



# STRATEGIC PLANNING WORKSHOP REPORT AND DRAFT WORK PLAN

*A RESPONSE TO THE MID-TERM EVALUATION OF THE STRONGIM IUMI TUGETA  
(SINPA) PROGRAM*

*BASED ON A WORKSHOP HELD - HONIARA FEBRUARY 28 – 2 MARCH 2012,*

*FACILITATED BY BARBARA LIVESEY GAPP CONSULTING PTY LTD*

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## INTRODUCTION

The strategic planning workshop for SINPA followed the completion of the Mid-Term Evaluation Report in early February 2012. The Mid-Term Evaluation Report included 22 recommendations to strengthen SINPA's success to date and to ensure that its results can be measured and replicated. The recommendations identified areas for improvement in both the overall program and in each of the five SINPA projects. The workshop did not address the recommendations listed under each NGO project as participants agreed that they were a matter for each NGO to follow up and report back to the Steering Committee.

This workshop report provides a summary of the discussions reflecting the agreed workshop objectives outlined below. The draft work plan for SINPA for the next 6-12 months was the product from the workshop and represents the SINPA partners' response to the Mid Term Evaluation Report recommendations. It is attached to this report.

## 1. WORKSHOP OBJECTIVES

The Steering Committee set the objectives for the workshop as follows:

1. To develop a common understanding of program goal, objectives and outcomes and to refine the existing goal, objectives and outcomes to reflect this common understanding. This includes defining a common understanding of key themes: gender, participation and accountability, sustainability and value for money
2. Develop a work plan for implementation of the recommendations of the Mid Term Evaluation Report with particular attention to two areas: (1) how to deliver on the program goal and outcomes as agreed by the Workshop and (2) to ultimately feed into a SINPA-wide results framework. Specific issues include:
  - a. Reflecting on the functions, roles and responsibilities of the Steering Committee and develop models for future operation
  - b. Defining the roles and responsibilities of the ANGOs
3. Agree on a follow up process and accountabilities to monitor progress on actions within the Work plan

The meeting participants included staff from each of the five SINPA projects in the Solomon Islands, together with a representative from each of the five Australian NGOs and two representatives from AusAID and the SINPA co-ordinator. There were two presenters from AusAID for specific sessions – Lou Anderson (Communications and Media) and Peter O'Connor (Development Counsellor).

## 2. WORKSHOP OUTCOMES AND PROCESS - SUMMARY

The workshop achieved most of the objectives listed above through a mix of methods drawing on the expertise and experience of the workshop participants. Participants developed a draft work plan against the 22 recommendations through small discussions, peer review and presentations by peers. Participants refined the goal and outcomes for SINPA and made some

progress on building a common understanding of core concepts such as gender and value for money. Participants agreed actions to further define these concepts within the draft work plan.

The draft work plan also includes actions to develop a results based framework for SINPA and participants started to consider the kinds of indicators that could be included within the results-based framework to demonstrate success. The roles and responsibilities of the various partners were also considered with robust discussion regarding the future operation of the steering committee. Participants agreed to priority actions within the draft work plan to further clarify respective roles and responsibilities for each partner within SINPA.

At the end of the workshop, participants accepted responsibility and accountability for delivering on the actions in the draft work plan. While, they recognized the time and work pressures on staff within the local NGOs, all partners stressed the importance of moving forward with a stronger sense of purpose and clarity of roles and responsibilities for SINPA. They had also reached a common understanding of the importance of demonstrating and communicating the strengths of SINPA, alongside the lessons learned and how to replicate the best models of community development.

Participants from the local NGOs and the Australian NGOs noted that they had a number of concerns with the approach and some conclusions from the Mid-Term Evaluation Report. Concerns included, for example, the accuracy of the value for money calculation and the lack of awareness of existing partnerships and relationships among SINPA partners and civil society and Solomon Islands Government.

At the end of the meeting, the local NGOs decided that they would provide a local NGO response to the Mid Term Evaluation Report to address these concerns. Their response would be provided to AusAID and copied to all partners.

### 3. INTRODUCTORY SESSIONS

The workshop began with partners from AusAID, IWDA (an Australian NGO partner) and ADRA (a local NGO partner) reflecting on the achievements of SINPA in the last two years and the challenges that lie ahead. Each offered a different perspective reflecting the focus of their work.

Joe Haga, the local NGO representative, reflected on changes at the community level. He noted that women had achieved good things including learning different ways to earn money in difficult environments and how to market their products better. Chiefs and elders had learned of the benefits of working with women. Young people were now more involved in decision-making. But there were still challenges in some communities where local workers needed to learn to step back and empower communities to do things for themselves – making the strengths based approach work at a practical level.

The ANGO representative, Joana Brislane, commented that she has seen the strengths based approach gaining traction and that there is starting to be replication of what works and learning from each other through sharing information. On the other hand, there is still a lack of strategic direction within the Steering Committee and no clear view on where the Australian NGOs fit. She noted that the program should not adopt a ‘one size fits all’ approach with the partners as they vary greatly in their size and capacity. She also offered assistance from the Australian

NGOs to develop a framework that can harmonize and demonstrate the strengths based approach and how it is delivering value for money.

From AusAID's perspective, Siddharta Chakrabarti said that while much has been achieved to date through SINPA, there is a need to be able to better demonstrate value for money and measure results. AusAID has been able to tell the SINPA success story in terms of outputs delivered in the last 2 years, but there is now a need to focus on the 'change' or results that these outputs have fed into. AusAID would also like to see a focus on replication of success and the documenting of replication where it is already occurring. They consider the production of a good practice guide on community development in the Solomon Islands to be a critical product from the SINPA program.

#### 4. KEY MESSAGES FROM THE MID TERM EVALUATION REPORT

Participants discussed the Mid Term Evaluation Report and noted some of the key messages from the report as follows:

1. The perceived absence of a results-based framework (SINPA) made it difficult to assess performance and value for money of the program.
2. There is a lack of common understanding of objectives and outcomes.
3. There is a need for improved Australian NGO engagement with local partners including a greater focus on capacity building and help in strengthening project management.
4. There is a need to clarify the role of the Steering Committee and for it to provide greater strategic input.
5. There is a need to strengthen interventions around power and gender and to better define these core concepts.
6. Good program management needs to be integrated into the strengths-based approach.
7. There is a need to identify existing civil society partnerships and strengthen and expand them where appropriate.

In identifying these key messages, participants also noted that:

- The report did not acknowledge the exploratory nature of SINPA which means that different kinds of results may need to be measured.
- It was not correct to say that SINPA is not achieving results but rather that they may not be captured well at this stage.
- Measuring change through stories was part of the original design for the program and should not be dismissed.
- Value for money needs to be considered carefully for a community program which may start off slowly and not deliver results for many years.
- There have been efforts to collect data in individual communities and individual projects do have results based frameworks – they may need refining.
- The report did not include or reference monitoring and evaluation material that had been collected by the Steering Committee. There have been efforts made to tell the SINPA story.

- The report did not acknowledge the existing civil society partnerships that exist through SINPA and did not seem to understand the context of civil society in Solomon Islands.

## 5. *STRONGIM IUMI TOGETA* GOAL AND OUTCOMES

Participants discussed the existing goal and outcomes and noted that the Mid Term Evaluation Report had highlighted the apparent confusion and duplication between the existing two objectives and four outcomes. During this discussion participants noted that the original intent of the program may not always be clearly understood by all partners and external stakeholders. –SINPA was set up to do something unique and different by working across 5 organisations and sharing and learning from each other. It included a strong focus on exploring what worked and also being prepared to make mistakes and learn from what didn't work.

Participants agreed that it would be useful to have a set of core documents that are maintained and shared with all partners and used to induct any new staff member into the program. These documents should be maintained by the SINPA co-ordinator and regularly reviewed and updated by the steering committee.

After discussion, participants agreed to delete the two objectives and focus on the goal and four outcomes which were refined as follows:

### GOAL

Participants decided that the goal needed to be changed (i) to reflect the partnership approach of SINPA as central to its design and (ii) to include improvements in 'well-being' within the goal of SINPA going beyond improvements in health and livelihoods.

So the current goal:

*'To improve the health and livelihood opportunities of Solomon Islanders, particularly women and young people'*

became:

***'By working together Solomon Islanders improve their long term health, well-being and livelihoods'***

***Livelihoods*** – workshop participants reached a common understanding of livelihoods as 'building assets, reducing vulnerability' and agreed to use the assets based framework to measure improvements in livelihoods within their projects. Participants agreed that each partner may be improving different elements of livelihoods as per the model at *Attachment A* and that they would identify these within the monitoring and evaluation framework.

### OUTCOMES

To achieve the refined program goal, SINPA partners agreed to focus on 4 outcomes:

1. *Lasting improvements in the lives of Solomon Islanders, particularly women and young people as a result of the work of SINPA NGOs*

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2. *Tested approaches and/or models of community development that are consistent with Solomon Islanders' ways of doing things and are used by Solomon Islanders*
3. *Increased effectiveness of SINPA NGOs and communities to meet the SINPA Goal*
4. *Learning and insights about how to support effective Solomon Islander-led community development that are shared within Solomon Islands and beyond.*

## 6. RESULTS BASED FRAMEWORK, MONITORING AND EVALUATION AND VALUE FOR MONEY

Once the above goal and outcomes were agreed, participants considered:

- how best to measure achievement of outcomes
- how best to monitor and evaluate progress against these outcomes
- how best to demonstrate value for money

Sid from AusAID and Lenora Kukome SINPA Co-ordinator opened up these discussions. Participants agreed that these 3 issues must be managed together as they are interdependent. That is, a results based framework must include a monitoring and evaluation strategy that involves collection of data and evidence to demonstrate achievement of the 4 outcomes. If the results based framework is robust and includes common indicators across the projects then it will go a long way to demonstrating value for money. Specific indicators of value for money should be considered within the results based framework.

Participants briefly considered the kinds of indicators that might be used to measure achievement against the four outcomes and noted that they may include the following kinds of indicators:

**Outcome 1:** % improvements in health, well-being and livelihoods using the livelihoods framework over a period of time; stories from communities and their perceived improvements in these areas

**Outcome 2:** evidence of models and approaches, numbers of them, evidence of how they have been tested and used

**Outcome 3:** improvements in effectiveness measured in specific areas such as governance, financial management, delivery of services by SINPA NGOs, surveys in communities to measure their own improved effectiveness

**Outcome 4:** evidence of learnings and insights – numbers of them and how they are being shared; stories from projects.

Sid (and later Peter O'Connor) from AusAID reinforced that value for money is something that is being pursued across all AusAID programs and came out of the aid effectiveness review. While having data on outputs is useful, value for money also involves being able to demonstrate results achieved against outcomes, using the program inputs. There is no 'magic formula' for measuring value for money within AusAID.

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Participants agreed it would be useful to get technical support to help in the development of the results based framework and related monitoring and evaluation strategy and that this work should be done as a high priority. Once the program wide results based framework is settled, then each project team could review their project level results based framework and monitoring and evaluation strategy to align with the SINPA wide framework.

As part of this and other related discussions, participants noted that partners needed to do more work on selling the story of SINPA. While some participants considered that there were already clear results being achieved through their projects, they acknowledged the need to improve their selling of these results. Participants discussed a number of strategies to improve communication of results including short lessons learned documents, 1-2 page documents on what is SINPA and why is it unique, 1-2 page documents on stories of success etc.

## 7. CROSS CUTTING THEMES

Workshop participants discussed the cross cutting themes of gender, power and engagement with civil society. They also explored their collective understanding of partnerships and using a strengths based approach and agreed to do further work on these areas within their projects.

Patrick Mesia from ADRA led the discussion on **gender** noting that the roles of women and men in communities are changing. Within Solomon Islands gender is often referred to as including women and young people and it is important to reach a common understanding of gender issues within SINPA. Val Stanley from Oxfam agreed to follow up with the Gender RAMSI adviser to seek her advice and input on defining gender and gender related issues for SINPA.

Joana Brislane from IWDA led the **power relations** discussion with an exercise involving participants thinking about power relations within a community. Many people hold different kinds of power in a community which are influenced by a range of factors including age, gender, education, behaviours such as drug taking, dropping out of school, being divorced, owning land, position within a church, status as a chief or wantok of chief, access to funding such as an MP's fund.

It is important to understand these power relations before starting to work with a community. Similarly, participants noted that power relations within NGOs and other organisations may be affected by many of the same factors and these should also be analysed when working with partners.

Adopting a **strengths based approach** is one of the core design features of SINPA. Merbilly Pitadunga and David Tau from APHEDA led this discussion, noting their experiences in applying a strengths based approach when working with a community. They and other participants reflected on the challenges of applying this approach in practice. Merbilly said that in using a strengths based approach: *'We work in partnership with community learning centres facilitating participatory consultation with communities to identify activities that relate to how they live. We encourage sharing of resources to support implementation of activities to bring changes/improvement to the lives of people in the communities.'*

Within the strengths based approach there is a tension that must be balanced – on the one hand, communities do have great strengths and assets to draw on; at the same time, communities

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need to recognize for themselves where and when they need help and support to achieve their dreams. At times, they also need to have external support to refine their dreams to something that is realistic and achievable.

Katie Greenwood from Oxfam presented a spectrum of strengths/assets that a community or organization may have. She emphasized that it's important to assess where your partner/community sits on such a spectrum when you start to work with them. This should be a realistic assessment and should not overstate the existing strengths. Otherwise the community or partner organization may be set up to fail with too much pressure being placed on them too early.

While participants did not explicitly agree a common understanding of a strengths based approach at the end of the meeting, Solomon Islander participants referred to it as 'working together', working from what we have, rather than what we don't have....'

Katie Greenwood led the discussion on **partnerships** and referred participants to a paper by Chris Roche '*An Oxfam Australia contribution to SINPA's learning objective with a focus on different dimensions of partnership, September 2011*'. She invited all participants to map their existing partnerships with civil society organisations and Solomon Islands government and to identify any relationships that should be strengthened or any gaps in existing relationships.

## 8. AUSAID SESSIONS

Lou Anderson from AusAID provided information about the new AusAID identifier – the red kangaroo. AusAID will be using this new identifier to help promote the work of AusAID across developing countries and to build support among Australian taxpayers for the Australian Government's international aid program.

Lou is keen to work with SINPA partners to support them in promoting the program. She offered to provide technical advice and expertise on how to sell the positive stories and lessons learned from the program. She is able to help with media, launch events, and writing of stories or production of material for publication and distribution.

Lou can also provide branding materials and funding for them to be placed on program items such as boats etc. She has guidelines for how branding may be used and noted that these must be strictly complied with when using the Australian Government AusAID identifier and other branding. Lou can be contacted on [lou.anderson@ausaid.gov.au](mailto:lou.anderson@ausaid.gov.au)

Peter O'Connor Development Counsellor with AusAID was invited to attend the meeting to hear the views of participants and to provide any feedback on the SINPA program. Peter emphasized that he was keen to have more engagement with the SINPA partners and would like to find opportunities to meet with Australian NGOs when he is in Australia.

In response to specific questions he made the following points:

- Peter will follow up with his colleague Juliette Brassington on what further support AusAID can provide through the Sector Wide Approach Program (SWAP) for SINPA

NGOs to manage health service delivery in communities. He understood that AusAID was already supporting this to some extent but there may be more that they can do.

- If SINPA can demonstrate outcomes achieved through the program then it will be demonstrating value for money ('the value for money question will look after itself'). Demonstrating results in developing countries is hard to do but it can be done and AusAID can help with resources and expertise on how to do this. While it is relatively easy to see the value in building roads and bridges, we can also see and measure other community benefits that may flow from building a bridge such as improved self-esteem among individual community members. This can be measured through community surveys where individuals self-identify their own improvements.
- Value for money is not about the dollars involved alone but about the change that is achieved. The Mid Term Evaluation Report did not pick up some elements of 'value for money' such as the capacity building among SINPA NGOs and community facilitators and the replication of what is working both within and outside of SINPA.
- AusAID is already considering what might follow SINPA. It takes 2 years for program design and development so if SINPA can demonstrate results during the next 2 years, then those results could feed into the design of the next program. If SINPA can demonstrate results it will be a 'world class program' because what it is trying to do is unique.
- AusAID can provide funding through the co-ordination funds for SINPA partners to access technical expertise in areas including monitoring and evaluation and gender.
- AusAID is looking for a response from the SINPA partners to the Mid Term Evaluation report recommendations. There is room for negotiation on the recommendations and whatever is proposed must work for the SINPA partners who are essential to making the program work.
- As a senior staff member, Peter would welcome the opportunity to attend Steering Committee meetings, where appropriate.

## 9. CONCLUSION AND REFLECTIONS

The above provides a short summary of the discussions throughout the four day workshop.

Participants completed an assessment form for the workshop that was designed to assess whether the workshop had been conducted in a manner that reflected the core principles of SINPA: Solomon Islander led, taking account of gender and power issues, using a strengths based approach, working in partnership, action based learning, results focused.

The table below summarizes the feedback from the 15 respondents and highlights the main finding that the workshop did not achieve the program's aim to be Solomon Islander led. Participants considered that most other principles were met, although greater effort could be given to consideration of gender and power issues.

<b>Reflection</b>	<b>How good were we?</b>
	<b>Average score (1 is need to improve...10 is very good.)</b>
<b>Solomon Islanders were leading us</b>	4.3 (highest 8, lowest 2)
<b>We did gender well</b>	6 (highest 9, lowest 3)
<b>We worked together well as partners</b>	7.9 (highest 10, lowest 6)
<b>We were honest and respectful of each other</b>	8.3 (highest 10, lowest 7)
<b>We listened to each other</b>	8 (highest 10, lowest 6)
<b>We used on our own strengths as much as possible</b>	7.6 (highest 10, lowest 7)
<b>We were flexible in what we did and how we did it</b>	8.2 (highest 10, lowest 7)
<b>We learnt from each other along the way</b>	8.6 (highest 10, lowest 7)
<b>We focused on the outcomes we wanted to achieve</b>	8.8 (highest 10, lowest 8)
<b>We measured our progress as we did things and reflected on them</b>	8.6 (highest 10, lowest 7)
<b>We thought about the power relations in the room and what that meant as we did our work</b>	7.1 (highest 10, lowest 5)

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We could have done better at....

- Coming to a clear understanding of results based framework earlier in the week
- Keeping people to simple clear talk
- Painting a picture of where we need to end could have shaped or sped up how we got there
- Coming up with concrete ways forward
- Representing everyone's view
- Allowing Si voices to be heard and including Solomon Islanders in conversation
- Allow Solomon Islanders to speak more, listening to Solomon Islander voices
- Addressing power dynamics in group
- Finding out the basis on which some recommendations were made
- Be more focused and practical in our discussions
- Taking time...if we really applied good practice we would have halved the agenda and left longer pauses between statements in conversations
- Addressing power relations and gender issues – we should reflect our own practice
- Discussing livelihoods
- Thinking through some strategic actions to address cross cutting themes\*

There were also several positive responses that the meeting was well facilitated.

The facilitator suggests that the following ideas might be considered for future workshops/meetings to help work towards Solomon Islander led processes:

- Co facilitation or chairing with ex pat and Solomon Islander leading together and learning from each other
- Pre-meeting discussions among Solomon Islander staff to explain purpose of meeting, discuss any technical issues, gather their input and ensure they feel comfortable to speak during meetings/workshops
- Specific sessions that are for Solomon Islanders only where ex pats may participate as observers
- Ex pats partner with Solomon Islanders during meetings/workshops to buddy with them and ensure that their views are put forward even when they do not feel comfortable speaking in a larger group.
- Conduct some sessions in Pijin only.

## 10. DRAFT WORK PLAN AND FOLLOW UP

Overall participants felt that they had achieved their aims for the workshop and were satisfied that they had a final draft work plan. However, they considered that the document contained too many individual actions and needed further work to provide a more coherent and logical set of priorities and actions for the next 6-12 months. They asked the facilitator to re-shape it to provide a draft work plan that reflected their clear priorities and commitments from the workshop. The attached document attempts to meet these requirements.

It will need to be reviewed and endorsed by the SINPA steering committee and the Australian NGOs. In addition, there are actions identified throughout this report that the SINPA co-ordinator will follow up on such as collection and management of core SINPA documents etc.

## ANNEX 1 - THE WORKPLAN

The workshop participants considered the 22 recommendations of the Mid Term Evaluation Report which were grouped under the 4 evaluation questions and the two other headings of SINPA management and cross cutting themes: power, gender, civil society.

Following comprehensive discussion and presentations on the 22 recommendations from the Mid Term Evaluation Report, the workshop participants agreed that the draft work plan should respond to the recommendations through two sets of high priority actions and a medium term priority action that would involve all partners working together to achieve the outcomes. In addition, they identified other actions that would be taken at a project level to address the remaining recommendations.

SINPA partners also decided that the second part of the gender recommendation was outside the scope of SINPA and that Evaluation Question 4, recommendations 3 and 4 regarding value for money did not require any action or response:

Therefore the draft work plan includes:

### HIGH PRIORITY ACTIONS

1. Ensure that the goal and outcomes of SINPA are clear, able to be measured, monitored and evaluated and can demonstrate value for money and can be easily communicated and shared with broader audiences (addressing Evaluation Questions 1 and 4 recommendations)
2. Ensure that the program is being effectively managed and directed through a strong Steering Committee, with active support, advice and technical expertise from the Australian NGOs and AusAID recognizing that the latter are both full partners and donors within the program (addressing Management Areas for Improvement recommendations and Evaluation Question 2 Recommendation 2)

### MEDIUM TERM PRIORITY ACTIONS

1. Ensure that there is a set of 'gender' minimum standards which all SINPA partners aim to meet in their work and report on through the Steering Committee. (addressing cross cutting theme gender recommendation)

### SINPA NGO ACTIONS

1. Ensure that each NGO has mapped their existing relationships and partnerships with other civil society organisations and the Solomon Islands Government, identified relationships that need strengthening and also identified any gaps in partnerships to be developed (addressing Evaluation Question 2 recommendation 1)
2. Ensure that each NGO analyses power relations and monitors them within each project (addressing cross cutting theme: power relations)
3. Ensure that each NGO practically applies the strengths based approach, shares their learnings and provides sound project management within each project (addressing Evaluation Question 3 recommendations 1-4)

**HIGH PRIORITY ACTIONS:**

*Ensure that the goal and outcomes of SINPA are clear, able to be measured, monitored and evaluated and can demonstrate value for money and can be easily communicated and shared with broader audience (addressing recommendations 1-4 under Evaluation Question 1 and Recommendations 1-2 under Evaluation Question 4 ).*

Action	Steps	Priority and Timing	Responsibility and monitoring	Resources required	Review date and evidence
<b>Develop a results based framework which reflects value for money</b>	Each organisation to collect information on: What is success? What does positive change look like for you, including reference to power relations?	March-April	SINPA partners  <i>Monitoring of actions by Save the Children and AusAID</i>	SINPA Steering Committee funds and any extra money available in SINPA	
	Workshop to be conducted to draft RBF facilitated by locally available M&E expert (experienced in using change logic and with VfM skills) and SINPA Co-ordinator	2 days mid April	SINPA Co-ordinator and steering committee	Time List of potential people and CVs	RBF developed and endorsed by SC and ANGOs
	AusAID to: share its paper on value for money and provide advice and clear opinion on VfM throughout the process	end March On going		Time, internal support on VfM	April—Clearer understanding of perspective
	Steering Committee to develop or accept VfM elements of M&E	Same as RBF	SC with ANGO input and review	ANGO support, M&E (staff?), M&E working group	Same as RBF—
<b>Align project based results based frameworks with</b>	Work with individual organisations to finalize project	2 weeks mid-end of April	Facilitated by locally available		

<b>SINPA wide RBF</b>	RBF		external M&E guru experienced with change logic		
<b>Develop an M&amp;E Strategy</b>	Workshop to reflect on RBF and create M&E framework that includes measures of changes in power relations, Encourage ANGO participation (each NGO can decide for themselves what “participation” looks like, i.e. sending someone to the workshop, teleconferencing, etc.) SINPA partners complete planning of Cross-agency monitoring	2 days June Complete by July	Facilitated by SINPA Coordinator		
	NGOs to share their quarterly reports with all partners	April	SC	Time	Ongoing
		Quarterly	NGOs	time	Quarterly reports made available
<b>Develop models which can be cost-effectively replicated</b>	Determine the best way to share models and lessons from SINPA and the key target audience to share with	Medium 3 months	SINPA SC with input from ANGOs	Examples of how people share models	30 May – plans for each target group

**HIGH PRIORITY ACTIONS:**

*Ensure that the program is being effectively managed and directed through a strong Steering Committee, with active support, advice and technical expertise from the Australian NGOs and AusAID recognizing that the latter are both full partners and donors within the program (addressing recommendations 1-4 Management areas for improvement)*

Actions	Steps	Timing	Responsibility and monitoring	Resources required	Review date and evidence
<b>Ensure that the Steering Committee is functioning effectively with clear terms of reference, a chair who is well trained and clear in their roles and responsibilities and members who are fully participating and reflecting on their own performance</b>	SC expand existing ToR and circulate for approval including: <ul style="list-style-type: none"> <li>• Roles and responsibilities of chair including rotation of chair among LNGOs that opt to chair and have the capacity to take on the role and responsibilities of chair</li> <li>• Role and attendance of ANGOs at SC meetings</li> <li>• Possible attendance by senior AusAID staff</li> <li>• Protocols for decision-making</li> </ul>	end March	SINPA Coordinator with IWDA, AusAID, Oxfam and ADRA <i>IWDA, AusAID and ADRA to monitor progress</i>	Time	End March
	Steering Committee governance training provided for committee members and to include: <ul style="list-style-type: none"> <li>• review of roles (in particular) and responsibilities of SC members</li> <li>• -self assessment of their performance/capacity to</li> </ul>	High – April, then every 6 months	All organisations to support—i.e. give staff time to prepare and attend With support from SINPA co-ordinator	External facilitator costs and time	April and then October



	<p>participate and skills,/capacity to be strengthened</p> <ul style="list-style-type: none"> <li>-revised statement of roles and responsibilities of SC members</li> <li>Complete training and six monthly reviews of SC performance</li> </ul>				
<p><b>Ensure effective SINPA secretariat</b></p>	<ul style="list-style-type: none"> <li>Review SINPA Coordinator’s Job Description</li> <li>Action proposal for hiring SINPA support staff</li> </ul>	<p>April</p>	<p>SINPA Co-ordinator with input from SC</p>	<p>Time</p>	<p>Revised job description for SINPA co-ordinator</p>
<p><b>Ensure ANGOs have clearly defined role are engaged and fully support their partner NGOs build their capacity and provide technical and other support as required</b></p>	<ul style="list-style-type: none"> <li>Revise existing short document on roles of ANGOs to provide a ToR that clearly states the roles and responsibilities of the ANGO</li> <li>Map existing and potential capacities in ANGOs that can be shared</li> </ul>	<p>March- April</p>	<p>ANGOs to draft the document on roles and share with the Steering Committee</p>	<p>Time</p>	<p>SC to approve ANGOs</p>
	<ul style="list-style-type: none"> <li>Oxfam to circulate paper on capacity building</li> </ul>	<p>End March</p>	<p><i>Live and Learn to monitor progress</i> Oxfam</p>	<p>Time</p>	<p>Approval April</p>
	<ul style="list-style-type: none"> <li>Identify common capacity building needs from the local partners</li> </ul>	<p>June</p>	<p>Local partners facilitated by Steering Committee</p>	<p>Time</p>	<p>Capacity assessment document</p>
	<ul style="list-style-type: none"> <li>Develop strategic ANGO</li> </ul>	<p>June</p>	<p>ANGOs – once</p>		<p>End March</p>
					<p>Bi-annually</p>

<p><b>Ensure AusAID provides regular information on their priorities understands the work of SINPA on the ground and provides technical and other support as required</b></p>	<p>work plan for the next 6 months based on SC action plan and meet every 6 months</p>	<p>First meeting in August</p>	<p>workshop notes have been completed SINPA Co-ordinator to review ANGOs/SC</p>	<p>AusAID staff time</p>	<p>Minutes Review in September</p>
	<ul style="list-style-type: none"> <li>Develop a communications plan based on SC recommendations</li> </ul> <p>AusAID to :</p> <ul style="list-style-type: none"> <li>clearly represent changes to priorities, programs and linkages and provide feedback on progress to the SC</li> <li>provide template/guidelines for quarterly reports to NGOs</li> <li>commit to progress visits and agree ToR with SC for those visits</li> <li>Provide SC feedback on progress against quarterly report</li> <li>provide communications, media and technical support as required media opportunities</li> <li>SC develop a schedule of launch events for AusAID to attend/represent and explore joint</li> </ul>	<p>September</p> <p>quarterly</p> <p>end March</p> <p>April</p> <p>Quarterly</p> <p>As required</p>	<p>AusAID (Sid and Hickson) (SINPA co-ordinator) <i>Ausaid to monitor progress</i></p>		<p>Meeting minutes, quarterly reports, review annually</p>
	<p>April and then quarterly (and include in monitoring plan</p>	<p>NGOs through SINPA co-ordinator</p>	<p>Visits, terms of reference</p> <p>Quarterly schedule, media reports, launch events</p>		

***MEDIUM TERM PRIORITY ACTIONS:***

Ensure that there are a set of 'gender' minimum standards which all SINPA partners aim to meet in their work and report on through the Steering Committee (*addressing cross cutting theme: gender recommendation*)

<b>Actions</b>	<b>Steps</b>	<b>Timing</b>	<b>Responsibility and monitoring</b>	<b>Resources Required</b>	<b>Review date and evidence</b>
.	Develop the minimum standards and circulate to all partners for review and endorsement	End April	Oxfam and IWDA <i>Oxfam and IWDA to monitor progress</i>	Time	set of standards developed and used

**NGO ACTIONS:**

*Mapping partnerships, strengthening existing ones and building new ones (addressing Cross cutting theme recommendation: Civil Society and Government and Evaluation Question 2 Recommendation 1)*

<b>Actions</b>	<b>Steps</b>	<b>Timing</b>	<b>Responsibility and monitoring</b>	<b>Resources required</b>	<b>Review date and evidence</b>
<b>Map existing partnerships with civil society and SI Government</b>  <b>Identify partnerships to be strengthened and any gaps</b> <i>Identify the nature of any partnerships – why? and how? for each partnership</i>	Each local NGO to map existing relationships with si government and si civil society organisations and identify any gaps or relationships to be strengthened.	Started at workshop.  Completed by end April	Each NGO  <i>Oxfam and AusAID to monitor progress</i>	time	Copies of maps and follow up action to be shared at Steering Committee May

**NGO ACTIONS:**

*Ensure that each NGO analyses power relations and monitors them within each project (addressing cross cutting theme: power relations).*

Oxfam	Steps	Timing	Responsibility and monitoring	Resources required	Review date and evidence
<b>SINPA partners to conduct power analysis of community as part of the consultative phases... Analysis of community structures and power relations should be part of a monitoring strategy</b>	<p>We will consult with SINPA orgs and use lesson and tools to do analysis</p> <p>Consult within Oxfam re international best practice models for power analysis</p> <p>Undertake power analysis in communities</p>	June 2012	<p>Oxfam <i>Apheda to monitor progress across each organisation</i></p> <p>Oxfam STAV project manager</p>	<i>As per phase 4 submission?</i>	
APHEDA	Steps	Timing	Responsibility	Resources required	Review date and evidence
	<p>Source a trainer for staff on power dynamics and community development</p> <p>Undertake staff training on above</p> <p><i>Try to do power analysis in communities before implementing activities</i></p>	<p>April</p> <p>Ongoing</p>	<p>Project Co-ordinator</p> <p>Provincial learning co-ordinator</p> <p>Provincial Learning Co-ordinators</p>	<p>Facilitator</p> <p>Provincial Learning Co-ordinators</p>	<p>April staff reflections</p> <p>Ongoing reporting, staff reflections</p>

Save the Children	Steps	Timing	Responsibility	Resources required	Review date and evidence
	Complete 'decision making processes' templates and community profiles	End March	Stephen/Wilfred	Time	Templates complete
	Complete mapping exercise with target communities (part of village profiles)	July	TL/POs	Time	Profiles completed
	Develop advocacy strategy targeting power relations (training materials, policy developments)	August	Angie	Time/technical adviser input	October draft of country annual plan
ADRA	Steps	Timing	Responsibility	Resources required	Review date and evidence
	Gathering and finalisation of power analysis tools (SINPA NGOs doing it)	March	Project staff guided by project M&E	Project budget	Completed by 30 September
	Power analysis in every partner village (old/new) by taking a sample from old communities and consider every new one	April to August	PM to link with NGOs (assisted by M&E)	Project budget/time	Meeting minutes
	Share power relations analysis with other SINPA NGOs through peer review or summary at a SC meeting	October			Finalised tools

Live and Learn/IWDA	Steps	Timing	Responsibility	Resources required	Review date and evidence
	Check to ensure 'RAP (Research on Aspirations and Perceptions-baseline for TTFT communities) includes power analysis and draw our power issues in separate document. Include power analysis in M&E plans and put 'power' on agenda for next reflections workshop	Next reflections workshop			

**NGO ACTIONS:**

*Ensure that each NGO practically applies the strengths based approach, shares their learnings and provides sound project management within each project (addressing Evaluation Question 3 recommendations 1-4)*

ADRA	Steps	Timing	Responsibility	Resources required	Review date and evidence
<p><b>SINPA partners to link Strengths Based Approach with sound project management practice, providing technical and oversight support where needed in a non-overpowering way.</b></p> <p><b>SINPA partners to focus their learning on the practical application of the SBA, not limited to the theoretical understanding of the approach.</b></p> <p><b>Learn from experience across SINPA on the problems of community workers and how best to recruit, train, manage and support them when in the field.</b></p>	At vision level develop priorities as a group		Project staff Community leaders		June 2012
	Conduct feasibility study		ADRA		December 2012
	Finalise tools				
	Continue to develop SBA	Ongoing	Project manager, M&E, field staff	Time	June 2012 December 2012
	Lessons Learnt through working closely with communities				
Review criteria for selection/recruitment of community workers and review existing training resources and compile practical manual for CSO and SMs	As per each project	Field staff	Information, available modules		



APHEDA	Steps	Timing	Responsibility	Resources required	Review date and evidence
<p><b>SINPA partners to link Strengths Based Approach with sound project management practice, providing technical and oversight support where needed in a non-overpowering way.</b></p> <p><b>SINPA partners to focus their learning on the practical application of the SBA, not limited to the theoretical understanding of the approach</b></p> <p><b>Learn from experience across SINPA on the problems of community workers and how best to recruit, train, manage and support them when in the field.</b></p> <p><b>Develop more advanced training courses for community workers in community engagement and facilitation to give them the depth needed, on their own in villages to deal with</b></p>	More clear technical training for CLC and PLCs in project management and M&E	April reflection workshop and ECLAN	Merbilly	Resource person	April
	Guideline for roles of CLC, PLC and Honiara-based staff	April staff reflection and ECLAN	David, Eddie, Merbilly		April
	Find out how staff are understanding SBA and encourage more practical application	April staff reflection workshop	Merbilly		April
	Attachment and mentoring between staff	Ongoing	Merbilly	Logistics	Ongoing
	Getting external facilitator to support staff who need help	Within next 3 months	PLC	External facilitator	Ongoing within 3 months

difficult communities.					
Live and Learn/IWDA	Steps	Timing	Responsibility	Resources required	Review date and evidence
<p><b>SINPA partners to link Strengths Based Approach with sound project management practice, providing technical and oversight support where needed in a non-overpowering way.</b></p> <p><b>SINPA partners to focus their learning on the practical application of the SBA, not limited to the theoretical understanding of the approach.</b></p>	<p>IWDA to work with LLEE Solomon Islands on capacity-building plan</p> <p>LLEE work with IWDA and identify capacity-building needs(particularly re: project management) and plan for appropriate professional development and technical input</p> <p>Planning around Community Action Plan implementation and SBA, i.e. what will the LLEE contribution to the implementation of CAP initiatives be? How do we balance the need to support communities to achieve goals but stay true SBA? Share with Community Facilitators at next reflection</p>	<p>1<sup>st</sup> half Phase 4 by May 2012</p> <p>Before July</p>	<p>Program manager and IWDA</p>		

Live and Learn/IWDA	Steps	Timing	Responsibility	Resources required	Review date and evidence
<p><b>Learn from experience across SINPA on the problems of community workers and how best to recruit, train, manage and support them when in the field.</b></p>	<p>Diagram current TTFT community engagement model with all levels of project (Honiara-based staff, CFs, communities, IWDA) and develop paper to summarise what is and is not working and how we can improve Ask CFs to identify their own training needs re: facilitation</p>	<p>2<sup>nd</sup> half of Phase 4 September-November 2012  Reflection (September 2012)</p>			
<p><b>Develop more advanced training courses for community workers in community engagement and facilitation to give them the depth needed, on their own in villages to deal with difficult communities.</b></p>	<p>Provide more governance and leadership training for CFs to help them to facilitate training in communities with CBOs (as they have already identified this as a need) Training on facilitation for new CFs (East Are'Are)</p>	<p>1<sup>st</sup> half phase 4 April-July 2012</p>			

Oxfam	Steps	Priority and timing	Responsibility	Resources required	Review date and evidence
<p><b>SINPA partners to link Strengths Based Approach with sound project management practice, providing technical and oversight support where needed in a non-overpowering way.</b></p> <p><b>Learn from experience across SINPA on the problems of community workers and how best to recruit, train, manage and support them when in the field.</b></p>	<p>Take lessons of MTR and apply to our community work</p> <p>Check community projects and activities against international best practice models from across Oxfam</p> <p>Phase 4 submission= Action research M&amp;E Comm position</p> <p>Reflections agenda to include session on SBA, project management, international best practice. Lots of analysis rather than reporting</p> <p>Cross organisation monitoring to get good picture of issues → refine this in M&amp;E strategy attached to results framework</p> <p>Use reflections event to document issues and possible solutions for community workers</p>				

Oxfam	Steps	Priority and timing	Responsibility	Resources required	Review date and evidence
<p><b>Develop more advanced training courses for community workers in community engagement and facilitation to give them the depth needed, on their own in villages to deal with difficult communities.</b></p>	<p>→ Already happening. SBA guide. Did MTR refer to this                      → Individual organisation guides                      Equip communities with a set of clear guidelines and principles that highlight their boundaries with communities for them to use when faced with questions reinforced by organisation representatives</p>				

Save the Children	Action	Priority and timing	Responsibility	Resources required	Review date and evidence
<b>SINPA partners to link Strengths Based Approach with sound project management practice, providing technical and oversight support where needed in a non-overpowering way.</b>	Complete community project book	High March 31 <sup>st</sup>	Wilfried	Manual (book)	6 months review in September 2012
	Training on book and technical e.g.: financial literacy	Ongoing	Wilfried, Joe, Small Business Enterprise and ADRA		6 months review in September 2012
<b>Learn from experience across SINPA on the problems of community workers and how best to recruit, train, manage and support them when in the field.</b>	Monthly/ Quarterly meetings/work plans	Medium By June	Area managers and PC	Monthly report Meeting minutes ACR	Monthly Ongoing
<b>Develop more advanced training courses for community workers in community engagement and facilitation to give them the depth needed, on their own in villages to deal with difficult communities.</b>	Develop training packages or sourced from SINPA or SCA and develop a training plan (including SCA Vanuatu)	Medium By June	Area Manager and PC	Time, SCA YOPP training manual	End of June Quarterly or SMT meetings

## ANNEX 2 - THE SUSTAINABLE LIVELIHOODS FRAMEWORK

Asset or capacity building models focus attention on developing the underlying resources and capacities needed to escape poverty on a sustainable basis. They depict the critical mass of assets needed to cope with stresses and shocks, and to maintain and enhance capabilities now and in the future. They recognize that everyone has assets on which to build and support individuals and families to acquire assets needed for long- term well-being. They may focus on a more limited (e.g., specifically economic) or a wider set of assets (e.g., personal, cultural, social, political).

The Sustainable Livelihoods framework was adapted from a model developed by the UK's Department for International Development, and adjusted for use in Canada. It is a holistic, asset-based framework for understanding poverty and the work of poverty reduction. It is an attractive model because it provides a simple but well-developed way of thinking about a complex issue. It is also attractive because it can be applied at various levels of detail – as a broad conceptual framework or as a practical tool for designing programs and evaluation strategies.

### SUSTAINABLE LIVELIHOODS

The UK Department for International Development defines a 'sustainable livelihood' in the following way:

A livelihood comprises the capabilities, assets (including both material and social resources) and activities required for a means of living... A livelihood is sustainable when it can cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future [Department For International Development].

Diagram I depicts the three key dimensions of the Sustainable Livelihoods framework [Ferguson and Murray:

1. Sustainable Livelihood Assets

Assets are the building blocks of a sustainable livelihood. By building assets, individuals and households develop their capacity to cope with the challenges they encounter and to meet their needs on a sustained basis. The framework draws attention to the variety of assets that contribute to making a sustainable livelihood and to ways in which they are interdependent. Within the five broad categories of assets it presents, it suggests a wide range of subcategories. (See Diagram II.)

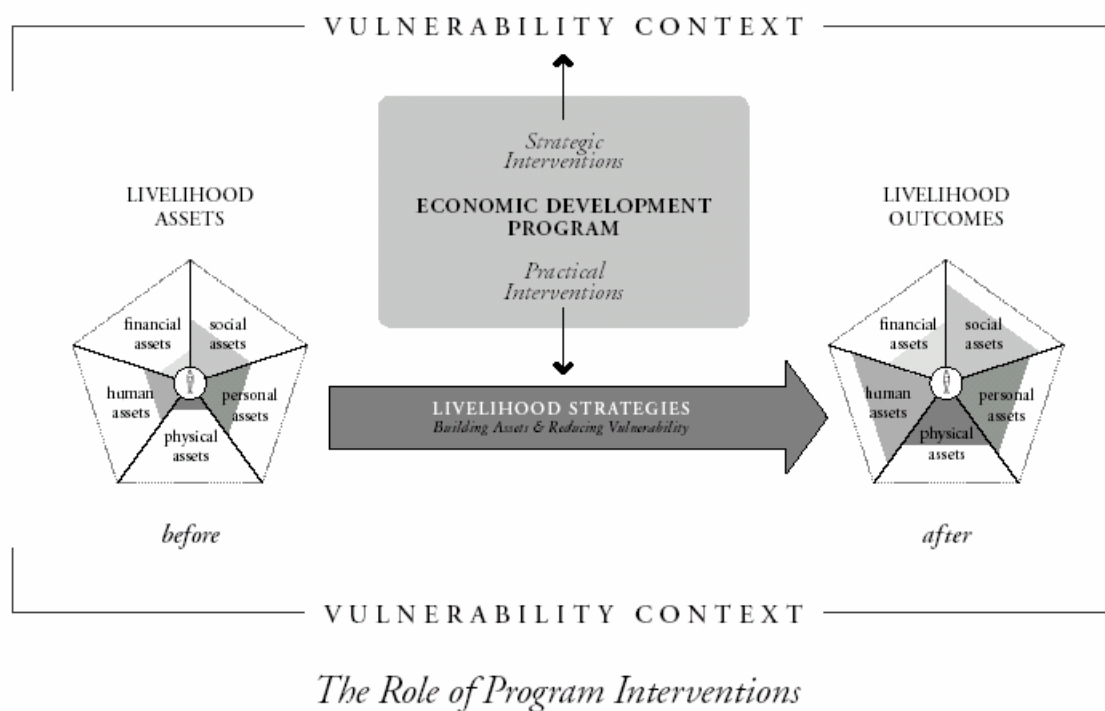
2. Vulnerability Context

The factors that create and perpetuate vulnerability and poverty can be seen at two levels: that of individuals and their circumstances, and that of the broader context. This aspect of the framework directs attention to the contextual and systemic factors that contribute to the occurrence of poverty. It points out the need to seek changes at the organizational, community and policy levels in addition to building the assets of individuals and households.

3. Techniques and Interventions

The framework identifies two basic types of intervention that communities can pursue in their poverty reduction work. 'Practical interventions' facilitate the efforts of low-

income households to build their livelihood assets. They include such things as counselling programs, education, employment training, economic literacy and savings programs, and support for small business development. 'Strategic interventions' are directed toward the vulnerability context. They work toward the goal of social and economic change at the systemic level. Among the methods used are community building and organizing, alliance building, policy work and advocacy.



**Figure 1 A Framework for Improving Livelihoods**

#### REFERENCES:

Department for International Development. (1999). *Sustainable Livelihoods Guidance*

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Murray, Janet and Mary Ferguson. (2001). *Women in Transition Out of Poverty*. Toronto: Women and Economic Development Consortium. January. <http://www.cdnwomen.org/eng/3/3h.asp>.



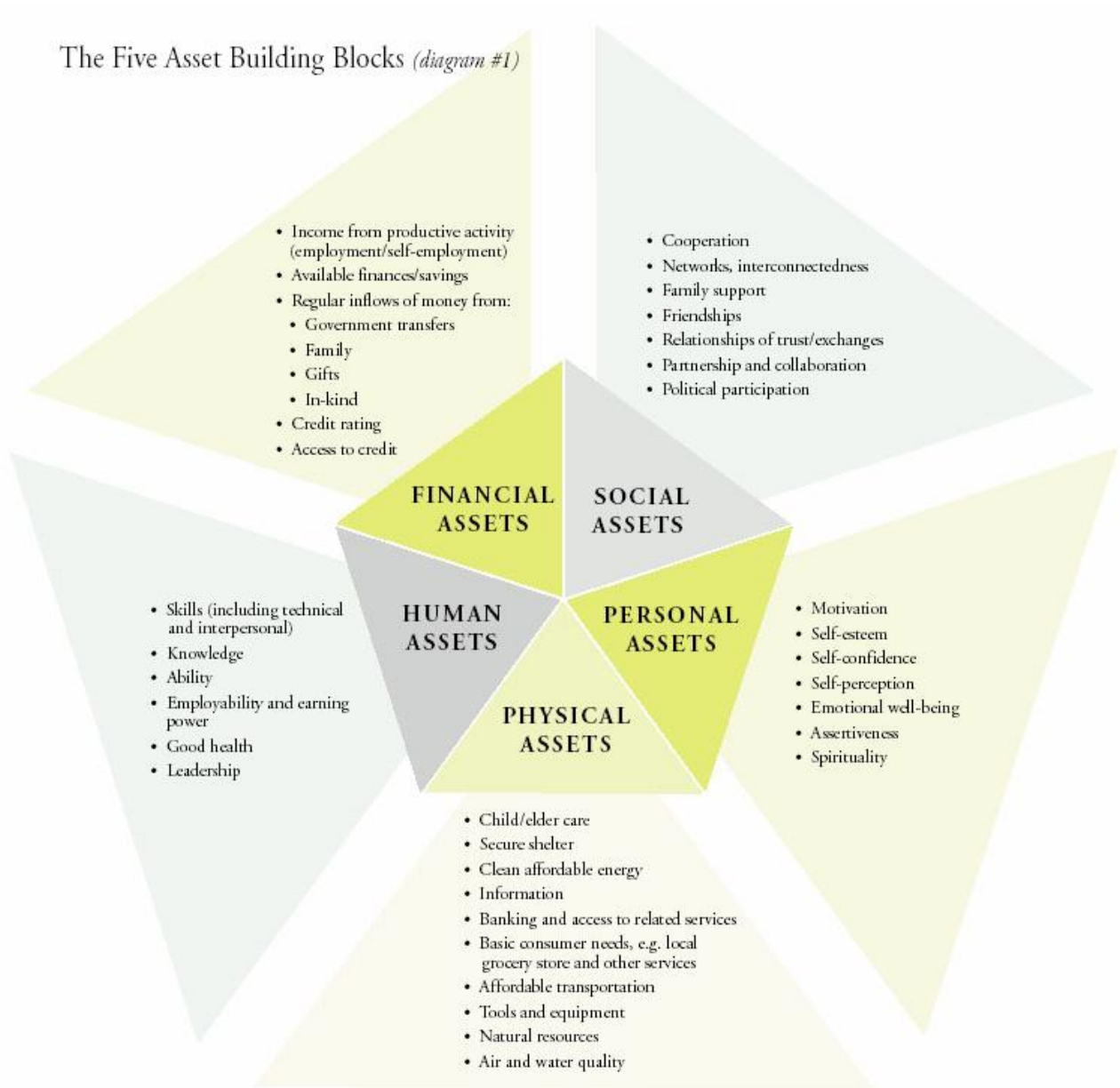


Figure 2 Livelihoods Assets