

Kastom Gaden Association

Strategic Plan 2025-2030

PUBLISHED by
Kastom Gaden Association
October 2024





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First published in 2024 by Kastom Gaden Association (KGA)

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KGA story

Kastom Gaden Association (KGA) was registered as a charitable trust in the Solomon Islands in 2001.

The organisation grew out of a program of the International NGO APACE which ran from 1993 to 2000. KGA was founded by the late Joini Tutua and Tony Jansen and has been working with farmers, farmer groups including women, youth and small enterprises for over 31 years promoting sustainable, organic food production, self reliance and food sovereignty.

KGA is governed by a board of trustees. The board is elected by a core group of KGA 8000 plus members who are chosen from the membership of KGA's Planting Material Network.



FRONT COVER PHOTO:

Abbreviations

AGM	Annual General Meeting
APACE	Appropriate Technology and Community Environment
CBO	Community-based organizations
FAO	Food and Agriculture Organization
FO4ACP	Farmers' Organizations for Africa, Caribbean and Pacific
FORI	Farmer-led Research and Innovation programme
HR	Human resources
IFAD	International Fund for Agricultural Development
IRD	Integrated rural development
IT	Information Technology
KGA	Kastom Gaden Association
MOU	Memorandum of Understanding
NCD	Non Communicable Disease
NGO	Non-government organisation
MAL	Ministry of Agriculture and Livestock
MECRM	Ministry of Environment, Climate Disaster Management
M&E	Monitoring and evaluation
MHMS	Ministry of Health & Medical Services
MWYFA	Ministry of Women, Youth, Children and Family Affairs
PGS	Participatory Guarantee Scheme
PIFON	Pacific Island Farmer Organisation Network
PIRAS	Pacific Islands Rural and Agriculture Stimulus Facility
PMN	Planting Material Network
RGCC	Regional Germplasm Centre
SBD	Solomon Island Dollar
SDG	Sustainable Development Goal
SIG	Special interest group
SISBEC	Solomon Islands Small Business enterprise Center
SME	Small to medium sized enterprises
SPC	Secretariat of the Pacific Community
ToT	Trainer of Trainer
WDD	Women's Development Division
WARA	West 'Are'Are Rokotaniken Association
WV	World Vision



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Acknowledgements

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Florence Nodoro
Olga Chaphagi
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STRATEGIC PLANNING participants

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About us

Vision

A future of healthy soils that yield healthy food for a healthy nation.

Mission

Strengthen village based food security in the Solomon Islands using participatory, practical, grass roots approaches that enable village people to examine, understand and develop their own solutions to improving household food security and village based agriculture economy.

Our Values

In order to achieve the above mission certain values will guide us. KGA is committed to the following values:

We value having a friendly, self sustaining environment in which staff feel that they are part of the organisation and that organisation is part of them

we will always work to maintain the simplicity of grass root approaches which give opportunity to farmer, technical people, staff, researchers and interested people to select and use

will will promote equality between all citizens: male and female, young and old, people with a disability etc because participation and transparency are important tools for achieving and ensuring fair distribution of benefits.



Big issues for KGA

Climate change adaptation
and the nutrition crisis (Non
Communicable Disease NCD
and malnutrition)

These issues are cross cutting
and will be addressed
through all our
operational
strategies.

Introduction to the Strategic plan

THIS STRATEGIC PLAN IS FOR THE PERIOD 2025-2030

Process / who was involved

This strategic plan's development started with an organisational reflection meeting with fifteen participants drawn from staff, board members, farmers and partner organisations (held on the 1st February 2024 at the KGA centre at Burns Creek in Honiara).

This was followed by 3 strategic planning meetings that were held to consult with farmers, staff and stakeholder to develop this plan:

- Gizo, Western Province (20th June 2024)
- Gwaunafiu, Malaita Province (9-10 July, 2024)
- Burns Creek, Honiara (12 July, 2024)

These meetings and the development of the strategic plan was made possible through support from PIFON and the FO4ACP project of IFAD funded by the European Union.

Reflection & lessons learned

Key strengths of KGA are: its network of active farmers who have developed organic farming solutions and can train and demonstrate simple solutions for other farmers; promoting locally grown food and nutrition based on local production; conservation and diversification of crop varieties through the PMN; has the capacity to access donor support; works effectively with and empowers women farmers. KGA has a strong and wide network of partners that ranges from community based groups through to national organisations, government and regional and international partners.

Where we want to go?

The Vision and Mission of KGA remain as relevant today as they were when the organisation was founded. We will continue to focus on them to guide us. During this strategic plan period 2025-2030 we will specifically focus on two big issues that we believe are the greatest threats facing our farmer members:



Operationalizing the strategic plan

Nine operational strategies have been developed to implement the strategic plan.

THE 8 OPERATIONAL STRATEGIES FOR SERVICES DELIVERY ARE:



Organic farming strengthened and mainstreamed

- KGA believes in and promotes organic, sustainable farming without the use of synthetic chemical inputs.
- We will continue to empower and train women, men and young farmers in organic farming practices relevant to Solomon Islands; provide practical methods to bring an end to slash and burn agriculture including agro ecological approaches such as agroforestry, cover crops, and improved and innovative application of traditional knowledge.
- We will continue to work with farmers and form technical partnerships to develop solutions for natural pest and disease management to respond to the increase in pest and disease problems that farmers are experiencing and that often drives the move to using pesticides.
- We will work with our farmer groups, SMEs and other value chain actors to support organic market value chains and helping farmers connect to them. This includes organic market spaces and opportunities to help our members differentiate their organic produce including Participatory Guarantee Scheme (PGS) and wider awareness of dangers of agro-chemicals.



Local farmer groups (including women, youth and other CBOs) strengthened and are able to provide KGA services in their areas

- KGA will prioritise partnerships with community groups and associations (farmer groups, farmer schools, women groups, youth groups, local NGOs) to enable them to deliver relevant services to local farmers.
- We will work with our key provincial partners to support them to become registered and stronger organisations. This will include training of trainers and lead farmers as well as farmer schools who train others at local level.
- We will help our partners to build their organisational capacity and to develop models of income for their groups including as service providers. These partnerships will enable farmer to farmer learning, exchanges of ideas and skills between farmers with training and demonstration done in farmers own areas.
- We will support better Communication (with and between PMN members), more media exposure about the success of PMN members, enable participation by our PMN members in provincial, national and international events. We will strengthen our networks and support our partners to define bottom up farmer led approaches.
- We will have clear exit strategies in our partnership agreements.



Diversification of crops

- A diversity of crops and varieties of crops is essential for sustainable farming and resilience to climate change and other shocks.
- Through the Planting Material Network we will continue to support and expand on-farm conservation of Plant Genetic Resources (PGR) for agriculture.
- Farmer run germplasm centres will test and share planting material.
- We will strengthen PMN seed production for consistent quality and high germination; our technical approach will expand to include morphological characterisation of PMN and farmer germplasm centre collection.
- We will establish collections, documentation and multiplication of emergency and climate resilient crops and varieties.



PMN members are reached in a more balanced way

- We will reach out to our farmers members in rural areas and our services will reach every province. PMN membership will continue growing as a result. PMN member conferences will be revived. PMN members have the opportunity to give feedback to KGA.



Organisational and institutional Partnerships and Coordination

- We will work with existing and expanded national and international NGOs networks and other CBOs (for example women's councils) to maximise our reach and impact; review existing and sign new MOU.
- We will seek recognition and support from SIG (MAL, MHMS) and other relevant government and intergovernmental partners (eg. SPC).
- We will establish new and expand existing links to UN Agencies and climate finance.



Nutritional health

- We will integrate nutrition and nutrition sensitive agriculture across all our services.
- We will promote the growing and consumption of diverse, organic, local food (Kai Kai). This will include kitchen gardens (sup sup garden), nutrition education and process of nutrition value added products.
- All our messaging will promote local food over highly processed and unhealthy imported foods.



More involvement and leadership of women

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- We will encourage women PMN members as leaders in food security and sustainable agriculture;.
- We will empower women groups including with savings groups
- We will improved nutrition that is accessible and attractive to women.
- We will be models of success for women farmer groups.
- We will support women led solutions to nutrition crisis.
- We will involve women in climate solutions leadership and innovation.



Linking farmers and farmer groups with the market

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- We will work with our network and partners to enable more links from PMN members to buyers of produce.
- We will work work on value adding of products eg. with SME from our network and with farmer groups to strengthen their technical skills and market development;.
- We will have a specific focus on new processed products that help to confront the nutrition crisis.
- We will carry out advocacy on overcoming lack of infrastructure, road, transport, marketing.

THESE 8 OPERATIONAL STRATEGIES ARE SUPPORTED BY A 9TH STRATEGY FOCUSED ON INSTITUTIONAL STRENGTHENING OF KGA TO BE ABLE TO DELIVER THE STRATEGY

9 Good management — KGA has the institutional capacity to deliver the strategy

- KGA has grown in recent years in the scale of funding and the number of donors.
- It needs to strengthen its financial management systems to ensure that it meets donor accountability requirements and can provide the information that each project needs during implementation.
- In addition KGA needs to ensure all projects contribute to the organisations operational costs and that KGA invests in its own sustainability by full implementation of its Full Cost Recovery business plan. To do this KGA needs:
 - clear and understood procedures that are consistently followed
 - a strong team with high motivations
 - good governance from its board
 - funding support for revival of KGA.
- Projects needs good designs, good cost recovery, strong M&E systems.
- KGA needs the right structure as it grows to serve more members and communities and enough human resource with well trained staff.



Photo: Organic Farming Model farm in Nusatupe, in partnership with World Fish, is built on limestone from green waste, recycling from Gizo Market, and soil from West Gizo.

Key result areas of the strategic plan

This section outlines indicative targets and where should we allocate our resources and what should our priorities be under each of the nine operational strategy areas.

Operational Strategy:

Organic farming strengthened and spreading

Priority Action Areas (HOW)	Indicator of success	Target (disaggregate where possible)	WHO needs to be involved / roles
<ol style="list-style-type: none"> 1. Deliver farming training mostly through Farmer Schools, women's groups, youth groups, farmer field schools and lead farmers 2. Practical organic farming methods demonstration, training support and follow up farmers for adoption. Methods might include: soil Improvement; composting; cover crops (eg. mucuna); contour farming; alley cropping; vetiver grass; crop rotation, planting legume plant; agroforestry; composting; seed saving; natural pest/disease control and management; drainage setup. 3. Explore and test green waste recycling and nature based solutions. 4. A specific focus on climate resilient methods such as increase in diversity; increase use of agroforestry, trees and resilient crops; land use and watershed planning; promote habitats and ecosystem services in agriculture. 5. Integrated organic farming with small livestock (pigs and chickens) using low external input approaches. 	<p>Farmers are practising organic farming:</p> <ul style="list-style-type: none"> • reduced pest and disease • conserving varieties / higher crop diversity • soil improvement / nutrients in soil • improved balanced diet (nutrition) • increased soil moisture, habitat, microorganisms and avoided soil erosion. 	<p>These methods are practiced by:</p> <ul style="list-style-type: none"> • 5000 PMN members • delivered through at least 30 farmer groups / farmer schools • 30 other groups (women/ youth / other) and lead farmers engaged . 	<ul style="list-style-type: none"> • PMN members • KGA Staff • Trainers of Trainers • IRD • PMN Members • MAL • Strongem Business • WDD • Ministry of health • WARA group • SPC • Youths.

Operational Strategy:

Local farmer (including women) groups strengthened and able to provide KGA service delivery

Priority Action Areas (HOW)	Indicator of success	Target (disaggregate where possible)	WHO needs to be involved / roles
<ol style="list-style-type: none"> 1. Review PMN database of groups — selection of groups for support. 2. Capacity building of local groups: governance, financial system, procedures, ToT, planting material supplied and collected. 3. Partnership agreements with local groups. 4. Regular planning and budgeting meeting with partners and regular funds transfer and reporting from partners. 5. Implementation (3 months). 6. Reflection, reporting, lessons learned, development of new work plan. 	<ul style="list-style-type: none"> • activity delivery groups identified • registration, constitutions • executive management functioning • bank accounts operating • staff trained • MOUs signed • approved work plan and regular activity reports • monthly reports • financial acquittal by partners meeting KGA rules. 	<ul style="list-style-type: none"> • 25 groups (or up to 40) • 25 MOU <p>All groups reporting:</p> <ul style="list-style-type: none"> • regular work plans and budgets • activity reports • monthly financial reports. 	<ul style="list-style-type: none"> • PMN members • KGA Staff • local groups • local partners • Network members who also work with the same • partners.



Photo: To strengthen the women's group that will be able to provide KGA service delivery, KGA works closely with the Honiara Council of Women. They first met with women representatives from the 12 wards of Honiara in September to plan for upcoming activities.

Operational Strategy:

Diversity of crops through planting materials

Priority Action Areas (HOW)	Indicator of success	Target (disaggregate where possible)	WHO needs to be involved / roles
<ol style="list-style-type: none"> 1. Bulking (planting, labelling, harvesting, drying) and distributing varieties to PMN members. 2. Collecting, describing and documenting varieties 3. Organic farming and pest and disease management practices in seed gardens. 4. PMN seed collections better managed — clear accessions numbers. 5. Train lead farmers to be seed producers and contract farmers to produce seed for PMN distributions. 6. Train and support farmer run germ-plasm centres to collect, multiply and distribute planting materials in their local areas including holding diversity fairs. 	<ul style="list-style-type: none"> • seed quality distributed by KGA is high (>80% germination rate) • accession management of crop varieties • 90% of PMN members receive seed or planting materials. 	<ul style="list-style-type: none"> • 10 each province • 5000 PMN members receive planting material and practise organic farming principles • 150t varieties of crops described, managed and conserved. 	<ul style="list-style-type: none"> • Lead Farmers • PMN members • MAL • KGA staff • Trainers • Health • Ministries • women's groups • farmer communities • partners.



Photo: To strengthen the women's group that will be able to provide KGA service delivery, KGA works closely with two women from the Western Province (Zaita) planting Taro in one of the germplasm site established in 2024.



Photo: Province farmers trained on seed saving practices.

Operational Strategy:

PMN members are reached in a more balanced way

Priority Action Areas (HOW)	Indicator of success	Target (disaggregate where possible)	WHO needs to be involved / roles
<ol style="list-style-type: none"> 1. Continue to utilise the PMN database and record all seed and planting material distribution linked to members. 2. Projects and their activities reach a wide spread of PMN member farmers in different provinces. 3. Decisions on service delivery are linked to where there are active and renewed members. 4. Member database is being updated regularly and member information is used to make service delivery decisions. 	<ul style="list-style-type: none"> • number of seeds and planting material distributed • number of farmers and PMN members who receive seeds • services delivered by province. 	<ul style="list-style-type: none"> • 5000 PMN members received seed and information • 70% of PMN members surveyed are satisfied with service. 	



Photo: Ngali nut

Operational Strategy:

Organisational and institutional partnerships and coordination

Priority Action Areas (HOW)	Indicator of success	Target (disaggregate where possible)	WHO needs to be involved / roles
<ol style="list-style-type: none">1. MOU Agreement2. Form Associations3. Market Access4. Liaise development plan with MAL5. Secondante MAL Officer	<ul style="list-style-type: none">• registration• registration• product certified• MAL endorsement.	<ul style="list-style-type: none">• 5 years• 5 years• continues• continues• full time.	<ul style="list-style-type: none">• MAL, NGOs• Commerce• KGA• National: MAL, MHMS, MWYFA, MCDRM• International: WV, Live&Learn, Oxfarm, SPC, PIRAS, FAO, FORI• partners.



Photo: KGA continues to build partnerships and collaboration with other organizations and institutions. This photo was taken in 2024, at the signing of MOU with Planned International.



Photo: Diversity from the garden is linked with diversity in the diet for good nutrition.

Operational Strategy:

Nutritional health

Priority Action Areas (HOW)	Indicator of success	Target (disaggregate where possible)	WHO needs to be involved / roles
<ol style="list-style-type: none">1. TOT.2. Food fairs.3. Cooking competition.4. Bulking sites (orange flesh/ yellow varieties and nutrition oriented collections of varieties.5. Technical partnerships.	<ul style="list-style-type: none">• trainers train other women• training report• Food Diversity Fair done• report• events• bulking sites linked with other groups• strategy — diversification	<ul style="list-style-type: none">• reduce underweight pikinini - 20%• 25 events• 25 sites	<ul style="list-style-type: none">• KGA• MHMS — nutrition units• partners• PMN Members.



Photo: In promoting organic farming and healthy eating, KGA, through its project, held Diversity Fairs/food fairs where farmers can share/distribute planting materials and knowledge sharing. Photo captured from Lokuru (Western) Province diversity fair in 2022.

Operational Strategy:

Links with the market

Priority Action Areas (HOW)	Indicator of success	Target (disaggregate where possible)	WHO needs to be involved / roles
<ol style="list-style-type: none">1. Identify your potential (market outlet, demand, price agreements).2. Quality product, time and quantity.3. Sustainability of produce.4. Involve farmer groups5. Availability and reliability of transport.6. Training on marketing activities.7. Capital from KGA to kick start.	<ul style="list-style-type: none">• hotels / institutions involved• individual resellers• price agreements• consumers.	<ul style="list-style-type: none">• 5 institutions• 2 hotels• 25 resellers• offices• house to house fresh supplies.	<ul style="list-style-type: none">• SISBEC• KGA• Farmer Group• MAL• honorables.



Photo: Processing facility of SolAgro. They source Ngali nut, mooring and soursop leaves from farmers and farmer groups to develop new products.

Operational Strategy:

More involvement and leadership of women in food security

Priority Action Areas (HOW)	Indicator of success	Target (disaggregate where possible)	WHO needs to be involved / roles
<ol style="list-style-type: none">1. Identify women groups2. Use the WDD network3. Governance training4. Specific training on different topics5. Financial literacy training6. exchanges7. Loan and savings scheme (use WARA or others with experience to train to set up).	<ul style="list-style-type: none">• formal registration of groups• groups have constitutions and good governance• women with savings and loans• use of the savings and loan (benefit to livelihoods)• change in health and education• total value of savings.	30 women groups	<ul style="list-style-type: none">• WARA (ToT and savings)• WDD• KGA• Farmer Schools• MAL.



Photo: To increase involvement and leadership of women in food security, KGA registered women groups, built their capacity and involved them in activities that would help sustain them. This photo is of the Ziata women's group in Western Province undergoing capacity training under one of KGA projects (JPRWEE).

Operational Strategy:

Good management — institutional capacity to deliver the strategy

Priority Action Areas (HOW)	Indicator of success	Target (disaggregate where possible)	WHO needs to be involved / roles
<ol style="list-style-type: none"> 1. Linking with donors. 2. M&E. 3. Regular monitoring and planning meetings with partners and farmer groups. 4. Regular AGM according to constitution. 5. Staff recruitment and orientation process strengthened. 6. Office staff and field staff; regular staff appraisals. 7. Better support staff training and development including internships; 8. Hold periodic staff retreats. 9. Better finance and administration systems able to manage multiple donor projects with transparency and reach all reporting requirements. 10. KGA has up to date manual and procedures that are in use and understood by all staff and partners who receive funds. 11. Full cost recovery business model is fully implemented and followed for all projects. 12. Clear structure and delegation of responsibility in all levels of the organisation. 13. Strengthened policies and procedures understood by all staff 14. Better HR: clear contracts, regular performance appraisal. 15. Better time management by staff. 16. Proper staff orientation and better in house training of staff and supporting interns to grow. 17. A functioning library. 18. KGA vehicle repaired or replaced. 19. Set up PMN systems to function more clearly as its own organisation with income and expenditure ad activity targets. 20. IT System to be strengthened/ computers and devices. 21. KGA partners and farmer schools have opportunity for attachments with KGA on administrative and management as well as technical areas. 	<ul style="list-style-type: none"> • enough funding to implement strategy • good date base is in place and use • quarterly meeting and reports done • photos and video clips • AGM reports • qualified staff recruited • revised KGA manual and procedures • staff and partners are trained according to specific roles • PMN organisation set up. 	<ul style="list-style-type: none"> • 6 donors of significant multi year projects (with funding of SBD\$7.5 million per year) • data base is working • 20 monitoring meeting reports • 2 AGM report meeting • 40 staff recruited 10 office staff and 30 field staff • all KGA policies and procedures are meeting donor requirements • 20 staff and partners received training • 3 core staff of PMN. 	<ul style="list-style-type: none"> • KGA staff • 1.5 degrees • KGA • farmer • partners.

SDG alignment

The KGA Strategy is closely aligned with 7 of the 17 Sustainable Development Goals (SDG)

Sustainable Development Goal (SDG)	Level of alignment
No poverty (SDG 1) Zero hunger (SDG 2)	
Good health and well-being (SDG 3)	
Gender equality (SDG 5)	
Reduced inequalities (SDG 10)	
Sustainable cities and communities (SDG 11)	
Climate action (SDG 13)	



Photo: KGA continues to strengthen the organization through capacity training for staff, refresher training, regular meetings, and revising its policies, manuals and procedures. This photo shows staff and farmers undergoing financial refresher training.



Photo: Lyndellar Sanau and Natalie Rence in the KGA office.

