders within the sector to work side-by-side in achieving the goals of MAL.

With the experience, competence and expertise of MAL officers, I believe that NCRA Policy will be achieved amicably through the efforts and hard work in providing agricultural services to the rural areas of the country. Over the years agriculture has evidently contributed to the economic development of the country; as such this Corporate Plan should continue to enhance and guide MAL’s activities in strengthening the country’s economy through income-generating projects and agricultural exports. This Corporate Plan also emphasizes the need to tackle issues relating to food security so that nutritious food is available for all families, at all times.

Hence, to successfully fulfill our roles, I urge MAL and its stakeholders to take the lead in implementing the plan as a way forward in achieving the intended outcomes.

With these, I wish you all a remarkable journey in implementing this plan.

.....

Mr. John M. Harunari
Permanent Secretary
MINISTRY OF AGRICULTURE AND LIVESTOCK

CHAPTER ONE

MINISTRY OF AGRICULTURE & LIVESTOCK OVERVIEW AND STRATEGIES

1.0 INTRODUCTION

Agriculture is the 'backbone' of Solomon Islands' economy and rural livelihood. The country has a population of more than 500,000 people, of which 85 percent of the total population lives in the rural areas having a GDP per capita of 2,800 US dollars (CIA World Fact Book, 2011). Agriculture's contribution to the total GDP ranges from 35 – 42 per cent per year with major earnings coming from exported agriculture commodities such as Cocoa Beans, Coconuts (Copra & Oil) and Palm Oil. Solomon Islands 992 Islands has a total land size of 27,547km² and 0.62 per cent of the total land are arable and suitable for agriculture production. With the limited arable land, 87 per cent of the total land is under Traditional Land Tenure System (TLTS). TLTS in the Solomon Islands is an obstacle to major agriculture investments due to the complex cultural existence that binds people to their lands. Stress from TLTS has put pressure on food production, commodity export prospects and food security. In addition, labor force by occupation in agriculture is 75 per cent and agricultural commodity exports are still the major source of earnings to the country.

Agricultural production has been declining over the past twenty years. This is due to a number of factors including lack of improved production technologies in the farming system, lack of inputs of production, increasing pest and diseases, natural disasters, soil degradation, lack of production incentives, declining export prices, limited market opportunities, limited access to land and poor private and public investment in the sector. The addition of climate change problems is also a new challenge which will determine the type of agriculture systems and technologies that can be adopted to sustain agriculture production and food security.

SIG Policies through MAL will strive to improve and promote the agriculture sector to become responsive, effective and competitive in its production. In addition, MAL's managerial standards will incorporate ways to succeed in controlling animal health and plant diseases, breeding of plants and animals and developing of farming practices to suit the local environment. Quality products will also be maintained to remain competitive in the local and overseas markets. These programs will pave the way forward with government priorities investing in the existing traditional crops (Copra and Cocoa), and other potential agriculture commodities will increase revenue level to full potential.

Instability in political and economic environments has hampered the development of the sector in many ways over the past decades. In addressing the numerous challenges faced by the agricultural sector, a well coordinated, responsive and proactive strategic approach is required. This will need the support and commitment of all stakeholders: government, private sector and farmers. As such, government subsequently has to provide adequate financial and competent human resources, implement appropriate policies and enact legislations to provide incentives to enhance increase agricultural productivity.

1.1 CONTEXT AND COVERAGE OF THE CORPORATE PLAN

In such a rapidly changing socio-economic and physical environment; climate change on food security, quality standards and regulations on trade, depressed commodity markets, advances in technology, continuous tight annual budgets and scarce resources, and the need for human resource management, our plan seeks to:

- Provide a strategic perspective of MAL's work and expectations for performance
- Create consensus among Departments/Divisions/Units of MAL as they relate to overall Key Outcome Areas, Strategic Objectives and Activities
- Establish a framework for a clear assessment of the Ministry's success in achieving its objectives and responsibilities

1.2 NCRA AGRICULTURE GOALS

NCRA Government broad goals are set to focus on a long-term plan. These goals are:

- Enhance and promote sustainable agriculture development in the Solomon Islands and ensure the sector contributes to economic growth, stability, food, security and rural development through improved rural livelihoods
- Promote, improve and ensure leading agriculture developments in Solomon Islands are profitable and environmentally sustainable through the provision of timely and quality agriculture information, research, extension, education, regulatory services throughout the country

1.2.1 THE POLICY CONTEXT: The NCRA Government Policy

The NCRA Government will set-up an Agriculture Reform and Food Security Commission to oversee the implementation and monitoring of all agriculture related policies and reform program. The NCRA Policies for Agriculture Development includes; POLICY:

- 5.1.2 (a). Pursue National Rice Program with the aim to develop commercial rice farming
- 5.1.2 (b). Facilitate and support the development of Auluta Basin and Waisisi Oil Palm projects on Malaita, and the East Choiseul Oil Palm and Vangunu Oil Palm projects in the Western Province
- 5.1.2 (c). Rehabilitate the Cattle Industry
- 5.1.2 (d). Establishment of more Copra milling facilities in the rural areas to facilitate the production of Coconut oil, bio-fuel, animal feed and other down-stream products for export
- 5.1.2 (e). Provide assistance to rehabilitate Cocoa, Coconut, Honey, Coffee, Tea, and local fruit species through use of subsidy [Support Scheme] funding for specific interventions that will directly improve people's livelihood in both subsistence and income streams
- 5.1.2 (f). Improve domestic and export marketing infrastructure (Outlets, storage, accessibility, facilities, information and management) for agricultural products produced by smallholder farmers
- 5.1.2 (g). Upgrade Quarantine services and facilities to comply with international requirements and to facilitate importation of improved animal stocks, crop planting materials and export of local products to overseas market
- 5.1.2 (h). Revive the Solomon Islands National Agriculture Research Institute (SINARI) at National Agriculture Training Institute (NATI) and revitalize field research capacity
- 5.1.2 (i). Overhaul, restructure and reform agricultural extension services to ensure they are effective and robust in providing appropriate technical advice to farmers
- 5.1.2 (j). The government will assist farmers to establish spice farms for domestic consumption and export
- 5.1.2 (k). Promote both the rehabilitation and re-planting of both Coconut and Cocoa trees and consider the possibility of processing Cocoa domestically into other products. Establish a special financial support scheme to enhance the production of Cocoa to double the volume in the next 5 – 10 years
- 5.1.2 (l). Manage and contain [control and eradicate], exotic pests and diseases through legislation and in collaboration with the private sector, neighboring countries and international organizations
- 5.1.2 (m). Ensure there is a pool of trained agriculturists available to meet the changing national demands in the formal, private, and non-formal sector,
- 5.1.2 (n). Promote the development and export of kava
- 5.1.2 (o). Encourage animal husbandry/small livestock industry especially in piggery and poultry
- 5.1.2 (p). Promote agriculture opportunity areas in the provinces

1.3 OUR VISION

Enhance and promote a sustainable agriculture and rural development in the Solomon Islands for economic stability, food sovereignty and improve rural livelihood.

1.4 OUR MISSION

To promote, improve and lead agriculture development in Solomon Islands to a profitable and environmentally sustainable future by being the premier provider of information, research, extension, education, regulatory, and other services to improve the agriculture sector.

1.5 OUR VALUES

In the development and delivery of practical solutions to the national and provincial governments, tribal communities, resource holding groups, women and youth, non-state actors and church groups of the Solomon Islands. The Ministry of Agriculture and Livestock is committed to provide information, technical advice, transfer of practical skills and knowledge through:

- Consultative, cooperative, and partnership development
- The development and application of innovative yet rigorous scientific techniques
- The engagement of an active participatory approach to an effective delivery of extension service
- The recognition of the invaluable role women and youth play in agriculture
- The facilitation and involvement of private sector in agriculture, trade and commodity development
- The principle of empowerment of resource owners; and a fair, equitable and a timely enforcement of regulatory measures

1.6 MAL GOALS TO MEET THE GOVERNMENT POLICIES

To accomplish the Policy Statements of the NCRA Government, MAL has developed the following goals to guide and achieve the development strategies and programs/activities:

- Increase the production of local and traditional staple food crops and livestock at a level that supply of food is coping with the increasing population
- Improve National Agriculture Programme and Project's Policy, Planning, Decision Making, Monitoring and Evaluation
- Develop the capacity to collect and compile agriculture data which will assist MAL in evidence based strategic planning and decision making: a tool to generate useful information and database on Agriculture Opportunity Areas (AOA), Disadvantaged Areas, Vulnerable Areas to Climate Change, Food Security, and Monitoring and Evaluation in relation to achieving strategic plans
- Develop a long-term Agriculture Strategic Plan with strategic objectives to guide all MAL programmes, projects and donor projects are geared towards achieving MAL Goals
- Increased nation-wide Cocoa and Coconut Rehabilitation Program to revitalize and strengthen the industries
- Increased production and economic activities through a long-term Coconut and Cocoa "Support Scheme", to increase income, production per area, hectarage of crop integration and development of new plantations
- Develop a variety of export oriented commodities that can be used to cushion the economy in times of economic hardship/crisis
- Develop oil palm plantations on existing and potential sites on Guadalcanal plains (GPPOL), Malaita Province (Auluta Basin and Waisisi) Western Province, (Vangunu), Choiseul province and other provinces with geographical potentials and downstream-processing of crude palm oil into value added products.

- Establish a self-sufficient National Rice Program with the aims to develop 3,000 hectare between by 2014 to meet the national rice need averaging at 100 kilograms per person/year
- Establish and promote downstream processing of locally grown commodities to increase value for export and domestic markets
- Promote the increase production of high value crops for import substitution
- Ensure a framework and reform programmes for restructuring and capacity building to meet and sustain all stakeholder's needs
- Implement programmes to support the Millennium Development Goal (MDG) of poverty alleviation to ensure each Solomon Islander has access to the basic individual needs
- Increase an on-going applied research and development activities in the conservation and domestication of indigenous animals and plants biodiversity with the aim for commercialization
- Increase all forms of livestock production (honey, eggs, pork, beef and broiler), for food security and import substitutions
- Ensure staff acquires latest knowledge and skills through progressive training and development so that agriculturists and technicians are available locally to meet the world changing technology and development, and national demands in the formal, private and non-formal sector
- Protect Solomon Islands' flora and fauna from exotic pests and diseases through pre and post-entry quarantine measures
- Increase the capability of MAL through research and development into strategies to deal with climate change effects as well as zoonotic-pandemic infectious diseases
- Improve farmer's production through financial assistance from SIG budget and donor partners
- Enhance appropriate Land Use practice to accommodate population use and pressure on land
- Ensure farmers' association model that will be successfully implemented in the rural areas

1.7 MAL ROLES AND RESPONSIBILITIES

The Ministry of Agriculture and Livestock (MAL) is the primary public sector institution responsible for formulating, executing, monitoring and coordinating the Solomon Islands Government's (SIG) agricultural policies. MAL has two broad sets of responsibilities and functions; one is related to policy, while the other is related to the provision of technical support and regulatory services.

The policy related functions include:

- Formulation, implementation and coordination of sectoral policies, programs and projects designed to achieve the SIG's policy priorities
- Design and execution of strategies and programmes associated with the sub-sector and commodity-specific activities
- Monitoring, evaluation and periodic review of policy and programme impacts at the sector and sub-sector levels,
- Policy guidance and recommendations to MAL sectoral and cross-sectoral issues
- Coordination of the SIG's policy initiatives with development and other technical assistance from regional and international organizations and with respect to obligations under regional agreements
- Creating an enabling environment for private sector investment in the agricultural sector
- Human resource management, development, training and career planning

The Ministry's responsibilities in the provision of technical support and regulatory services include:

- Applied research and development activities
- Provision of extension services

- Domestic and international market and trade facilitation, quality control and standards
- Design and management of the regulatory framework relating to the agricultural sector
- Education, training and public awareness
- Provision of physical infrastructure
- Provision of soil conservation and natural resources
- Biosecurity and protection against pest and diseases
- Provision for adaptation to Climate Change and Mitigation
- Data collection and information management to support planning and decision-making
- Provision of information and recommendations on technical matters
- Facilitating linkages and networking between national, regional and international organizations
- Development of annual planning, programming and budgeting cycle to execute the responsibilities, and do monitoring, evaluation and accurate reporting in a timely manner

1.8 THE NATIONAL AGRICULTURE DEVELOPMENT FRAMEWORK

MAL's aim in meeting agriculture growth and development in the country is guided by the National Development Framework that includes:

- Address the basic needs of the people in the villages and the rural areas where the majority of the people live, and ensure real improvement in their standard of living,
- Work towards food security for the nation and ensure a healthy, literate and a contented population,
- Generate job opportunities for the growing population and achieve high economic growth, wealth and social wellbeing for all Solomon Islanders,
- Ensure sustainable utilization and conservation of natural resources, protection of the environment and successful adaptation to climate change.
- Improves the economic growth and development of the country.

1.9 KEY OUTCOME AREAS (KOA) TO ACHIEVE POLICIES AND GOALS

In carrying out its mandate of enhancing food security growth and sustainable economic development in the agricultural sector, MAL will be guided by ten (10) Key Outcome Areas (KOAs) to meet the objectives and fulfill the NCRA Policy. The (KOA) support and ensure NCRA policy priorities are achieved, and respond directly and address the opportunities and challenges faced by Ministry's operation.

- i. Poverty alleviation, Enhanced Food Security and Rural Livelihood
- ii. Sustainable Growth and Economic Development
- iii. Sustainable Management of Natural Resources, Biosecurity and the Environment,
- iv. Farm Sector Readjustment and Restructuring
- v. Investment in Agricultural Research and Development
- vi. Food Safety and Quality Improvement
- vii. Reduced Dependency of Food Imports and Increased Agricultural Exports
- viii. Enabling Environment for Growth and Development
- ix. Strategic Strengthening of Alliances for National, Regional, and International Cooperation
- x. Strategic Management Processes and Agriculture Information

KEY OUTCOME AREAS (KOA)

STRATEGIC OBJECTIVES	CORE STRATEGIES
Key Outcome Area 1: Poverty Alleviation, Enhanced Food Security and Rural Livelihood	
Ensure food security, livelihoods self-sufficiency and community sufficiency in rural areas are improved through targeted multi-disciplinary and multi-sectoral interventions	<ul style="list-style-type: none"> • Strengthening Farm Institutions, Farmers' Associations • Improve Agriculture Extension Services in the Provinces • Develop a Farm Readjustment and Restructuring programme • Promote active community participation in agriculture • Improve effective Food Security, Safety and Quality programmes and activities • Active on-farm participatory research responding to day-to-day problems encountered by farmers • Conduct active Farming Systems Research and Development • Preparedness to respond to food emergency needs, natural disasters, and climate change • Importation, testing, bulking and distribution of improved crop varieties • Protect the country's biodiversity, economy and health from the impact of pests and pathogens
Improve farm productivity, and production is increased through capacity development and appropriate technology transfer and local marketing network is enhanced for small farmers	<ul style="list-style-type: none"> • Improve capacity-building and development through all stakeholders • Ensure active stakeholder participation in technology transfer • Improve marketing facilities and channel networks for all farmers • Improve agriculture information resources and agriculture information dissemination to farmers
Promote increased food production for agricultural exports	<ul style="list-style-type: none"> • Improve Research and Development (Technologies) into new and high yielding crops and livestock • Reduce dependency on Imported Foods through awareness and import quotas • Support farmers on technical advises • Develop farmer support schemes
Reduce the amount of crop and livestock loss due to imported exotic pest and disease and to increase export of agriculture commodities	<ul style="list-style-type: none"> • Improve Plant and Animal Health Protection in the country • Effective pest & disease monitoring for both animals and crops • Effective Quarantine Services and Biosecurity activities • Improved market access for export
Promote agricultural production system diversified, agri-business and other alternative activities promoted for income generation in rural communities including of promotion of organic farming	<ul style="list-style-type: none"> • Ensure effective production is geared towards agribusiness concepts and income-generation • Ensure active participation in agriculture organically in the communities • Promoting Organic Farming in the country • Support Organic Farming as a means to meet the niche market
Ensure pro-poor policies and strategies strengthened and rural institutions and agricultural services promoted to support small scale farmers	<ul style="list-style-type: none"> • Strengthen policies and institutions to effectively carryout tasks • Promote agriculture services • Provide support to farmers • Promote farmers associations
Develop a long-term Agricultural Strategic Plan (ASP) to	<ul style="list-style-type: none"> • Develop an effective Agriculture Strategic Plan with monitoring and evaluation system to assess

ensure programmes continued over long period of time with positive impacts	<p>achievements</p> <ul style="list-style-type: none"> • Develop MAL Sub-Sector Policies in relation to the National Agriculture and Sector Policy (2009 – 2014) • Promotion of indigenous animal/plant biodiversity for food production and income-generation • Promotion of organic/environmentally sound farming with land-use practices
Key Outcome Area 2: Sustainable Growth and Economic Development	
Enhancing agricultural production, productivity and competitiveness	<ul style="list-style-type: none"> • Increase agriculture productivity through various MAL programmes • Introduce comparative advantage concept in relation to Agriculture Opportunity Areas in the provinces • Support private sector to invest in agriculture production
Promoting sector strategic planning and management for increased private sector investment	<ul style="list-style-type: none"> • Implement sector strategic planning supported with policies • Increase and support private sector investment
Promoting trade and investment in productive sectors	<ul style="list-style-type: none"> • Support trading programmes on various commodities • Support and improve market access • Improve market facilities and market information to all stakeholders
Enhancing crop and livestock production, productivity and competitiveness	<ul style="list-style-type: none"> • Support crop and livestock production throughout the country • Develop research and improve breeding facilities • Support and enhance downstream processing
Promoting the adoption of regenerative/organic agricultural production	<ul style="list-style-type: none"> • Promote organic farming to strategic locations • Support organic farming activities • Increase organic farming activities
Improving food security, food safety, nutrition and reducing poverty	<ul style="list-style-type: none"> • Enforcing of regulatory services • Collaborate with line ministries in planning and implementing of regulatory services • Increase activities for increased production to reduce poverty
Engaging in demand driven research and development activities	<ul style="list-style-type: none"> • Engage in increased crop and livestock research throughout the country • Engage in on-farm research • Support research and development activities
Ensuring that research and development, and the dissemination of information continue to promote the competitiveness and sustainability of agricultural investments	<ul style="list-style-type: none"> • Increase dissemination of farming information through appropriate information media • Support information dissemination programmes and activities • Promote competitiveness • Promote agriculture investment • Exchange of international information to enhance food production;
Key Outcome Area 3: Sustainable Management of Natural Resources, Bio-security and the Environment	
Farmers shielded from impacts of natural disasters and climate change through disaster and risk management and	<ul style="list-style-type: none"> • Establish close link with all local and international agencies, donors and institutions to effectively address natural disasters, climate change mitigation issues in a holistic approach

climate change mitigation	<ul style="list-style-type: none"> • Mainstream climate change and natural disaster issues into the agriculture sector as means to stop poverty • Pursue Integrated agriculture development and sustainable land management strategies
Ensuring adequate capabilities to deal with climate change and pandemic diseases	<ul style="list-style-type: none"> • Research, develop and implement strategies to address climate change and environmental issues • Research, develop and implement strategies to deal with pandemic diseases • Awareness and sharing of information on climate change and pandemic diseases
Soil conservation and management is enhanced	<ul style="list-style-type: none"> • Develop a Land-Use Policy for Solomon Islands • Ensure Land Use Policy and practice are guided to meet soil conservation, management, and use • Ensure natural resources are well cared for
Increased land fertility and productivity increase	<ul style="list-style-type: none"> • Implement a research and soil analysis laboratory • Ensure AOA areas are identified for major agriculture production
Develop Land-use planning strategies and policies	<ul style="list-style-type: none"> • Develop a Land-Use Policy with all stakeholders • Ensure polices are carried-out • Implement policies in relation to its purpose • Establish a proper Land-Use Planning strategies • Strengthen the Agriculture and Land-Use planning unit in MAL
Appropriate regulatory framework in place and enforced	<ul style="list-style-type: none"> • Implement regulatory policies for Sustainable Management of Natural Resources • Ensure policies are within the regulatory framework • Conserve and rehabilitate agro-ecosystems to support agriculture and food production • Ensure that the flora and fauna of Solomon Islands remains free of exotic pests
Key Outcome Area 4: Farm Readjustment and Restructuring	
Farm management improved through cluster farm, and cooperatives and Farmers Association	<ul style="list-style-type: none"> • Organize and support farmers associations • Monitor the performance of farmers associations • Support Agricultural Financing Services to active organizations • Improve Farmer's Institutions/Associations/Credit Facilities • Pursue efficiency and adaptability in production, processing, quality control, quarantine requirements and marketing to meet the changing needs of the producers and consumers
Farmers' competitiveness strengthened through enhanced skills and capacity	<ul style="list-style-type: none"> • Enhance farmer's competitive advantage • Increase farmer training schools • Support farmer training schools with latest information and skills • Enhance food production through adoption of appropriate technologies
Key Outcome Area 5: Investment in Agricultural Research and Development	
Capacity in policy analysis and strategy formulation enhanced, in particular, agricultural policy analysis	<ul style="list-style-type: none"> • Develop agriculture research and development policies • Carry-out agriculture policy analysis on projects, programmes and activities

Farm management improved through cluster farm cooperatives and associations	<ul style="list-style-type: none"> • Support Farm Management services to farmers • Organize cluster farm associations on how they benefit from each other's experiences • Provide programmes to support farmers
Prevention and control system for emerging plant and animal disease strengthened	<ul style="list-style-type: none"> • Increase government investment on pest prevention and disease control • Increase and improve pest surveillance • Improve boarder securities on pest threats
System on Agricultural Research and Development strengthened	<ul style="list-style-type: none"> • Build a research institute with latest technologies/facilities • Strengthen research activities through government, donor and international support programmes • Up-to-date research trainings, attachments and on the job training for officers • Investment in Agricultural Research and Development
Increased number of new crop cultivars, new animal breeds and new food product development	<ul style="list-style-type: none"> • Carry-out research and breeding for new crop cultivars, varieties, animal breeds, and food products development • Support research and breeding programmes • Improve production and yield efficiency
Key Outcome Area 6: Food Safety and Quality Improvement	
Quality & standards of agricultural products improved by means of a certification and traceability system	<ul style="list-style-type: none"> • Improve quality standards through international standards so that our commodities are competitive in the international markets • Establish a quality standard laboratory for laboratory analysis and testing • Establish a quality standard protocol
Certification and traceability system strengthened	<ul style="list-style-type: none"> • Develop and establish a certification and traceability quality system • Develop a certification policy and assessment
Enhance technology transfer and capacity building in food safety and quality improvement, and food chain integration promoted	<ul style="list-style-type: none"> • Develop a food safety policy • Support quality improvement, food chain integration • Promote the importance of food safety and quality
Enhancing capacity of farmers in agricultural and export	<ul style="list-style-type: none"> • Enhance capacity for agriculture export • Increase farmers participation for increased food production • Support all farmer programmes towards increased production
Human resource developed in bio safety and bio security diagnostics.	<ul style="list-style-type: none"> • Support biosecurity programmes • Enforce biosecurity regulations • Promote biosecurity activities • Facilitate human resources capacity to implement biosecurity activities effectively
Key Outcome Area 7: Increase Agricultural Exports	
Quality standards set for processing and marketing of agricultural produce and products as well as other standards required by international agreements	<ul style="list-style-type: none"> • Ensure Agro-processing and Value-adding are basis for producing some agriculture commodities before exporting • Ensure Marketing Information and Outlets are available to all stakeholders

	<ul style="list-style-type: none"> • Pursue trade in agriculture commodities in compliance with WTO protocols (SPS and OIE) and other international trade agreements such as PICTA, PACER, MSG etc. • Application of sound scientifically tested principles (quality & laboratory analysis) in the import and export of agriculture commodities.
Increased promotion and understanding that fresh local food is nutritionally superior to imported processed foods	<ul style="list-style-type: none"> • Active promotion of fresh local foods • Active participation in health and nutrition programmes and activities • Establish and have an active Marketing Information Service (MIS)
Set-up National Seed Committee to control matters related to seeds including to develop seed policies and regulations,	<ul style="list-style-type: none"> • Set-up a seed committee for planning and decision making • Develop seed policies and regulations to help farmers on seed production and procedures
Provide coordination, monitor seed production, quality control and seed certification	<ul style="list-style-type: none"> • Ensure coordination and monitoring programmes are developed • Carryout coordination and monitoring of seed production to enhance quality and certification
Increase production levels for export	<ul style="list-style-type: none"> • Raise Productivities (Crops, Livestock, etc.) • Large Scale Commercial Farming and Plantation
Promoting large-scale development of agricultural export commodities	<ul style="list-style-type: none"> • Coconut rehabilitation and establishment of seed gardens; • Cocoa support, rehabilitation and extension; • Research Institute for new research into export commodities genetic improvements, climate & production, and laboratory analysis • Oil Palm development; • Develop Kava, Coffee, Vanilla and Ngali nut; • Downstream processing and value adding • Access for quality control and quarantine requirements
Key Outcome Area 8: Enabling Environment for Growth and Development	
Providing an enabling policy and regulatory framework that enhances the implementation of established policy priorities	<ul style="list-style-type: none"> • Development of Policy framework • Development of Sub-sector policies • Strengthening national food production policy in response to national and international food requirements;
Improving institutional arrangements for the sustainable and efficient management, financing and delivery of the technical support and regulatory services	<ul style="list-style-type: none"> • Improve logistics with institutions for efficient management and financial delivery • Support regulatory services • Secure funding sources to support the programme
Strengthening Inter-institutional Coordination and Stakeholder participation in strategic planning for the development of the agricultural sector	<ul style="list-style-type: none"> • Work closely with NGOs, Traders and all Stakeholders in the country on all commodities and making strategic plans for their development • Increase inter-institutional collaboration on common interest issues • Facilitate stakeholder participation in MAL activities
Promote Climate Change and Food Security Issues to help alleviate poverty and hunger	<ul style="list-style-type: none"> • Develop programmes to address Climate Change and Food Security • Increase Land Use Planning activities and participation with stakeholders and vulnerable areas to

	<p>climate change</p> <ul style="list-style-type: none"> • Increase participation in Climate Change Risk Management and Mitigations
Providing rapid access to relevant and reliable agricultural information for analysis, policy formulation, developmental planning, investment and decision-making	<ul style="list-style-type: none"> • Facilitate SIIARD Project Initiatives to done by MAL and ANU/ANUE • Ensure Agriculture Policy Planning, Management & Analysis are in place • Develop a monitoring and evaluation system with SIIARD to meet long-term strategic plans and objectives • Design and complete Departmental Annual Work Plans • Facilitate Agriculture Statistics and Database Management are operational • Ensure evidence based data and information are up-to-date and are available for use
Capacity building to enhance productivity	<ul style="list-style-type: none"> • Strengthen Institutional Capacity Building, Staff Development and Training (SDT) • Provide link to all research institutes, academic institutions and agriculture organizations for continual SDT • Enhance and strengthen on-the-job training and attachments for higher work output and efficiency
Key Outcome Area 9: Strategic Strengthening of Alliances for National, Regional and International Cooperation	
Integrating ratified regional policies, action plans, strategies into planned programmes and activities, such as Local Traders, Manufacturers, Local Exporters/Importers, MSG Trade, PICTA, SPARTECA, PCAER PLUS, IRRI, PhilRice, ROC-TTM, PACC, Global Fund, UNDP, EU, etc.	<ul style="list-style-type: none"> • Implement a vibrant local and international Marketing Strategies • Develop Market Access Policies • Build Market Access facilities • Establish links with international organizations • Enhance and support capacity building with these organizations
Enhancing domestic capacity building for participation in bilateral/regional/international agreements	<ul style="list-style-type: none"> • Enhance and implement short-and long-term capacity building • Signing of MoU's with bilateral, regional and international organizations • Ensure benefits from agreements with all partners are realized to its full potential • Ensure capacity building for MAL officers are of full benefit to participants
Strengthening networking systems with national, regional and international partnersÆ	<ul style="list-style-type: none"> • Establish local, regional, and international networking system for agriculture development. e.g. RDP, NGOs, NARI, ACIAR, SPC, FAO, UNESCO, UNDP, UN, World Bank • Develop a link to strengthen the relationships between MAL/SIG and all national, regional and international partners • Develop MoU's with all and new development partners/organizations
Key Outcome Area 10: Strategic Management Processes and Agriculture Information	
Improving financial management, accountability and governance through strategic processes and practices	<ul style="list-style-type: none"> • Establish realistic annual budgets and monitoring system to ensure spending is in accordance to the planned programmes and activities, in a timely manner • Ensure budget allocations are realistic • Negotiate with donor partners for possible funding for agriculture projects
Developing a high performing, accountable workforce within an effective performance management culture and	<ul style="list-style-type: none"> • Establish an efficient HRM mechanisms for effective performance, conducive performance culture, and rewards within the framework

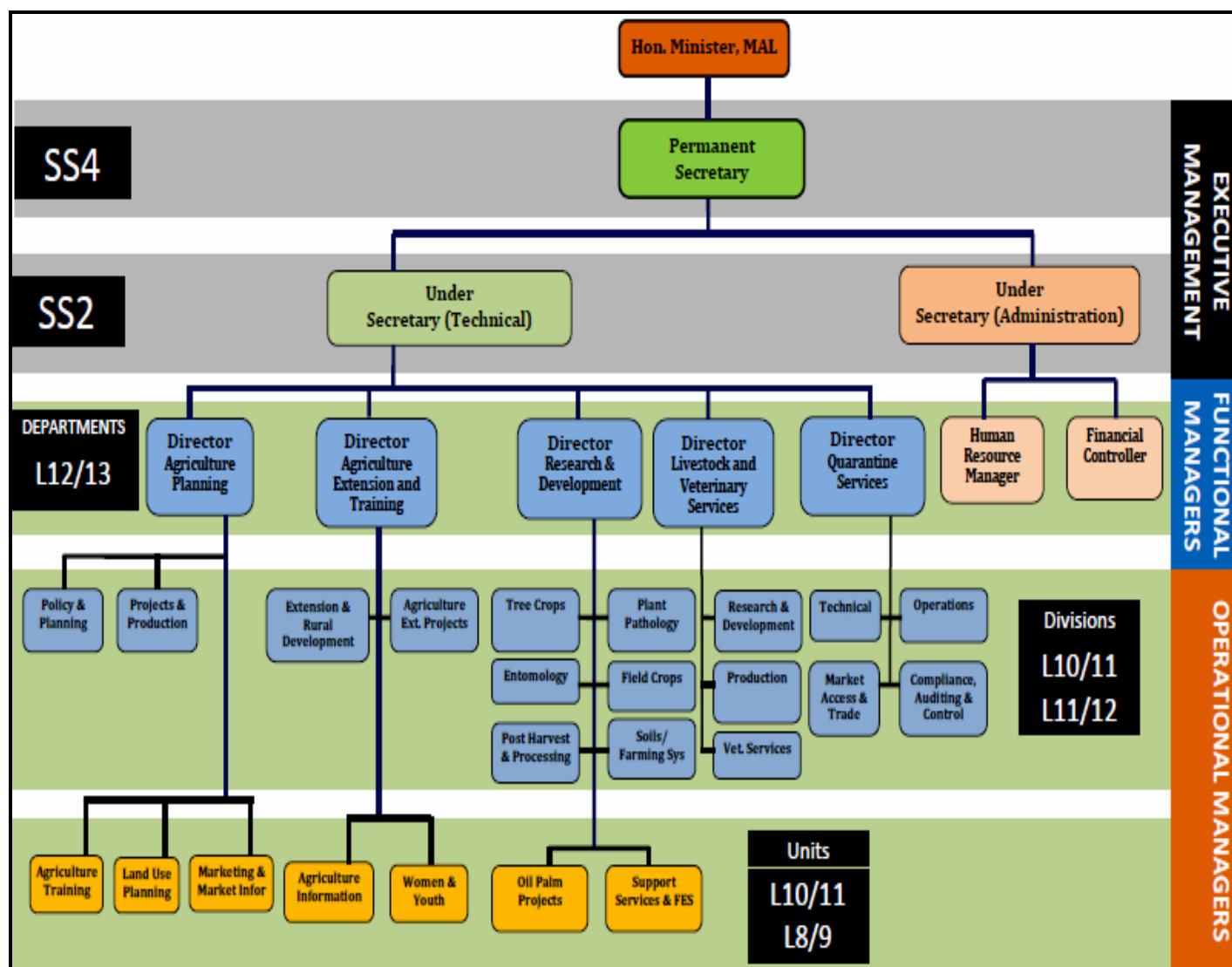
rewards framework	<ul style="list-style-type: none"> • Ensure officers are high achievers and develop a performance measure tool to monitor their performance and rewarded accordingly
Ensuring effective and efficient use of resources	<ul style="list-style-type: none"> • Establish an effective HRM performance measures and appraisals in relation to resource utilization • Ensure HRM activities are implemented • Allocate resources fair across all departments and provinces on a timely manner
Ensuring qualified and adequate manpower is available	<ul style="list-style-type: none"> • Develop and implement a Staff Development & Training Policy (SDTP) and Staff Development Plan (SDP) for 2011 – 2014 • Provide budget support for staff development and training locally or internationally • Provision for local or external recruitment of Technical Advisor (TA)Æ • Develop and implement a Scheme of Service for all MAL officers.Æ
Improving strategic planning and management accountability	<ul style="list-style-type: none"> • Improve strategic planning and management • Follow up on M&E to monitor the impacts of the Corporate Plan • Ensure strategic planning, management and accountability are the responsibility of the senior managers of MAL
Adopting participatory approaches to management	<ul style="list-style-type: none"> • Set-up programs for participatory approaches in the agriculture sector • Organize senior agriculture conferences • Introduce on the job training and staff active participation in short-term trainings
To promote public awareness of MAL plans, programmes and activities through effective and appropriate communication methods	<ul style="list-style-type: none"> • Produce and share information to all stakeholders • Produce quality information on a timely manner • Ensure resources for producing information are available at all times to all stakeholders • Strengthen the capacity of Solomon Islands National Agriculture Information Center (SINAIC) to remain active, produce, store and disseminate appropriate agriculture information to stakeholders • Strengthen the capacity of Agriculture Planning Department to ensure information for decision-making are available for planners and decision makers • Strengthen the capacity of Agriculture Research and Development information to ensure right information are available for planners, decision makers and farmers • Strengthen the bottom-up approach to planning coupled by a strong community based development planning through effective sharing of information (Indigenous or Exotic)

1.10 DESCRIPTION AND ORGANIZATIONAL STRUCTURE

MAL has seven (7) Departments, seventeen (17) Divisions, and seven (7) Units. The seven Departments are composed of Divisions through different duties to achieve a common aim, lines of communication and reporting.

Departments with its divisions	Units
<ul style="list-style-type: none"> Administration Agriculture Planning Agriculture Extension Agriculture Research & Development Livestock Production & Veterinary Services Solomon Islands Agriculture Quarantine Services Accounts 	<ul style="list-style-type: none"> Agriculture Information Unit (<i>Solomon Islands National Agriculture Information Center-SINAIC</i>) Agriculture Training Unit Land-Use Planning Unit Agriculture Marketing Unit Women and Youth Unit

1.10.1 MAL ORGANIZATIONAL AND MANAGEMENT STRUCTURE



1.11 HUMAN RESOURCES SUMMARY

Departmental Staff Profile

MAL's current human resources establishment and qualifications per Department to implement the Corporate Plan

DEPARTMENTS	Ph.D. Degree	Master's Degree	PG*	Bachelor's Degree	UG* Diploma	UG* Certificate	Others	Current Total
Administration	0	1	0	1	3	3	4	12
Agriculture Planning	0	2	1	1	5	1	0	10
Agriculture Extension	0	4	3	2	43	82	3	139
Agriculture Quarantine Services	0	1	0	3	4	29	2	38
Livestock & Veterinary Services	0	1	0	4	3	5	0	13
Agriculture Research & Development	1	5	1	5	4	13	2	28
Agriculture Information	0	0	0	0	2	2	0	5
TOTAL	1	14	5	20	74	135	11	249

Note: UG* - Undergraduate, PG* - Postgraduate (Certificate or Diploma).

(Updated: 2010)

1.11.1 MAL STAFFING (Staffing and Position as of 1st January 2011)

DEPARTMENTS	ESTABLISHED POSTS (No.)	FILLED POSTS			VACANT POSTS (No.)	NON-EST. POSTS (No.)
		Male (No.)	Female (No.)	Total (No.)		
Administration	17	7	5	12	5	6
Agriculture Planning	12	9	1	10	2	0
Agriculture Extension	151	109	30	139	12	28
Agriculture Information Unit	5	3	2	5	1	0
Agriculture Quarantine Services	45	23	15	38	7	4
Livestock Production and Veterinary Services	21	11	2	13	8	1
Research and Development	31	13	8	25	6	13
TOTAL	288	188	63	249	41	52
<i>Supernumerary</i>	2	6	0	6	0	0

1.12 MAL STRATEGIC CHALLENGES AND ISSUES

Despite of meeting NCRA policies in the long-run, MAL is experiencing on-going challenges and issues that once provide with strategic solutions shall enhance full achievement of outcomes. Some of the major issues include:

- The changing world of technology and its demand on agriculture puts pressure on Solomon Islands to adopt in order to remain competitive with food productivity, research and development and export
- Price fluctuations on main agricultural export commodities pose threat on commodity producers, traders and exporters to continue to participate in the agriculture sector
- Land issues in the Solomon Islands is still seen as one of the major hindering factor to commercial agriculture development in the country
- Solomon Islands is situated in far distances from major importing countries hence, freight charges are always high on agriculture export produce, resulting in high competition in the market
- Solomon Islands as a developing country lacks facilities to support export of fresh agriculture products
- The ratio of agriculture extension officers to farmers is by far exceeds the favorable ratio of 1:200 for any effective extension service delivery
- The need to safeguard farmers in the agriculture industry to fully benefit from their locally produced products
- The need for Solomon Islands to have a National Agriculture Act to safe guard employees and practice, and to effectively carryout programmes efficiently
- Giant African Snail and Yellow Crazy ants are in the Solomon Islands and Cocoa Pod Borer (CPB) is in Bougainville (Papua New Guinea) that all pose threats to the industry
- The need to mobilize agriculture activities and actively participate in the remote islands of the country
- The need for agriculture donor projects to align their activities with MAL programmes to achieve its long-term strategic objectives
- The on-going need for consultation with local and international partners and stakeholders to enhance a collaborative and holistic participation
- The need to revive the National Cattle Development Project still remains a challenge
- Sustainable finance and donor funding to fully meet MAL's activities to achieve its long term goals
- Address pest and disease issues on crops and animals to ensure increased food production has positive trends
- Climate Change effects and negative its impacts on food production, food security and economic development have added extra pressure on MAL and SIG resources
- The need for MAL to have reliable, accurate and timely data/information for effective planning, policy formulation and decision making
- The need to address Food and Nutritional Security, Safety and Health issues in collaboration with the Ministry of Health and Medical Services and other line Ministries
- MAL Staff development and specialized training needs on short- and long-term trainings in the local, regional and international tertiary institutions is an on-going and overdue issue that needs attention
- Lack of Research and Development facilities to carry-out applied agricultural research and development hinders ARDD to fully implement its activities (e.g. Dodo Creek Research Station does not exist anymore)
- Poor infrastructure and farm in-put support for all farmers and stakeholders
- The communal social and cultural linkage to important communal activities remains the main obstacle to commercial agriculture development
- The need to develop all Agriculture Sub-Sector Policies and Guidelines in relation to the translation of the National Agriculture and Livestock Sector Policy (2009 – 2014)
- The need to address MAL's restructuring and reform programme for effective implementation of its programmes and activities

CHAPTER TWO

MINISTRY OF AGRICULTURE & LIVESTOCK: DEPARTMENTAL STRATEGIES

1.0 ADMINISTRATION DEPARTMENT

Departmental overview

Investments in institutional capacity are critical to ensure that the public sector can effectively carry-out its functions, which include coordination, participatory development of sector strategies, policy formulation, research and development and allocation and monitoring of public investment in agriculture. The Ministry of Agriculture and Livestock over the years have faced numerous setbacks due to number of reasons, the most common one being limited budgetary allocation. The department sets the foundation in making sure logistics, capacity building, and payments are done on time. In addition, they ensure officers are comfortable with their job and Human Resource Management issues are dealt with promptly and accurately.

1.1 KEY ROLES

The following are key roles and function of the Administration and Accounts Department.

- Policy development and Personal management,
- Departmental management,
- Accounts and accounting record, and procedures,
- Registry and Records,
- Strengthen MAL with trained, competent and motivated staff,
- Prioritize and align activities of MAL to available resources especially human and allotted budget,
- Develop and implement a Human Resource Development Plan for MAL,
- Develop strategic Career Planning for Officers with appropriate exit strategies,
- Job Analysis, Job Design, Human Resource Planning to fit in with restructuring and reform,
- Undertake an audit of existing staff capacity for key areas to standardize level of technical proficiency. Appropriate training should be devised to bridge skills gaps,
- Improve monitoring of staff performance to assess training needs and effectiveness of current training programs,
- Improve performance and morale of staff through incentives and rewards on performance based.

1.2 NATIONAL POLICY CONTEXT

NCRA Policy Translation (2011 – 2014)

NCRA POLICIES	STRATEGIES	OUTCOMES
Overhaul, restructure and reform [MAL] agricultural extension services to ensure they are effective and robust in providing appropriate technical advice to farmers	Seek donor funding to rehabilitate all [MAL and] extension service outlets throughout the country Deploy qualified personnel to provide quality extension service to farmers	Improve service delivery through extension services network Farmers are provided with timely and quality information and technical assistance
Ensure there is a pool of well trained agriculturist available to meet the changing national demands in the	Provide specialized training for field officers	Increased number of trained agriculturists

formal, private and non-formal sector	Provide scholarships for agriculture training	More scholarships given for agriculture training
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National Agriculture & Livestock Sector Policy 2009 – 2014 (NALSP)

In implementing the NCRA Policies, the National Agriculture and Livestock Sector Policy 2009 – 2014 must be consulted to guide the department's operation. Refer to appropriate sections in NALSP.

1.3 KEY ISSUES AND CONSTRAINTS

- The bureaucratic system on recruitment and selection had caused delays in filling vacancies,
- Tight budget restrictions on additional recruitments to satisfy the needs of each department,
- Man power and human resource needs to meet the department's work demands,
- Disciplinary cases take long time to solve and at times hard to solve.
- Restructuring and reform of MAL to effectively carryout work throughout the country
- The need to work with the Attorney Chambers to complete the National Agriculture Act
- Housing for workers throughout the country is an issue that may not be solved
- Tool to use in measuring staff performance at all levels will boost production in MAL

1.4 GOALS AND OBJECTIVES

With reference to the national policy context, background of capacity constraints under which the Department operates with key issues of concern, we developed the overall Goals, Key Objectives and expected Key Outcomes that can be translated as:

Goals	
<ol style="list-style-type: none"> 1. A Pool of well – trained Agriculturalists and technicians is available locally and to source experts externally as and when required to meet the changing nation demands in the formal, private and non-formal sector. 2. Administration and Accounts Department is well resourced to provide efficient and effective corporate support services to the all Departments within the Ministry. 	
Objectives	Key Outcomes
<ol style="list-style-type: none"> 1. Strengthen Personnel Management 2. Strengthen Financial Management 3. Improve Policy Development and Coordination 4. Strengthen registry and Records 5. Improve Head Quarters Office accommodation 	<ol style="list-style-type: none"> 1. MAL has a pool of well trained and dedicated staff 2. Transparent and accountable Financial Management Systems 3. Strong communication and coordination with internal and external stakeholders 4. Strong Records managements system 5. MAL offices located in one central location

Key Activities

The key areas of activity intended to achieve the specified Objectives are:

Objectives	Activities
Objective 1: Strengthen Personnel Management	<ol style="list-style-type: none"> 1.1 Improve attendance and productivity in the work place 1.2 Monitor advertisement and recruitment of vacant posts 1.3 Human Resources development activities 1.4 Implement Schemes of Services for MAL and restructuring exercise with RDP 1.5 Schemes of Services 1.6 Continual consultations with Donor partners 1.7 MAL Head Quarter building transfer and asbestos report

Objective 2: Strengthen Financial Management	2.1 Provide monthly accounts reports to HODs meeting 2.2 Improve procurement quality control measures 2.3 Update asset register 2.4 Facilitate Contingency Warrants for GAS, CPB, Office and staff rentals, and finalize draft budget for 2012
Objective 3: Policy Development and Coordination	3.1. Coordination of integrated planning and budgeting process 3.2. Coordination of HODs Monthly meetings 3.3. Work with information unit to improve internal communication
Objective 4: Strengthen registry and Records	4.1. Commission a review of the filing system which will include recommendations for improvement 4.2. Implement approved recommendations from review
Objective 5: Improve Head Quarters Office accommodation	5.1. Identify possibilities of construction of new MAL HQ building 5.2. Review IT infrastructure and provide recommendations for improvement

2.0 AGRICULTURE PLANNING DEPARTMENT

Departmental overview

Agriculture Planning Department is responsible for planning, policy formulation, monitoring and evaluation of agriculture projects and engaging farmers to form farmers' organizations. Land Use Planning is responsible for land use practices that are best for different locations. Training Unit is responsible for staff trainings and development and Marketing is looks at market research and information for agriculture commodities

2.1 KEY ROLES

Agriculture Policy, Planning & Management

- Corporate Planning and Coordination
- Developing and coordinating MAL sub-sector Agriculture Policies with development of strategies and guidelines
- Develop a long-term Strategic Development Plan for MAL with monitoring and evaluation tools
- Development of procedures, process and guidelines for selecting project proposals
- Planning and designing international donor agriculture project proposals for possible funding
- Formalization of farmers organization regulation
- Budget preparation and protocol formulation for Cocoa and Coconut SIG donor funded projects (Development Projects)
- Monitoring and Evaluating of SIG and donor funded agriculture projects
- Planning, coordination and reporting of quarterly and annual reports, and annual work plan
- Planning, designing, appraising and facilitation of major agriculture project proposals
- Agriculture Profiling: Planning, designing and implementing the Solomon Islands Information for Agriculture and Rural Development (SIIARD) for agriculture policy formulation & development, planning and decision making.
- Coordination of realignment and restructuring of MAL organizational structure and functions/roles

Training and Development	Land Use Planning	Marketing
<ul style="list-style-type: none"> • Staff development and training management • Staff training identification • Staff development and training logistics and support • Staff development plans • Implement short and long term staff trainings • Facilitate staff trainings • Staff development and training policy development • Establish links with tertiary and scholarship institutions 	<ul style="list-style-type: none"> • Development of Land Use Planning guidelines, process and procedures for national agriculture development projects • Designing and developing of sustainable Land Use Plans and Policy with major consideration to climate change and population pressure on land. • Reviewing and revitalizing of Land Purchase Co-operatives • Training and capacity building of Agriculture Extension Officers and Farmers on Land Use & farming practice • Carryout land use surveys and data collection • Data processing and digitizing agriculture project lands 	<ul style="list-style-type: none"> • Coordinate with CEMA on exported agriculture commodities with quality control and standards (Cocoa and Copra) begin from farmers and traders • Planning and designing marketing channels and collecting market information • Domestic and International Market Research • Market access coordination

2.2 NATIONAL POLICY CONTEXT

NCRA Policy (2011 – 2014) and Strategies

NCRA Policy	Strategies	Outcomes
Establishment of more Copra milling facilities in the rural areas to facilitate the production of Coconut oil, bio-fuel, animal feed and other down-stream products for export	<ul style="list-style-type: none"> • Financially assist farmers to rehabilitate their Coconut Plantations • Provide appropriate technology to farmers to produce more Coconut oil • Improve transport infrastructure to farmers • Seek donor assistance to develop the industry 	<ul style="list-style-type: none"> • Increase Copra production and export • Increase in Coconut oil production and exports • Improved rural livelihood
Provide assistance to rehabilitate Cocoa, Coconut, Honey, Coffee and local fruit species through use of “Support Scheme” funding for specific interventions that will directly improve people’s livelihood in both subsistence and income streams	<ul style="list-style-type: none"> • Assist farmers to revive and expand their Cocoa, Coconut and other agriculture priority crops • Review current means of supporting farmers • Provide appropriate training to farmers • Provide farmers with appropriate driers and necessary tools 	<ul style="list-style-type: none"> • Rise in Cocoa production and exports • Increase income to farmers and rural livelihood • Only genuine farmers are assisted • Introduce Cocoa clones from overseas in collaboration with CLIP. At least 5 Cocoa Seed Gardens established in Main Cocoa growing provinces
Improve domestic and export marketing infrastructure (Outlets, storage, accessibility, facilities, information and management) for agricultural products produced by smallholder farmers	<ul style="list-style-type: none"> • Ensure farmers have access to better storage facilities not only in Honiara but also on farm • Provide farmers with timely and quality data on prices • Reform CEMA into a standards and quality authority advising and training farmers 	<ul style="list-style-type: none"> • Improve storage, transport and marketing of products provided to farmers • Increased export value of Cocoa and Copra through certification of commodities
Overhaul, restructure and reform agricultural extension services to ensure they are effective and robust in providing appropriate technical advice to farmers	<ul style="list-style-type: none"> • Seek donor funding to rehabilitate all extension service outlets throughout the country 	<ul style="list-style-type: none"> • Improve service delivery through extension services network • Farmers are provided with timely and quality information and technical assistance
Promote both the rehabilitation and re-planting of both Coconut and Cocoa trees and consider the possibility of processing Cocoa domestically into other products. Establish a special financial support scheme to enhance the production of Cocoa to double the volume in the next 5 – 10 years	<ul style="list-style-type: none"> • Provide better investment incentives for private sector cocoa processing • Allocate sufficient funds for cocoa development 	<ul style="list-style-type: none"> • Increase in new cocoa and coconut plantings and establishment of chocolate factory in SI
Ensure there is a pool of trained agriculturists available to meet the changing national demands in the formal, private and non-formal sector	<ul style="list-style-type: none"> • Provide specialized training for field officers • Provide scholarship for agriculture training 	<ul style="list-style-type: none"> • Increased number of trained agriculturists • Increase number of scholarships given for agriculture training
Promote agriculture opportunity areas in the provinces	<ul style="list-style-type: none"> • Promote agriculture opportunity areas in the provinces 	<ul style="list-style-type: none"> • [AOA areas identified through SIIARD programme]

National Agriculture & Livestock Sector Policy 2009 – 2014 (NALSP)

In implementing the NCRA Policies, the National Agriculture and Livestock Sector Policy 2009 – 2014 must be consulted to guide the department's operation. Refer to appropriate sections in NALSP.

National Agricultural & Rural Development Strategy

- Providing essential infrastructural to support the integration of the rural sector into mainstream of the economy
- Promoting risk management and climate change mitigation
- Promoting agro-processing, value adding, agribusiness and rural credit facility
- Partnering with private sector, NGO's and other rural service providers to enhance the productive capacity of rural/agricultural sector
- Strengthening farmer institutions as well as the research and development capacity to raise productivity of food crops and livestock and of value adding technologies to boost production for both local consumption and export.

2.3 KEY ISSUES AND CONSTRAINTS

- Work with the Administration Department to ensure reform and restructuring of MAL is implemented
- Sub-Sector Policies and translation of the National Agriculture Sector Policy 2009 – 2014 into working programmes need urgent attention so that programmes can be implemented before 2014
- The need to recruit additional planning officers to carry out agriculture planning tasks in the provinces
- Monitoring and evaluation on agriculture programmes/projects needs a collaborative task between Planning and Extension Officers
- The need to coordinate and put in place correct guidelines to ensure MAL Project funds are utilized by genuine hard working farmers that are willing to produce and contribute positively to agriculture productivity in the country
- The need to develop a long-term strategic development plan for MAL in achieving tangible outcomes with focused actions

2.4 GOALS AND OBJECTIVES

With reference to the national policy context, background of capacity constraints under which the Department operates with key issues of concern, we developed the overall Goals, Key Objectives and expected Key Outcomes that can be translated as:

Goals

1. To ensure MAL programmes and activities are implemented with effective strategic planning, monitoring and evaluation, and reporting guided by appropriate policies.
2. To develop and generate useful information for Policy and Analysis, Agriculture Opportunity Areas, Evidence Based Strategic Planning and Decision Making for the effective implementation of programmes and reliable and up-to-date agricultural data and statistics are available.
3. To ensure Solomon Islanders operate in a vibrant and economically viable farmer organization that are financially viable for increased agricultural production and economic development through sustainable agriculture projects, of which are beneficial to all beneficiaries thus increase economic returns from exports and market opportunities.
4. To increase efficient capacity building through strategic staff development and training programmes for effective implementation of agricultural programmes.
5. To ensure all farmers play an active role in farming practices, techniques for continuous food production, despite of population pressure and climate change impacts.

Objectives	Key Outcomes
1. Increase the level of effective Strategic Planning, Monitoring and Evaluation, and Reporting	1. MAL Programmes and activities are carried out from established efficient policies and planning
2. Carryout an effective and efficient project appraisal for funding and implementation	2. Effective policies for programme and activity guidance
3. Develop and implement the SIIARD Project Initiative and collect accurate, reliable and up-to-date agriculture data and statistics	3. All AOA's, vulnerable locations, productive locations and agriculture systems information are used in planning, policies and decision making 3. Accurate, reliable and up-to-date data and statistics are available and used in effective planning for increased agriculture production
4. Establish farmer's associations throughout the provinces	4. Farmers are operating under vibrant and active associations
5. Effectively support farmers with funding assistance through SIG, Donors and financial institutions	5. Increased donor funding available to assist farmers to increase their production
6. Facilitate projects with financial funding for increased agriculture production	6. Funding for agriculture projects available from SIG, Financial Institutions and Credit Unions
7. Increased number of well-trained agriculturists and technicians available locally	7. Increased number of officers undergo in-service training
8. Land Use Planning: Establish a Land Use system as effective planning tool for decision making, practice and mainstreaming	8. Land Use practice, and implementations are effectively carried-out in the country
9. Establish Markets and Marketing information for planning, decision making and stakeholder benefits	9. Increase export value and income generation to farmers and stakeholder

Key Activities

The key areas of activity intended to achieve the specified Objectives are:

OBJECTIVES	ACTIVITIES
Objective 1 Increase the level of effective Strategic Planning, Monitoring and Evaluation, and Reporting	<ul style="list-style-type: none"> • Complete Cocoa and Coconut rehabilitation sub-sector policy • Development and compilation of Corporate Plan 2011 – 2014 • Prepare project budgets • Develop guidelines for the implementation of MAL administered projects • Compile Annual Work Planning and Annual Reports • Monitoring and Evaluation coordination • Conduct farm business management trainings for farmers
Objective 2 Carryout an effective and efficient project appraisal for funding and implementation	<ul style="list-style-type: none"> • Monitor and evaluate the effectiveness of policies • Appraisal/monitoring of agriculture infrastructure development • Implement the Cocoa support scheme and Cocoa Credit facility • Appraisal & facilitation of major agriculture development project proposals • Design a log frame matrix for monitoring and evaluation of projects
Objective 3 Develop and implement the SIIARD Project Initiative and collect accurate, reliable and up-to-date agriculture data and statistics	<ul style="list-style-type: none"> • Consultation with line ministries, ANU/ANUE and stakeholders • Develop SIIARD Proposal for donor funding • Collection of data through country wide study for SIIARD products Increase productivity through use of improved technology to lessen pressure on land. • Develop soil database
	<ul style="list-style-type: none"> • Seek funding from various donor partners for data collection

	<ul style="list-style-type: none"> • Engage bilateral and international links with donor partners and develop project proposals and submit to identified donors • Provide greater powers and sufficient resources to collect information on agricultural sectors and to produce timely analysis of issues of interest to the public. • Conduct timely agricultural census and develop capacity to collect and compile agricultural data • Draft legislation for Agricultural Statistics
Objective 4 Establish farmer's associations throughout the provinces	<ul style="list-style-type: none"> • Organize PRA meetings in strategic locations • Pursue setting up of farmer organizations • Pursue the setting up and registering of farmer organizations
Objective 5 Effectively support farmers with funding assistance through SIG, Donors and financial institutions	<ul style="list-style-type: none"> • Promote and strengthen the Cooperative movement in the sector as an important rural institution to serve farmers interests and provide support services and enabling environment. • Strengthen the existing Cooperative Society Act to meet the current challenges • Provide fiscal incentive for agricultural cooperatives to their endeavor to modernize small farmers production system • Pursue Enactment of Farmers Association Legislation
Objective 6 Facilitate projects with financial funding for increased agriculture production	<ul style="list-style-type: none"> • Collaborate with the financial and monetary authority to devise ways to provide access to financial services to rural areas • Provide initiatives designed to promote rural financial institutions to be owned and run by farmers and NGO's • Encourage Rural Credit and Savings schemes and other formal and informal lending schemes with incentives in order to promote agricultural growth, agricultural trade and rural agro-processing activities • Encourage financial institutions to establish credit facilities to provide loan funding to smallholders and agro-business ventures
Objective 7 Increased number of well-trained agriculturists and technicians available locally	<ul style="list-style-type: none"> • Capacity building and human resource development and training • Identify right officers to do specialized trainings • Establish links with donors, scholarship organizations and tertiary institutions • Ensure increased number of officers attending training each year
Objective 8 Land Use Planning: Establish a Land Use system as effective planning tool for decision making, practice and mainstreaming	<ul style="list-style-type: none"> • Develop a Solomon Islands Land Use Policy • Conduct training workshops for LUP and Extension staff in Land Use Planning • Land use planning for national oil palm projects • Develop land tenure rights to minimize the long-drawn out procedure of acquisition of land and secure land titles for agricultural development • Design strategic concepts to deal with challenges posed by the complexities of customary land tenure, and determine viable mechanisms for a more integrated and effective system of land use and management • Develop strategies on easy access to land for agricultural development • Facilitate the customary landowner's engagement in dialogues with other stakeholders from government, the private sector, and the civil society, to develop workable partnerships in land use • Promote crop and livestock husbandry practices that conserve natural resources, enhance soil fertility and sustain production • Assess land potential for zoning and prepare land use plans as well as land capability and carrying capacity to prevent land degradation, soil erosion, depletion of water resources, and encroachment on forests
Objective 9 Establish Markets and Marketing information for planning, decision making and stakeholder benefits	<ul style="list-style-type: none"> • Collaborate with CEMA, Ministry of Commerce and Trades, Quarantine and Biosecurity to compile Market information, channels and establish protocols for potential producers and exporters • Do market research to identify new markets • Contact market surveys locally • Facilitate market support to farmers, traders and other stakeholders

3.0 AGRICULTURE EXTENSION DEPARTMENT

Departmental overview

Agricultural extension service is defined as the transfer of agricultural technology from experts to farmers, livestock keepers and other stakeholders. The experts are the link between the farmer, livestock keepers and research where agricultural technologies are developed, tested and modified. Generally, the experts have three roles; first and foremost the transfer of readily usable technologies; secondly to simplify technologies which cannot be transferred in the form produced by the research institutions; and thirdly to identify and transfer farmers/livestock keepers problems to research institutions. The evolution of extension services in Solomon Islands has a long history.

3.1 KEY ROLES

The extension service has three major roles;

- a. The transfer of readily usable technologies
- b. To simplify technologies which cannot be transferred in the form produced by the research institutions
- c. To identify and transfer farmers/livestock keepers problems to research institutions.

Agriculture Extension other functions also include:

- Provision of agriculture extension and advisory services
- Facilitate the operations of the agriculture training centre's in collaboration with provincial authorities
- Facilitate community based trainings in the provinces with NGO's, RTC's, CBO's etc.
- Facilitation, development and implementation Agriculture development programmes (National Rural Rice Development Programme, National Oil Palm Development Programme, Coconut and Cocoa Rehabilitation Programme, etc)
- Collaboration with Republic of China - Taiwan Technical Mission activities
- Out sourcing service providers as alternative approach
- Facilitate in-service and pre-service training programmes (local and overseas) in collaboration with RDP
- Promotion of PRA in the development of extension programmes

3.2 THE NATIONAL POLICIES

Agriculture Policies: The following policies will also guide Agriculture Extension in while implementing its strategies

- The National Rice Development Policy (2009- 2015)
- The Solomon Islands Government Policy on Organic Agriculture Systems

NCRA Policy Translation (2011 – 2014)

POLICIES	STRATEGIES	OUTCOMES
Pursue national rice programme with the aim to develop commercial rice farming.	<ul style="list-style-type: none">• Pursue the National Rice Program with the aim to develop 3,000 ha between 2011-2014 to meet the national rice need averaging 100 kg/ person per year• Develop and improve the marketing of rice farmers, through Farmer Associations/ Cooperatives• Provide rural rice farmers with training on cost	<ul style="list-style-type: none">• 3000 ha of rice farms established• Profitable large rice farms are established• Reduction of rice imports

	<ul style="list-style-type: none"> reducing farming techniques and farm machinery/ equipment. Promote the development of small holder rice farming in provinces, using SRI method 	<ul style="list-style-type: none"> Increase employment, income and improved rural livelihood
Overhaul, restructure and reform agricultural extension services to ensure they are effective and robust in providing appropriate technical advice to farmers.	<ul style="list-style-type: none"> Seek donor funding to rehabilitate all extension service outlets throughout the country. Deploy qualified personnel to provide quality extension service to farmers 	<ul style="list-style-type: none"> Improved service delivery through extension services network Farmers are provided with timely and quality information and technical assistance
Promote agriculture opportunity areas in the provinces.	<ul style="list-style-type: none"> Identify specific potential sites for agriculture development in provinces 	<ul style="list-style-type: none"> Commercial and productive strategic locations for agricultural activities identified
Provide assistance to rehabilitate Cocoa, Coconut, Honey, Coffee and local fruit species through use of “Support Scheme” funding for specific interventions that will directly improve people’s livelihood in both subsistence and income streams	<ul style="list-style-type: none"> Assist farmers to revive and expand their Cocoa, Coconut and other agriculture priority crops Review current means of supporting farmers Provide appropriate training to farmers Provide farmers with appropriate driers and necessary tools 	<ul style="list-style-type: none"> Rise in Cocoa production and exports Increase income to farmers and rural livelihood Only genuine farmers are assisted Introduce Cocoa clones from overseas in collaboration with CLIP. At least 5 Cocoa Seed Gardens established in Main Cocoa growing provinces
Improve domestic and export marketing infrastructure (Outlets, storage, accessibility, facilities, information and management) for agricultural products produced by smallholder farmers	<ul style="list-style-type: none"> Ensure farmers have access to better storage facilities not only in Honiara but also on farm Provide farmers with timely and quality data on prices Reform CEMA into a standards and quality authority advising and training farmers 	<ul style="list-style-type: none"> Improve storage, transport and marketing of products provided to farmers Increased export value of Cocoa and Copra through certification of commodities
Promote both the rehabilitation and re-planting of both Coconut and Cocoa trees and consider the possibility of processing Cocoa domestically into other products. Establish a special financial support scheme to enhance the production of Cocoa to double the volume in the next 5 – 10 years	<ul style="list-style-type: none"> Provide better investment incentives for private sector cocoa processing Allocate sufficient funds for cocoa development 	<ul style="list-style-type: none"> Increase in new cocoa and coconut plantings and establishment of chocolate factory in SI
Ensure there is a pool of trained agriculturists available to meet the changing national demands in the formal, private and non-formal sector	<ul style="list-style-type: none"> Provide specialized training for field officers Provide scholarship for agriculture training 	<ul style="list-style-type: none"> Increased number of trained agriculturists Increase number of scholarships given for agriculture training

National Agriculture & Livestock Sector Policy 2009 – 2014 (NALSP)

In implementing the NCRA Policies, the National Agriculture and Livestock Sector Policy 2009 – 2014 must be consulted to guide the department’s operation. Refer to appropriate sections in NALSP.

National Agricultural & Rural Development Strategy

The National Agriculture strategy emphasizes the following four main areas that Extension plays very important roles in addressing them:

- Address the basic needs of the people in the villages and the rural areas where the majority of the people live, and ensure real improvement in their standard of living
- Work towards food security for the nation and ensure a healthy, literate and a contented population
- Generate job opportunities for the growing population and achieve high economic growth, wealth and social wellbeing for all Solomon Islanders
- Ensure sustainable utilization and conservation of natural resources, protection of the environment and successful adaptation to climate change

3.3 KEY CONSTRAINTS AND ISSUES

- Lack of housing and office space
- Lack of sufficient logistic support
- Not enough budgetary support for Extension Services
- Lack of Incentive for staff
- Land disputes
- Lack of Political support and will for Agriculture
- Not enough manpower (1 officer to 3,000 plus farmers)
- Geographical make up of country making extension services quite expensive
- Climate change issues
- Customary land tenure system
- Need for more collaborative and coordinated effort of all stakeholders dealing with agriculture development in the provinces.
- Agriculture development must be addressed from land access to marketing

3.4 GOALS AND OBJECTIVES

With reference to the national policy context, background of capacity constraints under which the Department operates, with the key issues of concern, the Department's overall Goals, Key Objectives and expected Key Outcomes can be translated as:

<p>Goals</p> <ol style="list-style-type: none"> 1. To ensure Agriculture Extension Services, projects and programmes are effectively impacted the rural areas through implementation of programmes 2. Improve rural livelihood's standard of living and economic development 3. Enhance the operation of Agriculture Training Centers for farmer's training and learning, and work in close collaboration with donor mission's (Taiwan Technical Mission) activities to increase farmers' production 	
<p>Objectives</p> <ol style="list-style-type: none"> 1. Improve delivery of Agriculture Extension services in the provinces 2. Renovate and re-establish ATC's in the provinces 3. Increase Rice Production in the country 4. Improve collaboration work with TTM to assist farmers in the rural areas 5. Increase coverage of extension activities by outsourcing to other service providers 6. Proper and timely implementation of Agriculture Development Programmes in the provinces 7. Improve collaboration with NGO's and other stakeholders 	<p>Key Outcomes</p> <ol style="list-style-type: none"> 1. Agriculture Extension Services in the provinces improved 2. Agriculture Training Centers in the provinces rehabilitated and become operational 3. Rice production in the country increased 4. Collaboration with Taiwan Technical Mission improved 5. Coverage of extension activities increased by outsourcing 6. Agriculture Development Programmes in the provinces implemented on time 7. Collaboration with NGO's and other stakeholders improved

Key Activities

The Key areas of activity intended to achieve the specified Objectives are:

OBJECTIVES	ACTIVITIES
<p>Objective 1 Improve delivery of Agriculture Extension services in the provinces</p>	<p>1.1 Develop annual work plans 1.2 Adaptation of the agriculture extension sub-sector policy 1.3 Development and implementation of Extension Housing, Infrastructure, Communication and Logistic Improvement Project 1.4 Human resources development 1.5 Development of Gender and Youth related programmes</p>
<p>Objective 2 Renovate and Re-establish ATC's in the provinces</p>	<p>2.1 Rehabilitation and improvement of existing Agriculture training Centre buildings and classrooms 2.2 Establishment of new Agriculture training centers in Provinces without an existing one</p>
<p>Objective 3 Increase Rice Production in the country</p>	<p>3.1 Pursue the National Rice Program with the aim to develop 3,000 ha between 2011-2014 to meet the national rice need averaging 100 kg/person per year. 47 semi-commercial to develop at least 5 ha each in 2011. 3.2 Develop and improve the marketing of rice farmers, through farmer Associations/ Cooperatives. 3.3 Provide rural rice farmers with training on cost-reducing farming techniques and farm machinery/ equipment. 3.4 Promote the development of smallholder rice farming in provinces, using SRI method</p>
<p>Objective 4 Improve collaboration work with TTM to assist farmers in the rural areas</p>	<p>4.1 Seconded Extension staff to TTM 4.2 Establishment and implementation of the Farmers Support Centre</p>
<p>Objective 5 Increase coverage of extension activities by outsourcing to other service providers</p>	<p>5.1 Outsourcing of specialist trainings to certified training providers. 5.2 Outsourcing of project assessment and evaluation to qualified assessment firms</p>
<p>Objective 6 Proper and timely implementation of Agriculture Development Programmes in the provinces</p>	<p>6.1 Improved collaboration, between National Project coordinators and Provincial Project Coordinators and Chief Field Officers. Assignment of provincial Project coordinators. 6.2 Development of project SOP's. 6.3 Appointment of Provincial Project coordinators</p>
<p>Objective 7 Improve collaboration with NGO's and other stakeholder</p>	<p>7.1 Utilize existing MOU to deliver services to rural areas. 7.2 Development and signing of MOU with NGO's and other stakeholders</p>

4.0 SOLOMON ISLANDS NATIONAL AGRICULTURE INFORMATION CENTER (*AGRICULTURE INFORMATION UNIT*)

Unit Overview

The Agriculture Information Unit (AIU) has recently moved under Agriculture Extension with the idea on transfer and dissemination of information to the farmers and all stakeholder through Video, Radio, and print materials. The Unit is headed by a Chief Information Officer and three supporting officers. AIU is the premier provider of all agriculture information to farmers and stakeholders throughout the country. It has a library that stores books, journals, newsletters, publications and many more. It also has an internet search capabilities for students and interested individuals can use to collect information.

4.1 KEY ROLES

- Public relations arm of the Ministry
- Provides educational environment for farmers nation-wide through radio and other media
- Provides agricultural advisory service, information, farming techniques using mass media
- Provides on-line library service for students, researchers, teachers and the public
- Making sure marketing information is available to farmers, planners and exporters
- Provide up to date information to MAL staff
- Coordination of publication screening committee
- Provide library services
- Provide IT services for MAL
- Audio visual production on agriculture

4.2 NATIONAL POLICY CONTEXT

Cross-cutting policies that linked to other departments shall lead the way for AIU involvement

The National Agriculture Sector Policy 2009 – 2014 (NALSP)

In implementing the NCRA Policies, the National Agriculture and Livestock Sector Policy 2009 – 2014 must be consulted to guide the department's operation. Refer to appropriate sections in NALSP.

4.3 KEY CONSTRAINTS AND ISSUES

- Man power and human resource specialists in certain fields on Agriculture Information
- Fill appropriate post within the Unit
- Resources for printing and visual media are not available in the Unit
- Financial support is always low due to budget constriction
- Sharing agriculture information to all parts of the country through effective means, information will reach our rural farmers for use
- Agriculture information has not been reaching all corners of the country as a means for dissemination of agriculture information

4.4 GOALS AND OBJECTIVES

With reference to the national policy context, background of capacity constraints under which the Unit operates, with the key issues of concern, the Unit's overall Goals, Key Objectives and expected Key Outcomes can be translated as:

Goals	
To contribute to the provision of timely, credible and appropriate agriculture information to farmers and other stakeholders in Solomon Islands, and to support research, extension and regulatory services	
Objectives	Key Outcomes
<ol style="list-style-type: none"> To improve management of information and communication activities within the Ministry, including the acquisition, organisation, storage, packaging and dissemination of agricultural and related information To strengthen information products and services provided by the Ministry to its own staff, stakeholders in other institutions and to farmers 	<ol style="list-style-type: none"> Students, researchers, decision makers and farmers have good access to timely, credible and appropriate agricultural information Farmers and the general public are more knowledgeable about issues in the agriculture sector General public, stakeholders and farmers aware of Ministry activities

Key Activities

The key areas of activity intended to achieve the specified Objectives are:

OBJECTIVES	ACTIVITIES
Objective 1: To improve management of information and communication activities within the Ministry, including the acquisition, organisation, storage, packaging and dissemination of agricultural and related information	<ol style="list-style-type: none"> 1.1 Assist in annual work plan 1.2 Assist in annual reports 1.3 Continue with weekly radio programmes and monthly publications 1.4 Collection of information from the various departments of the Ministry 1.5 Upgrade MAL network connectivity 1.6 Implement PacRICS in consultation with DOE 1.7 Continue to provide information to stakeholders 1.8 Process and edit the information 1.9 Print and disseminate the information's to the farmers, stakeholders and the public
Objective2: To strengthen information products and services provided by the Ministry to its own staff, stakeholders in other institutions and to farmers	<ol style="list-style-type: none"> 3.1 To be part of the team to organize and evaluate internal program me's 3.2 To compile and process data for reporting and writing of the agriculture manuals 3.3 To do editing and printing of the pamphlets, farmer manuals, etc. 4.1. To compile scripts for agriculture farming systems documentaries 4.2. To do video shooting 4.3. To compile and process the farming DVDs for distributions

5.0 AGRICULTURE QUARANTINE AND BIOSECURITY DEPARTMENT

Departmental overview

The next section outlines the Solomon Islands Agriculture Quarantine Services. It outlines some of the key areas that Quarantine needs to focus on to implement activities that support the NCRA policy. The importance of biosecurity in protecting agriculture and trade facilitation is recognized in the Solomon Islands National Agriculture Sector Policy 2009 - 2014. Actions for effective biosecurity is clearly identified in the Solomon Islands Agriculture and Rural Development Strategy (ARDS), UNDP Solomon Islands Diagnostic Trade Integration Study (DITS) and in several AusAID studies in the agricultural small holder sector. As such, it is a priority area that needs significant assistance for effective boarder protection.

An AusAID funded study carried out by the Secretariat of the Pacific Community (SPC) in 2005, also identified a series of capacity gaps in SIAQS and recommended a plan of urgent action to address those gaps. Despite these reports, SIAQS has not yet received funding or technical assistance required to adequately deal with all its capacity issues.

SIAQ has 46 staff, however there is a need to improve its capacity further; not only to proactively mitigate the national biosecurity challenges but to also develop the capacity and infrastructure to meet International standards, requirements and obligations demanded of us by the Global organizations as a partner and signatory to international conventions such as the IPPC, WTO and OIE.

5.1 KEY ROLES

- Maintaining effective biosecurity to protect the country from pest and diseases
- Controlling pests and diseases that may enter the country
- Negotiating market access requirements for agricultural goods being exported
- Facilitating trade in compliance with international standards

Legislation

- Agriculture Quarantine Act 1982, and associated regulations and orders
- Updated legislation is currently in draft as the Biosecurity Bill

5.2 NATIONAL POLICY CONTEXT

Strategies and specific tasks relating to the department's key roles in biosecurity, controlling exotic pests and diseases, and facilitating trade have been identified in the following national and sector level policy statements. In particular the need to upgrade quarantine facilities and the importance of capacity building to improve the department's ability to carry out its roles effectively have been clearly recognized in Government and sector policy objectives. Based upon this policy background the department has developed a relevant set of goals and objectives. These have then been translated into an Action Framework which takes into account the specific activities to be conducted and capacity building required in order to meet the overall policy aims.

NCRA Government Policies for 2010-2014

NCRA Policy	Strategies	Outcomes
• Upgrade Quarantine services and facilities to comply with international requirements and to facilitate importation of improved	(i) Enactment of a harmonized Biosecurity Bill to replace existing Act and Regulation	Biosecurity Bill developed
	(ii) Provision and strengthening of	Progression of Surveillance and

<p>animal stocks, crop planting materials and export of local products to overseas markets</p>	<p>border control services and facilities at borders to boost effective and efficient implementation of services</p> <p>(iii) Improve and strengthen treatment, incineration facilities to minimize introduction of pests of plants and animals</p> <p>(iv) Strengthen import and export inspectorate capacity</p> <p>(v) Encourage and improve inspectorate services to increase Government revenues</p> <p>(vi) Facilitate safe trade by regulating export of plant/plant products, animal/animal products so that it meet export requirements</p> <p>(vii) Facilitate safe trade by regulating import of plant/plant products, animal/animal products so that it meet import requirements</p> <p>(viii)To strengthen inspection facilities at the Post Entry Quarantine to minimize introduction of exotic pests</p> <p>(ix) Develop and strengthen auditing and compliance agreements</p> <p>(x) Strengthen Surveillance and Monitoring system, Pest Identification and Certification Capacity</p> <p>(xi) Development of an eradication program for Cocoa Pod Borer, Giant African Snail, Yellow Crazy Ants, Asian Honey Bees, Fruit Flies, Coconut Leaf Miners</p>	<p>Monitoring System at borders to match up with global changes</p> <p>Increased volume of imported risk items</p> <p>Increased local potential commodities getting into overseas markets.</p> <p>Increased in imports of planting materials</p> <p>Total elimination of cocoa and coconut related diseases.</p>
<ul style="list-style-type: none"> • Manage, contain, [control] and eradicate exotic pests and diseases through legislation and in collaboration with the private sector, neighboring countries and international organizations 	<p>(i) Consider appropriate means and mechanisms to manage exotic pests</p>	<p>Manage exotic pests and diseases with private sector support</p>

National Agriculture and Livestock Sector Policy 2009-2014 (NALSP)

In implementing the NCRA Policies, the National Agriculture and Livestock Sector Policy 2009 – 2014 must be consulted to guide the department’s operation. Refer to appropriate sections in NALSP.

National Agricultural and Rural Development Strategy

Focused agricultural support services responsive to local demand. Institutions supporting the agriculture sector have been particularly affected by the country's recent history and rebuilding them will be a long-term process. Priority would also be given to strengthening sanitary and phyto-sanitary safeguards to protect the Solomon Islands' agriculture in view of increased risks as production and trade intensifies.

5.3 KEY CONSTRAINTS AND ISSUES

SIAQS has a number of significant constraints which it must overcome in order to fulfill its key roles and meet the stated national policy objectives for biosecurity and trade. Mostly these are core capacity issues such as a lack of technical skills or knowledge or a lack of facilities limiting SIAQS's ability to carry out its work effectively. Key constraints are:

- Lack of housing, facilities and equipment to allow stationing of quarantine staff at provincial border entry points
- Lack of facilities and equipment at major sea and air ports to enable handling, inspection, treatment and cleaning of cargo, goods and containers
- Limited technical capacity of staff in terms of training on quarantine standards and techniques and levels of technical qualification
- Out dated quarantine legislation and procedures
- Out dated pest and disease lists
- Limited facilities and resourcing for pest and disease surveillance and diagnosis
- Limited knowledge and capacity for progression of market access issues
- Lack of clear strategic direction on trade facilitation issues to facilitate public/private sector partnership development and coordinate resource allocation
- Limited facilities and resourcing for post-entry quarantine measures
- Limited funding and resources to address pest and disease incursions or outbreaks
- Lack of technical knowledge on auditing and systems development

There have been a number of recent pest incursions into the country which have resulted from the capacity issues SIAQS faces in the area of border control. These pests have now established in several areas of the country and require control and where possible eradication through use of chemical and/or bio-control measures in cooperation with other MAL departments and stakeholders. At present SIAQS does not have the recurrent funding to deal with these pests adequately.

Specific pests of significant concern are:

- Giant African Snail which has established around Honiara and Noro
- Yellow Crazy Ant which has established in the Reef Islands
- Cocoa Pod Borer which is now widespread in Bougainville and represents a significant risk to Solomon Islands annual SBD\$74 million Cocoa industry

These pest incursions and current threats highlight the urgent need to strengthen provincial border control capacity and upgrade facilities for container and goods inspection at Honiara's sea and airport.

5.5 GOALS AND OBJECTIVES

With reference to the national policy context, background of capacity constraints under which SIAQS operate, and the key issues of concern SIAQS's overall Goals, Key Objectives and expected Key Outcomes can be translated as:

<p>Goals</p> <ol style="list-style-type: none"> 1. Effective Biosecurity; To protect Solomon Islands biodiversity, economy and health from the impact of pests and pathogens 2. Improved Market Access and Trade Facilitation; To increase economic returns from exports through improvements in market access for Solomon Islands agricultural products and improvements in the effectiveness and efficiency of export procedures 3. Effective Capacity Building; To develop sufficient capacity in SIAQS for it to be effective in achieving its goals in terms of biosecurity, market access and trade facilitation 	
<p>Objectives</p> <ol style="list-style-type: none"> 1. Prevent the entry of pests and pathogens through effective border control, and application of appropriate import risk assessment, treatment and quarantine measures 2. Effectively identify and control unwanted pests and diseases through disease and pest surveillance, control and response measures 3. Improve market access for agricultural products through establishment of mechanisms for public/private sector collaboration, improved identification, prioritization and coordination of market access work; and development of Solomon Islands capacity to negotiate and meet market access standards (SPS and TBT) 4. Improve trade facilitation through improving the effectiveness or efficiency of pre-export treatments, inspection or certification procedures 5. Secure assistance to implement appropriate, relevant and sustainable capacity-building 6. To implement Departmental administration tasks 	<p>Key Outcomes</p> <ol style="list-style-type: none"> 1.1 No exotic pest or disease incursions 2.1 Early detection of exotic pest and disease incursions 2.2 Reductions in the prevalence and/or effect of existing pests and diseases of significance 3.1 Exports to new markets 3.2 Increased volumes or value of exports to existing markets 4.1 Lower costs of compliance with export standards 4.2 Improved biosecurity, market access and trade facilitation outcomes 5.1 Improve capacity-building of officers' technical capability 6.1 Ensure GAS and CPB issues are implemented, and other administrative matters function are upheld

Key Activities

The key areas of activity intended to achieve the specified Objectives are:

Objectives	Activities
Objective 1 Prevent Entry	1.1 Border Control 1.2 Treatment 1.3 Quarantine
Objective 2 Identify and Control	2.1 Pest and Disease Surveillance 2.2 Pest and Disease Control
Objective 3 Improve Market Access	3.1 Develop a Market Access and Trade Facilitation Strategy
Objective 4 Improve Trade Facilitation	4.1 Improve the Efficiency of Pre-export Procedures
Objective 5 Secure Assistance	5.1 Develop a Capacity Building Plan to Secure Assistance 5.2 Annual work plans and reporting system
Objective 6 Implement departmental administration tasks	6.1 Implement GAS and CPB programmes, and other administrative function

6.0 LIVESTOCK AND VETERINARY SERVICES DEPARTMENT

Departmental overview

The organizational structure of the Department of Livestock and Veterinary Services for years 2011 - 2014 includes a total of 28 personnel. Staff structure is three tiered with a Director position, Deputy Directors, Chief Livestock Officers, Senior Livestock Officers/ Veterinary Technicians/Laboratory Technicians, Livestock Officers, and Assistant Livestock Officers/Laboratory Assistants.

The three Deputy Directors shall focus in Livestock Production, Livestock Extension and Animal Health. They are tasked to head and coordinate the four units of the department including; Livestock Research, Development, Extension, and Animal Health and Disease. The Director and Deputy Directors constitute the executive committee of the department.

The third tier comprises Principal Livestock Officers (PLO). These personnel are the Officer in Charge of Livestock Development coordination and implementation at the province level. It is envisaged that there will be two PLOs in Malaita Province by first quarter of 2012. PLO is tasked to develop provincial livestock strategies and advice provincial executive, provincial agriculture extension and farmers in matters relation to these strategies. The PLOs are directly responsible to the Deputy Director: Livestock extension in relation service delivery in livestock extension services, small-livestock support project, training and monitoring programmes.

6.1 KEY ROLES

- Policy & Regulation on National Animal Health and Production services
- Livestock development & extension services in all nine provinces
- Breeding and distribution of livestock & dissemination of information
- Monitor /surveillance on National Animal Health
- Regulatory (Pure Food Act, Slaughtering)
- Conduct research and provide farmer based animal health and production problems
- Conduct research for further use/domestication of indigenous animal species
- Farmer training and technical advice at all levels of farming – subsistence to commercial scale
- Animal production, health and diseases status monitoring and surveillance, and OIE reporting
- Facilitate livestock industry development, through supporting private sector participation
- Conduct research functions into areas which stimulate production improve productive performance
- Animal health and production legislation, policy and regulations
- Breeding stock development, multiplication and distribution

6.2 NATIONAL POLICY CONTEXT

NCRA Policy and Translation (2011 – 2014)

NCRA POLICIES	STRATEGIES	OUTCOMES
Rehabilitate the Cattle Industry	Financially assist current farmers to repair and revive their cattle farms	New cattle farms established in strategic locations
	Establish a number of cattle herds in the country	Old farms are revived
	Establish a central breeding herd and distribute to farmers in the provinces	Two commercial cattle farms establish
	Establish two commercial cattle farms in the country (Malaita)	

	& Guadalcanal) and establish fattening farm units around the commercial herds. Also revisit Tombulu in Kolombangara Increased number of cattle for distribution for fattening	
Encourage animal husbandry/small livestock industry especially in piggery and poultry	Establish a 39 Sow unit Piggery on Dala Farm in Malaita and supportive Smallholder farms Promote smallholder piggery out-growers Supply of stocks to smallholder farmers Increased production of native pigs and increased farmer participation in native pigs Development of private large scale poultry farm on Guadalcanal Increased production of native chickens and ducks Increased farmer participation in native/local chicken industry Increased supply of native chickens in the rural areas as well as urban areas	Increase in livestock by small farm holders Improvement in rural livelihood

National Agriculture & Livestock Sector Policy 2009 – 2014 (NALSP)

In implementing the NCRA Policies, the National Agriculture and Livestock Sector Policy 2009 – 2014 must be consulted to guide the department’s operation. Refer to appropriate sections in NALSP.

National Agricultural & Rural Development Strategy

- Set up small livestock projects
- Revival of the cattle industry
- Food security, food safety and nutritional safety

6.3 KEY CONSTRAINTS AND ISSUES

- Unavailability of funds due to budget constraints
- Man power to cover all the provinces
- Housing is a major problem for both Honiara and Provincial Staff
- Lack of full logistic support to deploy officers to the provinces
- Animal health issues
- Disease outbreak can cause serious downfall to the industry
- Human health in relation to new animal diseases
- The cattle industry is yet to emerge and support income and food security in the country

6.4 GOALS AND OBJECTIVES

With reference to the national policy context, background of capacity constraints under which the Department operates, and with the key issues, the Department’s overall Goals, Key Objectives and expected Key Outcomes can be translated as:

Goals	
<ol style="list-style-type: none"> 1. Increased livestock production, improved processing and marketing of safe and better quality livestock products through improved production practices 2. Secure, safe and affordable food through healthy livestock and better quality livestock products 3. Improved livelihoods for rural households including women and children, and for disadvantaged communities 4. Human resources development- Improved staff skills and capacity and improved service delivery to clients 	
Objectives	Key Outcomes
<ol style="list-style-type: none"> 1. Improve quality of service delivery to all its clients and improving staff skills and academic qualifications 2. Increase level of livestock Officers' qualification 3. Improve production practices at small to medium scale farming and increase production at all level of farming 4. Improve slaughter, processing and packaging and marketing 5. Improve rural livelihoods and rural food security through farming of local or village species e.g. village poultry and pigs 6. Reduce importation of meat and other livestock products through promoting and encouraging domestic commercial scale livestock production 	<ol style="list-style-type: none"> 1. Farmer training activities, field days, support programmes and number of farmer contact 2. Adequately qualified and highly professional personnel in Animal Science and Livestock production disciplines 3. Increased volume in domestic production 4. Improved capacities for slaughter and processing and product quality 5. Improved livelihoods and available protein for rural households 6. Reduction in volumes of imported meat and livestock products

Key Activities

OBJECTIVES	ACTIVITIES
Objective 1 Improve quality of service delivery to all its clients and academic qualification	<ol style="list-style-type: none"> 1.1 Para-veterinary training courses for MAL and non MAL staff 1.2 Field Epidemiology training courses for MAL and non MAL staff 1.3 Proper planning & implementation of livestock extension activities 1.4 Posting of at least one livestock staff in every province 1.5 Training of trainers on livestock production and husbandry courses 1.6 Stakeholder meetings 1.7 Formalize Policy Guidelines and Subsector Strategies 1.8 Staff training and development schedule: Minimum of Bachelors degree in animal science related course to strengthen animal science background of department personnel
Objective 2 Improve production practices at small to medium scale farming and increase production at all level of farming	<ol style="list-style-type: none"> 2.1 Farmer training on improved methods and breeds 2.2 Field days 2.3 Provide technical and consultancy 2.4 Implement farmer support programme; farm inputs for small-holder commercial systems 2.5 Import new Queen bees from South Australia 2.6 National Honey Development Project 2.7 These activities are jointly supported by MAL and RDP
Objective 3 Improve slaughter, processing and packaging and marketing	<ol style="list-style-type: none"> 3.1 Implement slaughter house/facility development project –Auki and Honiara 3.2 Support improvements on capacities of existing and fully operating processing, packaging and marketing units 3.3 Post-Quarantine entry facility for cattle and importation of 300-400 cattle herd
Objective 4 Improve rural livelihoods and rural food security through farming of local or village species e.g. village poultry and pigs	<ol style="list-style-type: none"> 4.1 Provide farm support focusing on rural (village pigs and chickens) livestock production, farming individuals and farming families 4.2 Establish field bulking and distribution centers at community or farmer levels for village type livestock
Objective 5 Reduce importation of meat and other livestock products through promoting and encouraging domestic commercial scale livestock production	<ol style="list-style-type: none"> 5.1 Malaita Commercial Piggery Development Project 5.2 National cattle Development Project 5.3 National Honey Development Project 5.4 Poultry Development Project

7.0 AGRICULTURE RESEARCH AND DEVELOPMENT DEPARTMENT

Departmental overview

This section specifies the goals, objectives, activities and expected outputs of the Agricultural Research & Development Department (ARDD) for the year period from 2011 to 2014. The plan directly reflects the government policies of the day with considerations and alignment of established agricultural policies. The overall departmental plan carries a collective blueprint of program activities from all segments of Research Technical Sections (RTS), Field Experiment Stations (FES) and Provincial Research Farm Centres (PRFC).

The overall goal of ARDD is generally to ensure the development of agriculture in Solomon Islands through achievement of technologies that are based on sound economic and scientific research principles. It is believed that any advancement of research in agricultural development will rely on a strong human resource based capacity and proper execution of well planned programmes.

The mission of ARDD is to develop technologies that supports and develop agricultural crop production in terms of quality and quantity through improvement of farming systems, enhancement of soil nutrients, and promotion of biological control agents to mitigate both pests and diseases and minimization of pesticides. Development of agricultural crops further entails programmes and activities on quality assurance of post-harvesting and food processing. Generally two traditional primary roles of Agricultural Research & Development Department are being realised. Firstly is the research development function in which crops are developed through data gathering and interpretation. Secondly the advisory function of a cross section of stakeholder including Agricultural Extension and Quarantine authorities.

The main agricultural crops are categorized into fruits and nuts crops and field vegetable crops. The fruits and nuts crops are under the direct responsibility of Tree Crop Agronomy Section (TCAS) while the field vegetable crops are under the responsibility of Field Crop Agronomy Section (FCAS)). Crops are either developed for subsistence production or cash production or both. The following crops are currently dealt with under Tree Crop Agronomy Section: Oil Palm, Copra, Cocoa, Coffee, Kava, Citrus, Bread fruit, Ngali-nut, Cutnut, Rambutan and others. Priority crops that have been stipulated in the National Coalition for Rural Advancement (NCRA) policies include Oil palm, Copra, Cocoa, Coffee and Tea. Field Crop Agronomy Section (FCAS) deals with the development of a whole range of field vegetable crops, for example, rice, sweet potato, cassava, yams, taro, brassicas, slippery cabbage, banana, pineapples, onion, potato, straw berry etc. With the absence of the CRO-FCAS a status report and Action Framework of the Section are yet to be received.

7.1 KEY ROLES

- Research and development of crops that have significant importance to food security and cash generating for farmers and private sector of Solomon Islands
- Development of agricultural research technologies that are simple, cheap and appropriate for farmers and private sector to use
- Address food security, with the view of alleviating malnutrition, hunger and poverty
- Address livelihood by developing crops and processed crop products to substitute imports and promote export
- Facilitate market oriented production systems through down stream processing and value adding and niche market targeting
- Carry out research and develop climate change adaptation system
- Carry out research development on sustainable land management in potential large scale operation impacted areas
- Development of integrated pests and diseases managements on host crops

- Provision of advisory services to SIAQS, Animal Health & Livestock Production and Agriculture Extension on new pest incursion in the Solomon Islands
- Assist SIAQS in formulating a pre-emptive emergency response plan to avoid entry of potential pest into Solomon Islands
- Assist SIAQS in developing emergency response plan in preparedness for incursions of high risk invasive pests and diseases
- Pursue acquisition of possible land for National Research Experiment Station (NRES) in or around Honiara
- Re-establishment of NRES facilities when land acquisition has been finalised or established
- Development of activity frameworks for technical Sections in ARDD that can be subsequently implemented in NRES, FES, PRFC and OFT sites
- Development of participatory research work plan on OFT
- Liaise with AIU to make available information pertaining to research activities through report writings in newsletters, fact sheets, technical bulletins and even journals for farmers, MAL staff and the general public
- Build capacity in HRM through information technology under the NARI & Western Pacific countries
- Harness a reporting system that will inform both ARDD and MAL executives about activities carried out under ARDD
- Collate research data on fruit and vegetable crops through field experiments and surveys for analysis
- Provision of seeds and planting materials for farmers through bulking and importation
- Resurrecting Pesticide Registration Committee to legislate and regulate pesticide usage and safety issues

7.2 NATIONAL POLICY CONTEXT

NCRA Policy Translation (2011 – 2014)

NCRA POLICY	STRATEGIES	OUTCOMES
Facilitate and support the development of the Auluta Basin and Waisisi, and the East Choiseul Oil Palm and Vangunu Oil Palm Projects in the Western Province	<ul style="list-style-type: none"> • Establish special select committee to oversee the development of palm oil projects • Encourage potential investors to invest in government own land • Acquire and register selected lands for palm development • Provide appropriate incentives to support palm oil development in the country 	<ul style="list-style-type: none"> • Land acquired for oil palm development • Negotiated palm oil development with Foreign Investor • Supporting infrastructure development for palm oil projects • Palm oil projects start
Revive the Solomon Islands National Agriculture Research Institute (NATI) and revitalize field research capacity	<ul style="list-style-type: none"> • Seek donor funding to revive the NATI Research Station • Liaise with SICHE and establish necessary administration mechanisms to run the station 	<ul style="list-style-type: none"> • NATI Research Station is revived and running
The Government will assist farmers to establish spices farms for domestic consumption and export	<ul style="list-style-type: none"> • Identify suitable land for the promotion and development of spices in the country • Provide investment incentives for the development of spices 	<ul style="list-style-type: none"> • Spices farms are established in the country

National Agriculture & Livestock Sector Policy 2009 – 2014 (NALSP)

In implementing the NCRA Policies, the National Agriculture and Livestock Sector Policy 2009 – 2014 must be consulted to guide the department's operation. Refer to appropriate sections in NALSP.

National Agricultural & Rural Development Strategy

The following have been highlighted in the National Agricultural & Rural Development Strategy and ARDD will at most try its best to facilitate and carry out its programmes to achieve them. These include;

- *Address the basic needs of the people in the villages and the rural areas where the majority of the people live, and ensure real improvement in their standard of living*
- *Work towards food security for the nation and ensure a healthy, literate and a contented population*
- *Generate job opportunities for the growing population and achieve high economic growth, wealth and social wellbeing for all Solomon Islanders*
- *Ensure sustainable utilization and conservation of natural resources, protection of the environment and successful adaptation to climate change*

7.3 KEY CONSTRAINTS AND ISSUES

In achieving the aims and objectives of the department, key constraints and issues are identified to ensure programmes and activities outlined in the plan may be affected by them. These include;

- Man power and human resource needs to fully implement work programmes
- All programmes can only be fully implemented through availability of funds from both SIG and Donors
- Lack of major facilities, resources, materials and equipment to effectively implement research work
- A need for Agriculture Research Institute to carry out research programmes effectively
- Research work can have positive or negative results
- Research work on crop varieties may take a long time before positive results and impacts can be realized or available

7.4 GOALS AND OBJECTIVES:

With reference to the national policy context, background of capacity constraints under which the Department operates with the key issues of concern, the Department's overall Goals, Key Objectives and expected Key Outcomes can be translated as:

<p>Goals</p> <ol style="list-style-type: none"> 1. To ensure the development of agriculture in Solomon Islands through achievement of technologies that are based on sound economic and scientific research principles 2. To develop technologies that supports and develop agricultural crop production in terms of quality and quantity through improvement of farming systems, enhancement of soil nutrients, and promotion of biological control agents to mitigate both pests and diseases and minimization of pesticides 3. To develop agricultural crops and entail programmes and activities on quality assurance of post-harvesting and food processing 4. To develop sufficient capacity in ARDD to be effective in achieving its goals in the changing world of technology 5. Develop the capacity of ARDD to enhance large commercial plantations in the country e.g. Oil Palm Plantations 	
<p>Objectives</p> <ol style="list-style-type: none"> 1. Improve crop production and yield through various research methods 2. Develop new crop varieties that can drive with pests and withstand climate and environmental change 3. Improve research activities around the country in terms of on-farm and FES 4. Improve links with research institutions in the region and world at large 5. Improve on farming systems around the country 	<p>Key Outcomes</p> <ol style="list-style-type: none"> 1. Increased food production and food security is met 2. Resistant crop varieties developed and used around the country and especially in the climate change vulnerable areas 3. Research trials and activities are carried out in selected on-farm sites and Field Experimentation Stations around the country 4. Link with Research Institutes around the region and world strengthened with MoU's 5. Farmers and populations around the country are using new farming

<p>to counter population pressure, climate change and enhance food security</p> <p>6. Improve and coordinate oil palm projects around the country, ready for investors</p> <p>7. Secure funding for research activities and resources</p> <p>8. Improve departmental administration for effective implementation of programmes</p>	<p>systems techniques to counter climate change effects, population pressure. Food production is improved.</p> <p>6. Oil Palm plantations in selected locations in the country established with Foreign Investors</p> <p>7. Funding for research activities are available from research institutions and donor partners</p> <p>8. Departmental effective and efficient programme implementation</p>
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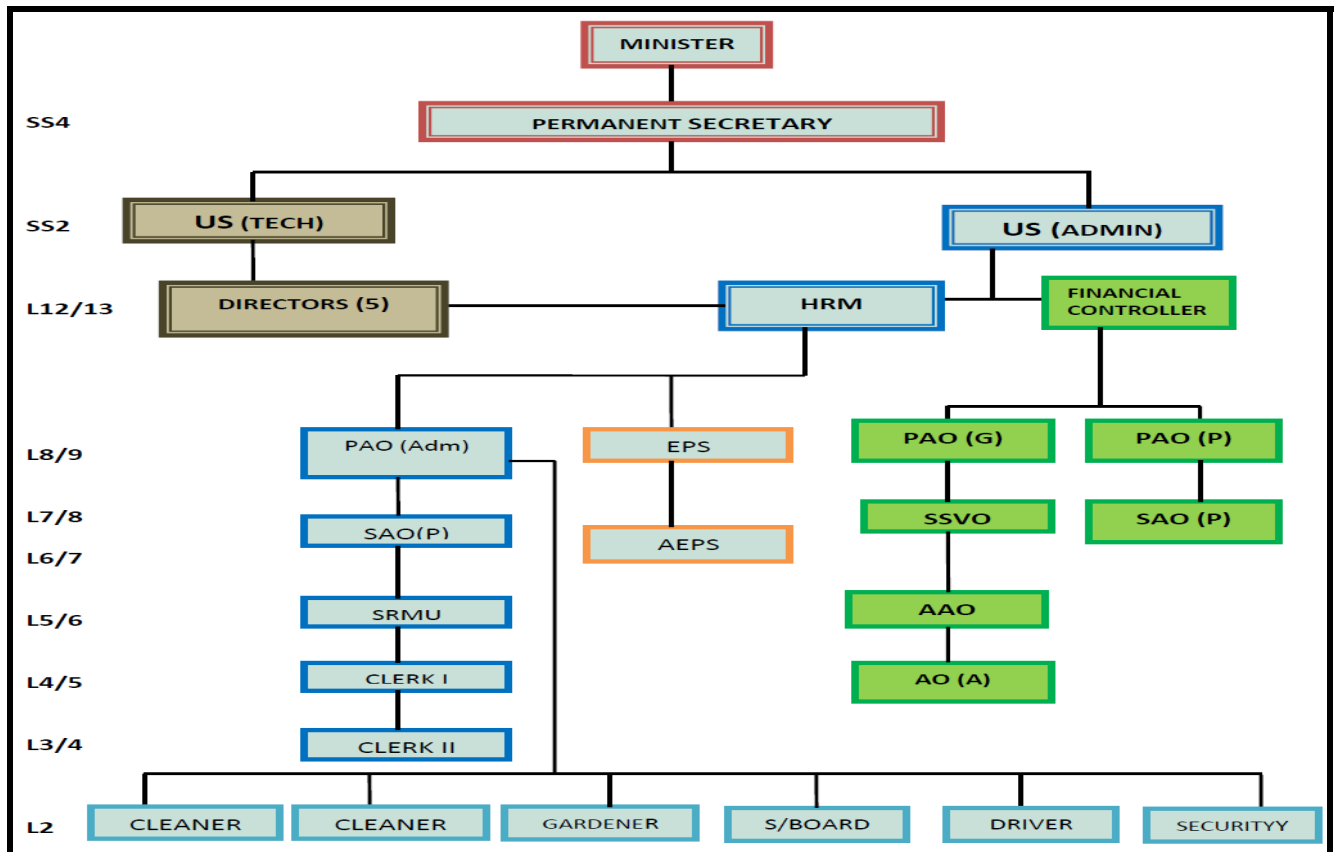
Key Activities

The key areas of activity intended to achieve the specified Objectives are:

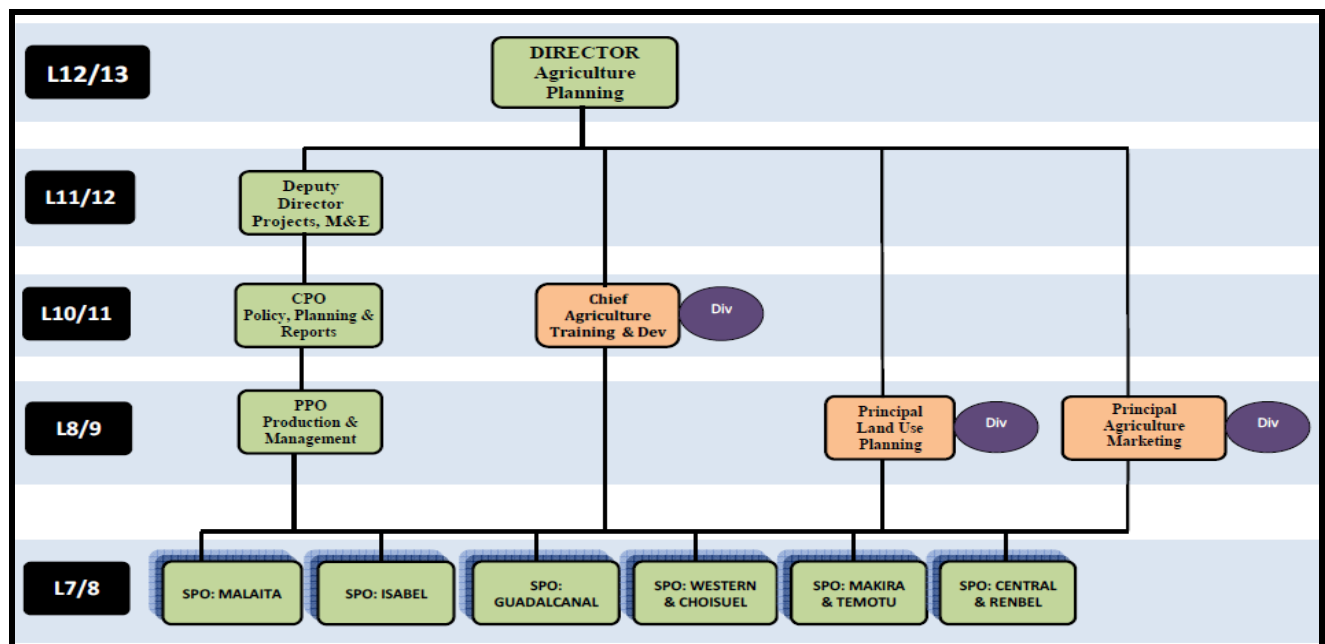
OBJECTIVES	MAJOR ACTIVITIES <i>(Specific activities appear under appropriate Sections of ARDD Action Frame Work to the Corporate Plan 2011 – 2014)</i>
<p>Objective 1 Improve crop production and yield through various research methods</p>	<p>1.1 Design research methods to be used at different locations in the country</p> <p>1.2 Conduct research trials on selected crops around the country</p> <p>1.3 Implement Kava and Coffee projects in identified locations</p> <p>1.4 Select high yielding varieties and distribute to specific locations around the country</p> <p>1.5 Extension Officers assist farmers with the new varieties of crops</p>
<p>Objective 2 Develop new crop varieties that can drive with pests and withstand climate and environmental change</p>	<p>2.1 Design research on crop pests and contact them in certain pest problem areas around the country</p> <p>2.2 Supply information on crop pests in collaboration with AIU</p> <p>2.3 Conduct research trials on Atoll and Climate Change prone or vulnerable areas around the country</p> <p>2.4 Recommend crop varieties to vulnerable areas</p>
<p>Objective 3 Improve research activities around the country in terms of on-farm and FES</p>	<p>3.1 Refurbish FES buildings, offices, fields and other resources</p> <p>3.2 Establish seed nurseries FES around the country</p> <p>3.3 Conduct research trials in FES's and on-farm trials with potential lead farmers around the country</p>
<p>Objective 4 Improve links with Research Institutions in the region and world</p>	<p>4.1 Establish links with NARI, ACIAR, PACC, Global Fund, SPC, Phil Rice, IRRI, etc.</p> <p>4.2 Sign MoU's with Research Institutions</p> <p>4.3 Carryout research work with Research Institutions in the country</p>
<p>Objective 5 Improve on farming systems around the country to counter population pressure, climate change and enhance food security</p>	<p>5.1 Carryout farming system surveys to find problematic areas that need special attention</p> <p>5.2 Carry out farming system trials in selected areas in the country</p> <p>5.3 Assess vulnerable areas to climate change and food security</p> <p>5.4 Conduct research trials for climate change effect mitigation and adoptability</p> <p>5.5 Report to right Authorities on climate change impacts for possible actions of problem solving</p>
<p>Objective 6 Improve and coordinate oil palm projects around the country, ready for investors</p>	<p>6.1 Oil Palm project plans are in place and improve coordination of activities with resource owners</p> <p>6.2 Negotiate with potential Investors to invest in palm oil</p> <p>6.3 Coordinate disbursement of funds to palm oil out growers projects and resource owners</p> <p>6.4 Monitor and report on oil palm projects progress</p>
<p>Objective 7 Secure funding for research activities and resources</p>	<p>7.1 Secure funding for a National Research Station</p> <p>7.2 Secure funding for NATI</p> <p>7.3 Secure funding for capacity building where officers can to attachments and short trainings overseas with our research links</p>
<p>Objective 8 Improve departmental administration for effective implementation of programmes</p>	<p>8.1 Research policy formulation and development</p> <p>8.2 Strategic and effective planning</p> <p>8.3 Annual reports and work plans</p> <p>8.4 Procurement and resource management</p>

Appendix 1 – 7: DEPARTMENTAL ORGANIZATIONAL STRUCTURES

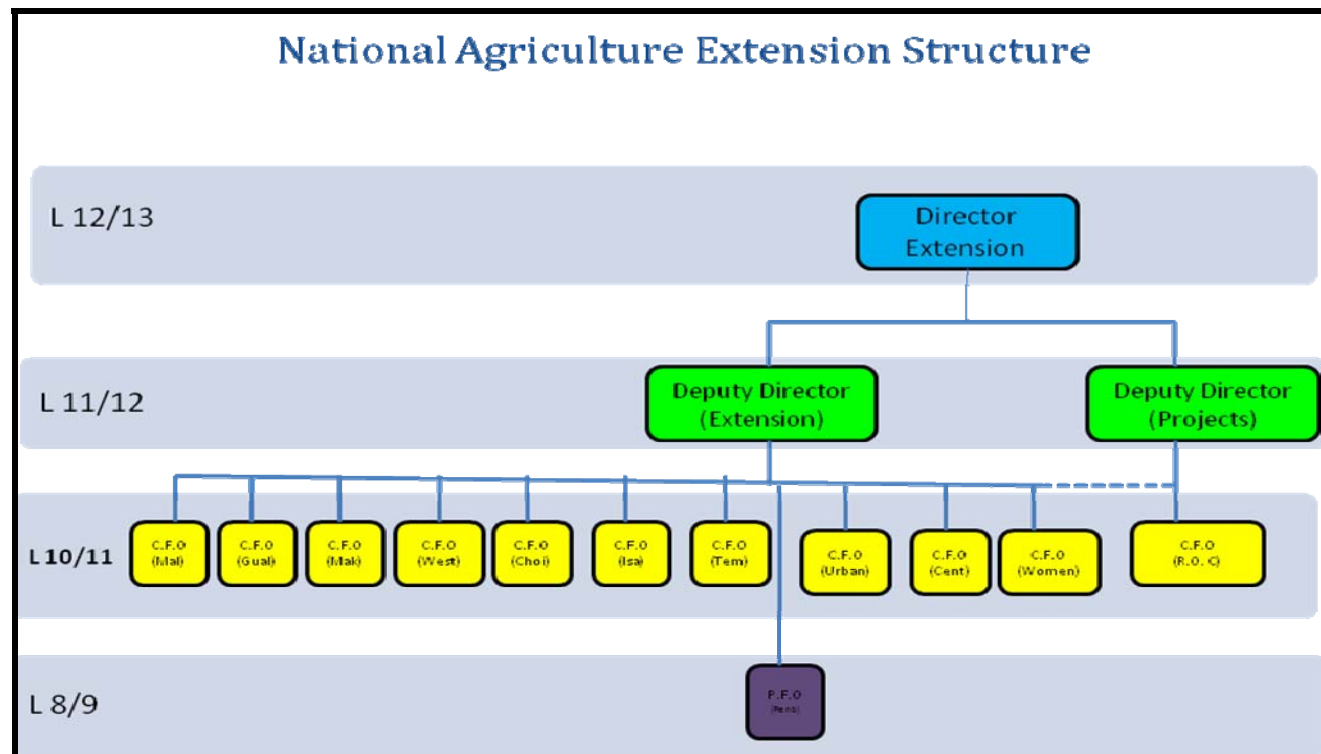
1.0 Administration and Accounts Organizational Structure



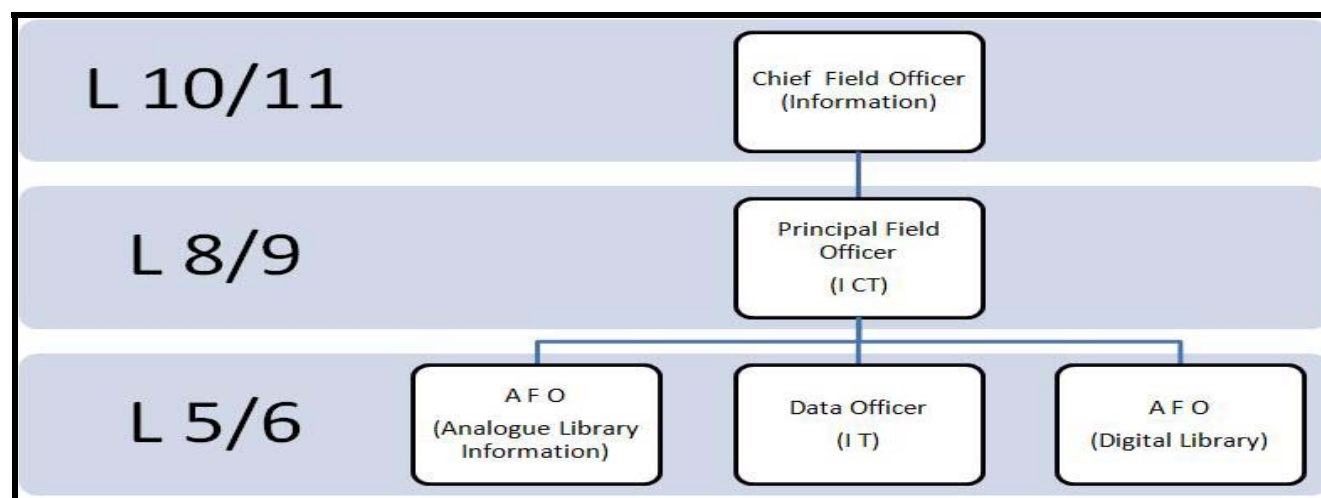
2.0 Agriculture Planning Organizational Structure



3.0 Agriculture Extension Organizational Structure

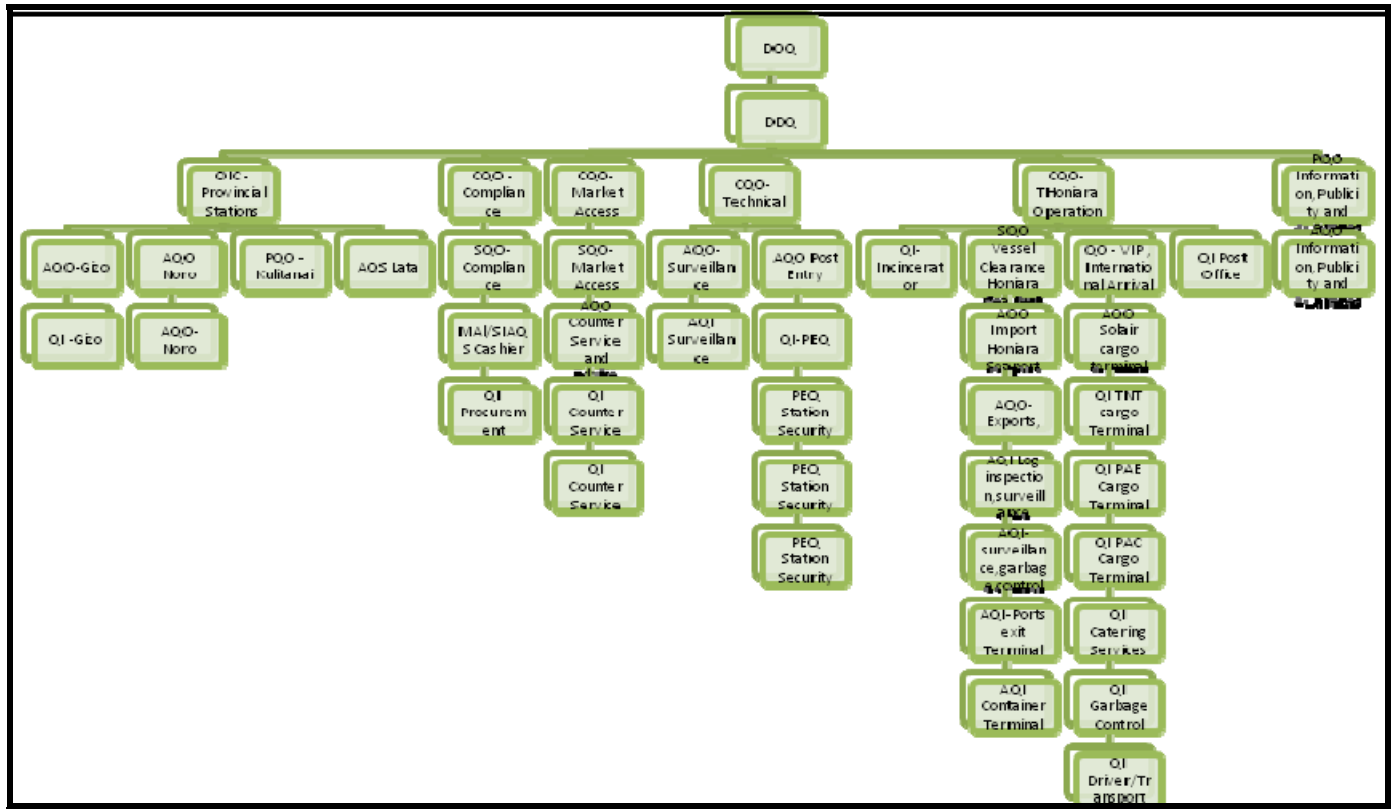


4.0 AIU Organizational Structure

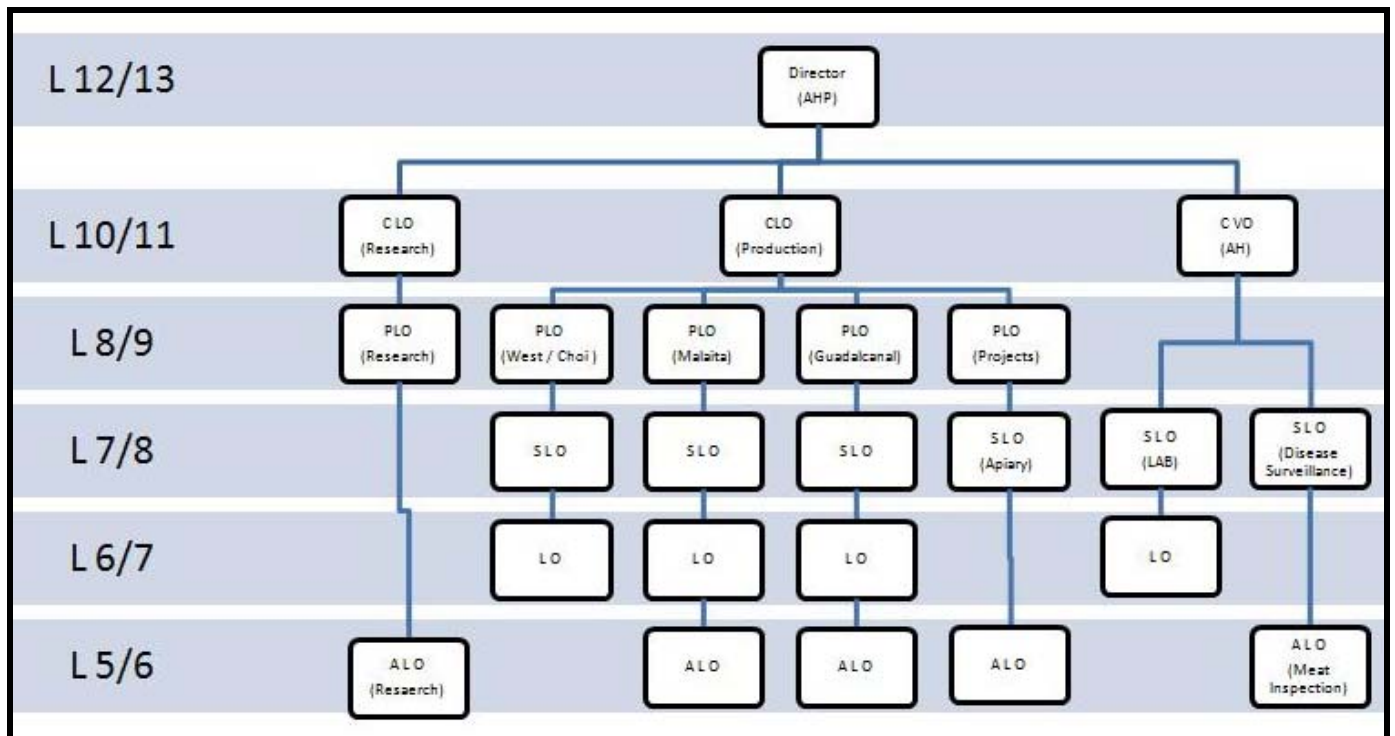


NOTE: Currently, the Chief Field Officer who is the head of the National Agricultural Information Centre reports to the Director Extension. By 2012 this Unit shall become a Department of its own.

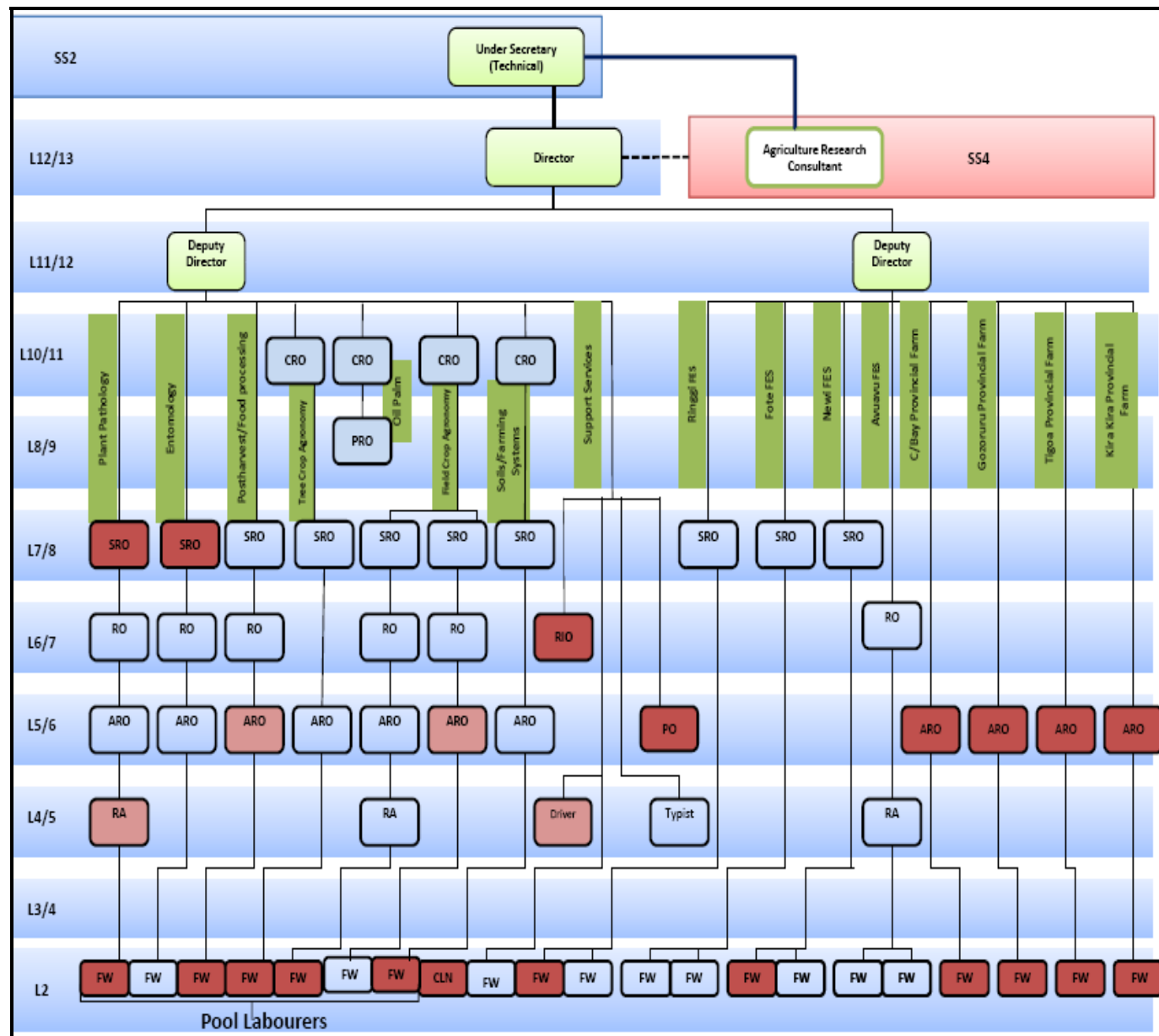
5.0 SIAQS Organization Structure



6.0 Livestock and Veterinary Services Department



7.0 Agriculture Research and Development Department Structure



Note: Dark red boxes are proposed posts for reform exercise